



GREAT YARMOUTH BOROUGH COUNCIL

Policy and Resources Committee

Date: Tuesday, 24 May 2022

Time: 18:00

Venue: Council Chamber

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

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

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

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

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

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

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

3	<u>MINUTES</u>	5 - 9
	To confirm the minutes of the meeting held on the 22 March 2022.	
4	<u>FORWARD PLAN</u>	10 - 10
	Report attached.	
5	<u>ANNUAL PERFORMANCE REPORT 2021/22</u>	11 - 53
	Report attached.	
6	<u>NEW LOCAL PLAN – REVISED LOCAL DEVELOPMENT SCHEME, STATEMENT OF COMMUNITY INVOLVEMENT AND 'CALL FOR SITES'</u>	54 - 77
	Report attached.	
7	<u>EQUINOX PROPERTY HOLDINGS - FINANCING</u>	78 - 81
	Report attached.	
8	<u>TOWN DEAL INTERVENTION 5 - RESTORATION AND SUSTAINABLE REPURPOSING OF THREE VACANT HISTORIC BUILDINGS</u>	82 - 92
	Report attached.	
9	<u>TOWN DEAL INTERVENTION 6 - RESTORATION AND ADAPTATION OF THE HISTORIC ICE HOUSE AS A NATIONAL CENTRE FOR ARTS AND CIRCUS</u>	93 - 104
	Report attached.	

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| 10 | <p><u>HERITAGE CENTRE PROJECT - GRANT FUNDING</u></p> <p>Report attached.</p> | 105 -
114 |
| 11 | <p><u>ANY OTHER BUSINESS</u></p> <p>To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.</p> | |
| 12 | <p><u>EXCLUSION OF PUBLIC</u></p> <p>In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-</p> <p>"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."</p> | |
| 13 | <p><u>CONFIDENTIAL APPENDIX - TOWN DEAL INTERVENTION 5 - RESTORATION AND SUSTAINABLE REPURPOSING OF THREE VACANT HISTORIC BUILDINGS</u></p> <p>Details</p> | |
| 14 | <p><u>CONFIDENTIAL APPENDIX - TOWN DEAL INTERVENTION 6 - RE-PURPOSING OF THE ICE HOUSE</u></p> <p>Details</p> | |
| 15 | <p><u>CONFIDENTIAL - APPENDIX 1 - HERITAGE CENTRE PROJECT - GRANT FUNDING</u></p> <p>Details</p> | |
| 16 | <p><u>CONFIDENTIAL - EQUINOX PROPERTY HOLDINGS LIMITED - SHAREHOLDER'S REPORT AND BUSINESS PLAN (2ND EDITION)</u></p> <p>Details</p> | |
| 17 | <p><u>CONFIDENTIAL MAJOR CAPITAL PROJECTS DELIVERY REPORT</u></p> <p>Details</p> | |
| 18 | <p><u>CONFIDENTIAL - SALE OF SITE 24 BEACON PARK</u></p> <p>Details</p> | |
| 19 | <p><u>CONFIDENTIAL MINUTES</u></p> <p>Details</p> | |



Policy and Resources Committee

Minutes

Tuesday, 22 March 2022 at 18:00

PRESENT:-

Councillor Smith (in the Chair), Councillors Flaxman-Taylor, Grant, P Hammond, Hacon, Myers, Plant, Wainwright, B Walker, Wells Williamson, & A Wright.

Councillor Candon attended as a substitute for Councillor P Carpenter.

Ms S Oxtoby (Chief Executive Officer), Ms C Whatling (Monitoring Officer), Mr J Wedon (Senior Performance & Data Protection Officer), Mr S Best (Regeneration & Funding Manager), Ms L Snow (Finance Manager), Mr S Hubbard (Strategic Planning Manager) & Mrs C Webb (Executive Services Officer).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor P Carpenter.

2 DECLARATIONS OF INTEREST

Councillor Williamson declared a personal interest in item 6 in his capacity as a Trustee of the Preservation Trust.

Councillor Wells declared a personal interest in item 6 in his capacity as a Trustee of the Preservation Trust.

3 MINUTES

The minutes of the meeting held on the 8 February 2022 were confirmed.

4 FORWARD PLAN

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee agree the Forward Plan.

5 OUTSIDE BODY REPORT

The Committee received and considered the report from the Corporate Services Manager.

RESOLVED:-

That the Committee note the report.

6 2022-23 ANNUAL ACTION PLAN

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

The Senior Performance & Data Protection Officer reported the salient areas of the report to the Committee. The Annual Action Plan 2022-23 documented the projects and activities that would be taken forward by the Council during 2022-23, this builds on the previous year's Action plan and continues the delivery of The Plan 2020 - 2025. The Annual Action Plan also included a suite of Performance Indicators that related to The Plan 2020 - 2025 and on-going service delivery of the Council. This data would be presented to Members quarterly through the various Service Committees.

Councillor Williamson asked for an update on the proposed Heritage Centre as he was concerned regarding the proposed timeline as being deliverable by December 2022 as this might prove to be difficult.

RESOLVED:-

That the Committee had reviewed and approved the Annual Action Plan 2022-23.

7 ADOPTION OF NORFOLK GREEN INFRASTRUCTURE AND RECREATIONAL AVOIDANCE AND MITIGATION STRATEGY

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

The Strategic Planning Manager reported that the adoption of the Norfolk Green Infrastructure and Recreation Avoidance and Mitigation Strategy and collection of the new tariff of £185.93 was essential in order to ensure that the Council could discharge its responsibilities under the Conservation of Habitats and Species Regulations 2017 as highlighted in the report. The strategy ensured a joined-up approach at mitigating impact on designated habitat sites across Norfolk, particularly given the fact that impact was often cross-boundary. It would not be sufficient to continue with implementing the Council's existing Habitat Monitoring and Mitigation Strategy alone, as this did not provide mitigation for the Broads Special Area of Conservation and Broadland Special Protection Area. Not adopting the strategy could present a risk to the legal robustness of planning permissions for new housing and tourist accommodation in the Borough, as the Council would be unable to demonstrate no adverse impacts remained on the designated sites as detailed in the report and appendices. Failure to adopt the strategy might also result in challenges under the Duty to Cooperate on the Council's Local Plan review.

Councillor Grant asked for clarification as to what would happen if the Council was unable to deliver the 42,740 required homes and how this would impact on the Council's financial position in regard to this scheme.

RESOLVED:-

That the Committee:-

- (i) Adopt the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation Strategy on behalf of the Council,
- (ii) Approves the collection of developer contributions from 1st April 2022 towards the strategy as a method for mitigating impact on designated habitat sites; and
- (iii) Endorses the Norfolk-wide Statement of Common Ground on the Norfolk Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy.

8 GREAT YARMOUTH AND GORLESTON-ON-SEA TOWN DEAL

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

The Chief Executive Officer updated Members on the current status of the Town Deal process and the development of the nine interventions or projects and the Treasury Green Book-Compliant Full Business Cases. Town Deals effectively delegated decision-making within the envelope of funding awards to local processes, with the formally-constituted Town Board, prioritising and developing projects

and the Council's statutory Section 151 Officer signing those off.

The Chief Executive Officer informed the Committee that the Town Board had endorsed substantive drafts of the Full Business Cases on 26 January 2022 and the high level Summary Documents last week that must be submitted to the Government by 24 March 2022 in order to unlock the £20.1m Town Deal award. The capital programme presented as part of the Section 151 Officer's budget report reflected those projects included within the Town Deal programme and, where applicable, the Council's funding for these projects.

The Chairman and the Chief Executive Officer thanked the Regeneration and Funding Manager for all his hard work carried out on the project.

Councillor Plant reiterated that this was a real achievement for the town and that Great Yarmouth was a beacon shining brightly across the county and he sincerely thanked all the officers involved for their sterling work.

Councillor B Walker reported that he was annoyed with the title of the funding application as being Great Yarmouth & Gorleston-on-Sea as Gorleston had not benefitted from the scheme. The Chief Executive Officer reminded Members that the original Town Deal area boundary had been Great Yarmouth only but the Council had asked for the parameters to be widened to include Gorleston & Bradwell.

RESOLVED:-

That the Committee:-

(i) Receive this report and note that the capital programme presented as part of the 2022/23 Budget Report reflects projects included in the Town Deal programme and, where applicable, the Council's funding for these projects; and

(ii) Endorse the proposal to submit summary documents to the Government by 24 March 2022 in order to unlock Town Deal funding of up to £20.1 million.

9 2021-22 PERIOD 10 BUDGET MONITORING REPORT

This is the general fund 2122 budget monitoring report up to the end of January 2022 which shows a current surplus forecast position of £249k. The budget was set at a £112k deficit so this is an improved position than originally anticipated. The forecast position does not account for any carry forward of underspend requests by Heads of Service, which will be considered and approved by the section 151 officer as part of the yearend outturn process.

Appendices A to C provide the detail analysis of the budget to forecast for the revenue budget with explanations for significant variances provided.

Nearly £16m of business grants have been paid out this financial year, applications are now closed and the final payments should be processed this week. Appendix D provides the capital programme of £48.3m which includes some budgets that span financial years such as the capital spend on the Marina Centre project. The current forecast spend at month 10 is £24.9m with the remaining £23.4m to be carried forward into future years.

10 ANY OTHER BUSINESS

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

Policy and Resources Committee			ELT Date	Pre Meet Date	Agenda Published	Committee Date
21-079	Annual Performance Report	Senior Performance and Data Protection Officer	04/05/22	06/05/22	10/05/22	17/5/22
22-046	New Local Plan – Revised Local Development Scheme, Statement of Community Involvement and 'Call for Sites'	Strategic Planning Manager	04/05/22	06/05/22	10/05/22	17/5/22
22-055	Town Deal - Re-purposing of the Ice House, Great Yarmouth	Strategic Director (PB) – Project Manager / Culture, Heritage and Design Manager	04/05/22	06/05/22	10/05/22	17/5/22
22-056	Town Deal - Re-purposing of Historic Buildings, Great Yarmouth	Strategic Director (PB) / Project Manager	04/05/22	06/05/22	10/05/22	17/5/22
22-061	Equinox Property Holdings Limited Shareholder's Report & Business Plan 2022/23	Strategic Director (PB) / Equinox Executive Officer / Senior Accountant	04/05/22	06/05/22	10/05/22	17/5/22
21-177	Heritage Centre Grant Award	Strategic Director (KB) / Darren Barker	04/05/22	06/05/22	10/05/22	17/5/22
22-096	Equinox Property Holdings - Financing	Finance Director	04/05/22	06/05/22	10/05/22	17/5/22
22-071	Capital Projects Delivery Report	Major Projects & Development Director	04/05/22	06/05/22	10/05/22	17/5/22
22-019	Sale of Site 24 Beacon Park	Major Projects & Development Director	04/05/22	06/05/22	10/05/22	17/5/22
22-011	GYBS Update Report	Strategic Director (KB)	22/06/22	01/07/22	05/07/22	12/07/22
21-116	Procurement Strategy/Policy	Monitoring Officer	22/06/22	01/07/22	05/07/22	12/07/22
22-082	2021/22 General Fund Outturn Report	Finance Director	22/06/22	01/07/22	05/07/22	12/07/22
22-057	Equinox Enterprises Ltd – Eastwood Phase 2 Confidential Item	Strategic Director (PB) / Equinox Executive Officer / Senior Accountant	22/06/22	01/07/22	05/07/22	12/07/22
22-063	Gorleston Masterplan	Strategic Director (KB)	22/06/22	01/07/22	05/07/22	12/07/22
22-029	Annual Debt Report	Head of Customer Services	22/06/22	01/07/22	05/07/22	12/07/22
22-030	Council Tax Support	Head of Customer Services	22/06/22	01/07/22	05/07/22	12/07/22
22-031	Housing Benefit	Head of Customer Services	22/06/22	01/07/22	05/07/22	12/07/22
22-032	Revenues Write off Report (end of June)	Head of Customer Services	22/06/22	01/07/22	05/07/22	12/07/22
22-033	Council Tax Support Scheme 2023/24	Head of Customer Services	19/10/22	21/10/22	25/10/22	1/11/2022
22-034	Council Tax Base 2023/24	Head of Customer Services	19/10/22	21/10/22	25/10/22	1/11/2022
22-035	Council Tax Discounts 2023/24	Head of Customer Services	19/10/22	21/10/22	25/10/22	1/11/2022
22-036	Revenues Write off Report (Oct 2023)	Head of Customer Services	04/01/23	06/01/23	10/01/23	17/01/23

URN: 22-087

Subject: Annual Performance Report 2021/22

Report to: Executive Leadership Team (ELT)

Report by: James Wedon – Senior Performance & Data Protection Officer

SUBJECT MATTER

The following report gives an update on the Council's annual performance for the financial year 2021/22. The report is broken down into two sections:

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

RECOMMENDATION

- Policy & Resources Committee is asked to review and approve the Annual Performance report for 2021/22.
- All key projects will continue to be monitored over the financial year with the aim of maintaining a green status (on target) and where possible attaining a green status for those key projects which are currently amber.





1. Introduction

- 1.1. During 2021/22 key projects and performance measures were reported to the Executive Leadership Team and Policy & Resources Committee on a quarterly basis. The Council's other three service committees then received their relevant performance measures data. At the end of the financial year an annual performance report is produced and is sent to Policy & Resources Committee for approval.
- 1.2. The other three service committees will receive a report showing their relevant performance measures.

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 and Policy & Resources 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 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 ten reports, seven have a current green status defined as no problems or minor issues and three have 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	7
	Amber - problems identified but contingency plan in place	3
	Red – serious problems out of tolerance	0





3. Performance Measures 2021/22 (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.

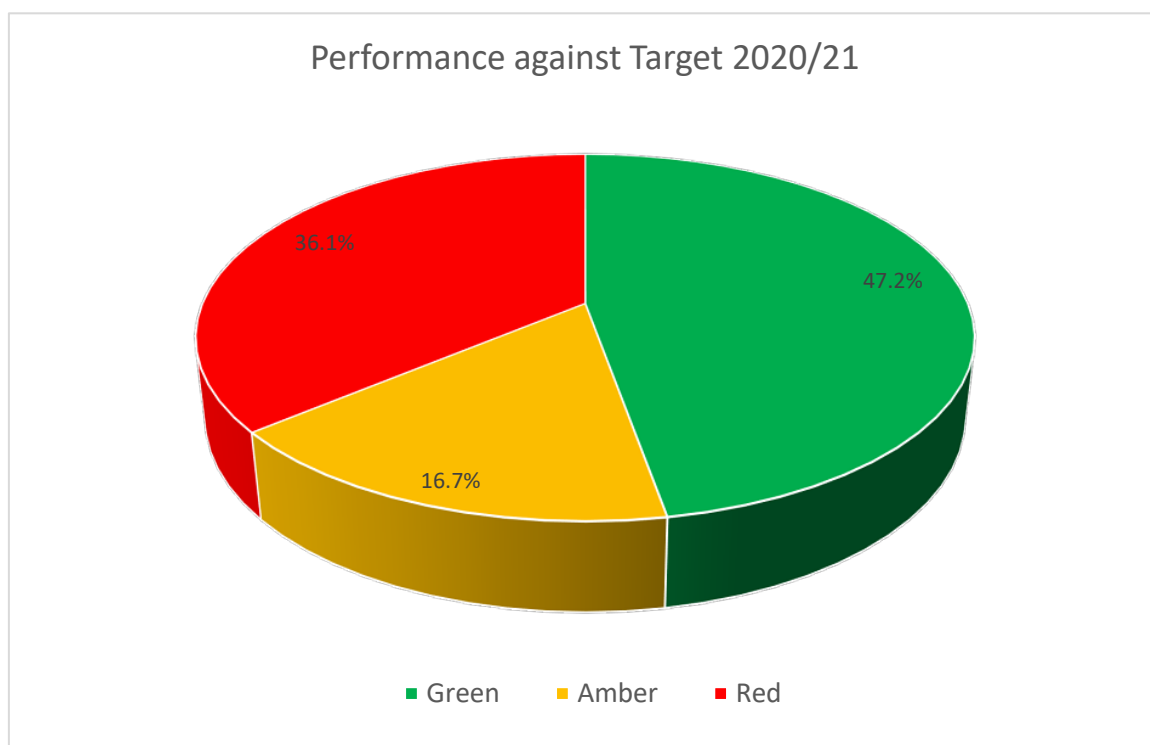
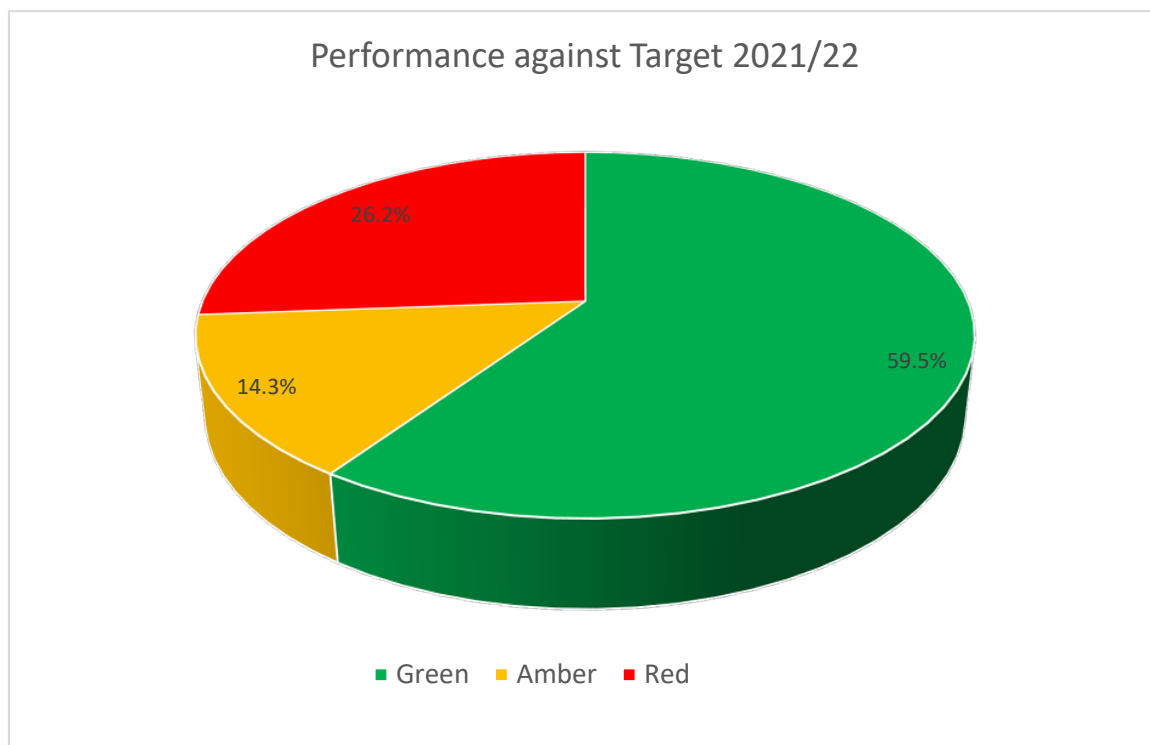
- 3.2 The tables in the report appendices provide the following information:

- Description of measure/indicator
- 2021/22 outturn figure
- 2021/22 target
- Status (outturn against target)
- 2020/21 outturn figure
- Current performance/trend data
- Short commentary on performance over the year

- 3.3 There are 50 measures reported in the annual performance report, a performance rating has not been assigned to 8 of the 50 measures as there is insufficient control over the outcome to set a target. A breakdown of the remaining 42 is provided below:

	Performance Measures against Targets	Total
	Green - Performance has met or exceeded target	25
	Amber - Performance is below target but within tolerance	6
	Red – Performance is below target and tolerance	11

- 3.4 The charts below show comparison data on the percentage of performance measures against target between 2021/22 and 2020/21.



3.5 The eleven 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:

- PR04(b) – Empty Homes: Number of long-term empty homes (Over 2 years)
- PR06 – Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered
- PR10 – The number of working days lost due to sickness absence per FTE
- PR12 – % of Audit days delivered (of the annual plan)
- ED07 – Building Control: The percentage of building regulation applications where a decision notice is issued within the eight-week statutory period.
- ED08 – Percentage of Land Charges search returns sent within 10 working days.
- EN01(b) – Food Hygiene: Number of food premises inspected
- HN02(b) – Number of social housing new applicants awaiting assessment
- HN04 – Average cost of a Void repair
- HN06 – Costs - Total Void Works (service provision) as % of Total Repairs Costs
- HN07 – Costs – total responsive repairs as a percentage of total repairs costs

3.6 Data Quality note:

All data included in this report for the 2021/22 financial year is provisional unaudited data and is categorised as management information. All 2021/22 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?

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

KEY PROJECTS – SUMMARY REPORT QUARTER 4 2021/22 (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	Lead ELT	Current Position
KP01 – Energy Park, Business Incubator and related offshore activities	Stuart Dawson	David Glason	
KP03 – Middlegate Estate Regeneration	Nicola Turner	Kate Blakemore	
KP04 – Wellesley Recreation Ground	Tracey Read	Kate Blakemore	
KP05 – Marina Centre	David Ramsey	Iain Robertson	
KP06 – Winter Gardens	Iain Robertson	Iain Robertson	
KP08 – Improving the Markets and the Marketplace	Jane Beck	Iain Robertson	
KP09 – Go Trade	Ruth Cockrill	Iain Robertson	
KP11 – The Conge Redevelopment	Claire Wilkin	Nicola Turner	
KP12 – North Quay Redevelopment	Tracey Read	David Glason	
KP13 – Operations and Maintenance Base	Tracey Read	David Glason	

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

Project Highlight Report



Project Name	Great Yarmouth Energy Park & South Denes Regeneration	Project Manager	Stuart Dawson / Jon Barnard
Date of Report	20 th April 2022	Project Sponsor	David Glason
Reporting Period (Quarter months)	Q4 Jan - March 2022	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview

The Great Yarmouth Energy Park

The ambition is to secure inward investment and regenerate the project area to generate economic growth and improve the environment through redevelopment. The strategy is a reflection of the demand on the port area, with targeted redevelopment and re-use of sites by the private and public sector. Part funding for the project has been put in place by Norfolk County Council from the Norfolk Infrastructure Fund, this is recorded by the NIF Annual report dated 3 March 2014 where it is decided to support the project to £2.75m. The remaining funding, £250,000, will come from Great Yarmouth Borough Council from its capital reserves.

Business Incubation units Phase 1

Part of Town Deal bid, creation of business incubator units within the north east quadrant of GYEP which is within the ownership of Great Yarmouth Borough Council, unlocking and enabling further inward investment by the energy sector and providing a low-risk local base for energy sector start-ups, relocations and growing businesses.

Key activities achieved this reporting period	Areas of work for next reporting period
Business Incubation Units Phase 1	
<ul style="list-style-type: none"> An additional £420,500 approved to be financed by the Council on top of the £3,950,000 Town Deal Funding making a total of £4,370,500 for the project. Technical studies commenced. <ul style="list-style-type: none"> Topographical survey completed (excl. GPR) Ecological survey phased over spring/summer Hethel Innovation visited and appraised 3 March to better inform brief development process. PIN raised with Angela Butcher 	<ul style="list-style-type: none"> Architect to be engaged through SNDC procurement process (currently underway) to start initial design process – develop high level options for different levels of Incubator non-rentable facilities. Commence review cost implications of providing management, training and mentoring services when Incubator operational. All surveys and investigations complete and reported

Great Yarmouth Energy Park	
Ongoing interest received for sites within Great Yarmouth Energy Park and agents progressing enquires.	Agents exhibiting park at SNS 2022
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>	
The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	COVID 19	The impact of COVID 19 on the projects will continue to be monitored	
2	Incubator Units	Slight delay but manageable and within the programme	

Financial Summary 1 – Actuals - Great Yarmouth Energy Park			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£3,000k	
Budget	£	£	
Funded by:			
GYBC	£	£3,000k	
External Grant e.g. HLF	£	£	
Other	£	£	
Total Funding	£	£3,000k	
Actual Spend to date	£2.2k	£1,155k	Capital spend is cumulative for project. Revenue expenditure is for 21-22 only
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Helena Craske			25/04/22

Financial Summary 2 – Actuals - Great Yarmouth Incubator Scheme			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£4,370,500	
Budget	£	£	
Funded by:			
GYBC	£	£420,500	
External Grant - Town Deal	£	£3,950,000	
Other	£	£	
Total Funding	£	£4,370,500	
Actual Spend to date	£	£30,241	This represents the cost on the ledger at 31-03-22, but is yet to include accruals so is subject to change before being reported in the accounts.
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Helena Craske			25/04/22

Project Highlight Report



Project Name	Middlegate Estate	Project Manager	Nicola Turner
Date of Report	22 April 2022	Project Sponsor	Kate Blakemore
Reporting Period (Quarter months)	Q4 to 31 March 2022	Finance Officer	Danielle Patterson

Project Status		AMBER – Problems but within contingency plan	
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
A feasibility study for potential to regenerate Middlegate Estate.	
Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Mobilisation of delivery of recreational and leisure works completed, designs and specification Progression of stage two master plan for estate regeneration 	<ul style="list-style-type: none"> Delivery of recreational and leisure works on estate Progression of Stage 2 master planning and viability work
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>Within original budget for master planning and viability work, although timescale for completion of master plan and viability has slipped.</p> <p>Recreational and leisure works cost plan shows small potential overspend, which will be met from Housing Revenue Account if it arises. Ongoing budget monitoring will look to mitigate as much as possible this small overspend. Original programme for works has been extended due to longer than expected procurement process, with new revised completion date of 3 October 2022.</p>	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Continued elongation of timescales – critical for phase 2 master planning and viability to be completed to allow engagement with funders and residents	Timescales are being monitored, but consultant availability has had some impact on timescales to date. Revised and pragmatic programme has been agreed.	

2	Outcomes of master planning and viability do not meet project objectives and/or effectively evidence costs.	Clear criteria set for phase 2 master planning and viability work.	
3	Timescale for delivery of leisure and recreational works slips resulting in less spend of grant monies.	<ul style="list-style-type: none"> Dedicated project manager resource Regular monitoring of project requirements, deliverables and timescales against bid outcomes Contractor aware of timescale for delivery of works. 	

Financial Summary			
	Revenue	Capital	Notes on Background
Budget	£	£ 320,000	DLUHC (formerly MCHLG) Deprived Estates Fund for master planning and viability costs
Budget	£	£858,312	DLUHC and One Public Estate – Estate Regeneration Fund for recreational and leisure works costs
Funded by:			
GYBC	£	£	
External Grant e.g. HLF	£	£320,000 £858,312	See above
Other	£	£	
Total Funding	£	£1,178,312	
Actual Spend to date	£	£249,474 £12,593	Master planning and viability spend Relates to spend on recreational and leisure works with an additional spend of £33k incurred but not yet invoiced
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Danielle Patterson			22/4/2022

Project Highlight Report



Project Name	Wellesley Recreation Ground	Project Manager	Tracey Read
Date of Report	Quarter 4 Report 2021/22	Project Sponsor	Kate Watts
Reporting Period (Quarter months)	Jan – March 2022	Finance Officer	Fiona Castleton/Helena Craske

Project Status			GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
<p>Develop a clear future direction for the Wellesley Road Recreation Ground, including current and future usage, potential 3G facilities, onsite buildings and future management of the site. A review of income, expenditure, management, maintenance, issues, risks and opportunities on the site to present a calculated, coherent and comprehensive plan for the site which addresses all areas, either as one study or as linked studies.</p> <p>Following a feasibility study for this site it has been agreed that the Council will work with various funding partners to:</p> <ul style="list-style-type: none"> • Install a 9v9 3G football pitch on the site • Carry out improvement works to the three listed buildings on the site • Install CCTV on the football stadium • Undertake improvement works to the athletics track and lighting 	
Key activities achieved this reporting period	Areas of work for next reporting period
Business case presented to P&R – approval of capital funding	Football Foundation funding application to be submitted and approved – Football Foundation Board to meet and approve application July 2022
CCTV installation completed	Members Working Group meeting to take place 5th April 2022 to update on progress of application and site improvements
Planning application submitted and approved for 3G pitch and Tennis Pavilion works	Stakeholder engagement – ongoing
Funding application being finalised for submission April 2022	Exploration of funding opportunities – ongoing
Comms plan finalised	Lighting improvements completed
	Site visit to take place to review potential wider site improvements
<p>Project stage tolerance status.</p> <p><i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i></p>	
<p>The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.</p>	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Covid-19 – Delays due to measures and staff redeployment	Work is continuing, albeit slightly delayed. No serious impact to the project delivery.	
2	Stakeholder engagement	Critical to the success of any option appraisal or potential proposal. The Wellesley is a well-loved asset within the borough with long standing uses. Continue to work with stakeholders to develop options for the site that will be well used and well managed.	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£25,000	£59,300	£303k has been approved subject to business case as per budget setting 2021/22, but to date only £59,300 has been released for use during this financial year. A further budget has been approved for 22-23.
Budget	£	£	
Funded by:			
GYBC	£25,000	£59,300	Allocation following feasibility study.
External Grant e.g. HLF	£50,000	£	Grant Funding of £50,000 received from the Coastal Revival Fund in 2018/19.
Other	£	£	
Total Funding	£75,000	£59,300	
Actual Spend to date	£10,802	£46,316	<p>Funding of £25,000 was allocated from the Council's special projects reserve to fund a feasibility study for this project, this was agreed at Corporate Projects Board - Monday 29th January 2018.</p> <p>Revenue spend of £10,802 was funded by £50,000 grant received. The remaining CRF funding is being used to fund ticket office works (£28k)</p> <p>Capital actual represents costs on the ledger at 31-03-22, but doesn't yet include accruals, so is therefore subject to change before being reported in the accounts</p>
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Fiona Castleton/Helena Craske			25/04/22

Project Highlight Report



Project Name	Marina Centre	Project Manager	David Ramsay
Date of Report	22/04/2022	Project Sponsor	Iain Robertson
Reporting Period (Quarter months)	Jan - March 2022	Finance Officer	Lorna Snow

Project Status			GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
<p>The project comprises redeveloping the Marina Centre to include a six-lane pool, learner pool, sports hall, gym with various health and fitness suites, leisure water, flumes, café and climbing wall. The project has completed RIBA Stages 2, 3 and 4 with the projects multi-disciplinary team led by Mace and is now progressing through Stage 5 with the contract award to Morgan Sindall Construction.</p>	
Key activities achieved this reporting period	Areas of work for next reporting period
<p>Construction – Façade Completion of the east side replacement cladding panels – façade cladding/glazing/brickwork now all complete.</p> <p>Ground Floor Drylining completion of the leisure pool and learner pool areas and commencement of the wall/floor tiling throughout</p> <p>First Floor Decorations to this area proceeding. The internal screens are also well progressed with glazing following.</p> <p>M&E Mechanical and Electrical 1st fix proceeding throughout the building. Boilers, CHP and AHU's installed.</p> <p>Filtration Filter vessels, pumps and valves installed.</p> <p>Externals Formation of the Flumes supporting structure, running the power supply to the vehicle charging points, formation of the performance area, powering up the on site meters to make the building self sufficient.</p> <p>Operator – Freedom Leisure's operation of the Phoenix has started as has mobilization planning for the Marina Centre.</p>	<p>Construction Ground and 1st Floor Decoration, wall and floor tiling to be completed. Cubicles, lockers and vanity units to be installed.</p> <p>M&E Mechanical and Electrical 2nd Fix to be progressed, showers, sinks and wc's installed. Lighting installations completed.</p> <p>Filtration Moveable floor and pool platform lifts to be installed. Pools to be filled and commissioning and demos to be commenced.</p> <p>Clip 'n Climb Clip 'n Climb walls to be installed</p> <p>Externals Installation of the Flumes, completion of the performance area, the north car park and the landscaping.</p> <p>Operator – Mobilisation programme for the occupation of the Marina Centre to be progressed.</p>

Funding - Grant Applications to New Anglia GBF, Sport England and BRF totaling £4.6m approved and £3.65m drawn down.	Funding – Remaining BRF Grants to be drawn down and Sport England’s remaining grant progressed
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>	
Main Contract and Operator procurement progressing on programme with a projected Practical Completion date of 25 th July 2022. Freedom’s soft opening date 6 th August with main opening 2 nd /3 rd September. Project cost is being contained within budget.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1.	Additional costs to comply with Covid/Brexit Requirements	Increased costs have incurred in respect of Covid in demolition and initial construction phases and have been included in the revised budget. All materials required for this project have been pre-purchased meaning there will be no impact on cost or completion date.	
2.	Operator Input	With an operator now appointed changes will be required to accommodate specific operator requirements eg catering offer, gym changes, speakers, extra vending requirements but these will be able to be accommodated as part of the contingency.	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£26,927,444	
Funded by:			
GYBC - borrowing	£	£19,664,551	
GYBC – revenue contribution		£ 410,179	
External Grant e.g. HLF	£	£ 4,852,714	
Capital Receipts	£	£ 2,000,000	
Total Funding	£	£26,927,444	
Actual Spend to date	£	£20,880,595	Up to end of March 2022
Financial data verified by (name of finance officer)			Date
Lorna Snow			22/04/22

Project Highlight Report



Project Name	Winter Gardens Restoration	Project Manager	TBC
Date of Report	22 nd April 2022	Project Sponsor	Iain Robertson
Reporting Period (Quarter months)	Q4 - January to March 2022	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
Budget Status	£810,800 approved for Development Stage		
Timeline Status			
Resource Status			

Project Overview	
To restore the Grade II* listed building and structural elements. Transforming both the internal and external spaces into a distinctive attraction for both the local community and the visitors to Great Yarmouth. It is intended that the facility will provide an all-year-round attraction along the Golden Mile, The People's Palace.	
Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> • Procurement of business planning, activity planning and governance services completed. • Procurement of multi-disciplinary professional design and technical team completed. • Partnerships and Engagements Coordinator recruited. • RIBA stage 2 commenced. • Surveys to be completed. • Progress Report 2 with Heritage Fund completed. • Partnership engagements commenced. • Consultancy Agreement signed with the National Trust. • Hf approved application to extend grant to February 2023 	<ul style="list-style-type: none"> • Surveys • Funding claims • Funding strategy • Procurement strategy • Hoarding upgrade is under review • RIBA 2 design development • Partnership commercial discussions progressed • Clarity on the visitor flows, internal use and operation of building • Update Risk Register

Project stage tolerance status.

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

The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely. Risk Register is being updated.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Severity of building restoration requirements. Risk of structural failure	Structure has been stabilized through internal works. Safety checks are carried out weekly until restoration development commences	
2	Financial risk to Council managing project of this magnitude and national importance	Assessment undertaken in Expression of Interest stage by appointed QS to review capital costs, this was layered with the revenue costs brought together by the Business Planner and Heritage / Activity consultant. The budget will again be refined and tested at development stage by the appointed design team and overseen by a qualified client-side project manager.	
3	Commercial Operator withdraws from project	The business modelling from the operator point of view has been completed. Liaison has continued following positive outcome and a partnership discussion is due to be completed in advance of the start-up meeting to continue the development of the agreement in line with the other preferred partners.	
4	Change in nature of operational partnership approach from original tender / scope	Legal (NPLaw) have reviewed the procurement for the procurement of operator and have confirmed that the process completed was to seek a concession arrangement. Assuming this approach continues (and there is every intention it will) then no further procurement needs to take place for the commercial operator.	
5	Securing the full partnership	The bid makes clear the partnership agreements will be developed and agreed throughout the development phase. There is a budget to refine this further for each partner including allowances for procurement.	
6	Project hold during Covid-19 measures	Delays to the project programme are planned as minimal, the full consultant team is now in place and the project plan being adjusted to ensure workshops project delivery is possible within NLHF deadlines.	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£2.466m	£13.396m	£15.862m overall budget split by Application (£0.120m), Development (£0.811m) and Delivery stages (£14.931m). TD submission quoted £16.052m (this was submitted before final WG application)
Funded by:			
GYBC	£0.060m	£0.00	Funded Application Stage
External Grant e.g. HLF	£2.316m	£13.461m	£9.977m HLF £0.500m BRP £0.250m Public Sector (HE) £4.075m Town Deal £0.750m Commercial Business £0.225m Other M&M
Other	£0.090m	£0	Non-Cash Volunteer time
Total Funding	£2.466m	£13.461m	£15.927m
Actual Spend to date	£0.107	£0	Application Stage only.
Savings Achieved	£0	£0	
Income Achieved	£0	£0	
Financial data verified by (name of finance officer)			Date

Project Highlight Report



Project Name	KP08 – Improving the Market Place	Project Manager	Adri Van Der Colff / Jon Barnard
Date of Report	21 st April 2022	Project Sponsor	Iain Robertson
Reporting Period (Quarter months)	January – March 2022	Finance Officer	Helena Craske

Project Status		AMBER – Problems but within contingency plan	
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
By 2025, redevelopment of the six-day covered market focusing on local goods and creating incubator opportunities for the new businesses to develop in the Town Centre. To complete the redevelopment of the wider public realm space within the Market Place. To increase footfall and repurpose currently empty buildings including the relocation of the Great Yarmouth Library and development of a multi-agency learning hub.	
Key activities achieved this reporting period	Areas of work for next reporting period
Library Relocation and Learning Hub – Additional £3.5m funding secured – all funding now in place.	Library Relocation and Learning Hub – Enabling works (internal strip-out and asbestos removal) to commence in June 2022. RIBA 3 detailed design to be completed in June 2022.
Public Realm Improvements - RIBA 3 nearing completion incorporating stakeholder and public feedback. Cost review completed. End of stage report and board approval to move to RIBA 4 sought.	Public Realm Improvements - Preparation of detailed drawings and specifications for tender. Supply chain engagement including issue of pre-tender information. Follow up with key stakeholders on next steps. Develop high level construction phasing.
Six-day Covered Market – Phase 1 handover 14 th April 2022, first 15 units leased to traders for occupation. Official opening proposed 11 th May 2022	Six-day Covered Market – Phase 2 clearance and ground investigation works proposed to commence 16 th May 2022.
Project stage tolerance status.	
<p>Works on the six-day market is behind schedule with underground utilities creating delays in the first phase and works underway to minimize the impact of delays in the second phase. Traders have commenced their moving into the Phase 1 units. Security gates and awnings remain outstanding, due May 2022, to create out of hours security and west side shading.</p> <p>With phase 1 of the build handed over and given knowledge around additional utilities discussions have commenced with the design team to mitigate further delays. Works to minimize the risk of underground utilities are proposed to take place ahead of mobilization of the final phase of build.</p>	

Detailed design on the refurbishment of the former Palmers building (37-39 Marketplace) is progressing well and is now well into RIBA 3 (detailed design). A funding gap for the Learning Hub/University Centre element of the project which was left by an unsuccessful bid to the Department for Education for the final 20% of capital funding, was successfully overcome. The University of Suffolk has committed to £3.5m of funding, which means that all funding is now in place for the whole of the former Palmers building to be refurbished and given a new lease of life.

Stakeholder and public engagement undertaken on the proposals with broad support for the scheme. Commercial support appointed and embedded within the design team. Preparation of construction budget ongoing. Form of contract and tender approach being considered. Targeted pre-tender information to be issued May 2022 ahead of formal tender during summer 2022. HAZ orders placed and invoices received within 2021/22 financial year.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Number of traders relocating to new units reduced	12 existing traders relocating in phase 1 of development remaining 5 traders will move into phase 2. Enquires list continues to be maintained	
2	Overall costs of Covered Market Development	Due to the utilities issues identified in phase 1 of the build mitigation measures will be undertaken to complete ground investigations once existing traders are clear of phase 2 ahead of mobilization of Contractor for the phase 2/3 development	
3	Not all capital funding is in place for the full Palmers department store refurbishment project for the University campus element.	Funding gap bridged by University of Suffolk – all funding is now in place for the Learning Hub project to proceed and for the whole of the former Palmers building to be converted.	
4	There may be significant issues with the fabric of 37-39 Market Place due to age and structure	Enabling works brought forward to strip out internal fittings and get a thorough understanding of the fabric and structure	
4	Long-term operation occupiers of the Learning Hub yet to sign up to revenue costs for building.	Ongoing revenue funding and sources of income generation under consideration. Agreement to lease expected to be in place at end of June 2022.	
6	Disruption from public realm works	Timetabling of works to compliment completions wherever possible. Consultation and communications strategy to be updated to include all projects in the town center.	
7	Uncertainty of rising construction costs and risk costs. The public realm costing could exceed budget.	Independent commercial support embedded within the team to market test construction rates and materials to ensure project within budget at development stage and advise on procurement routes. Possibility of developing a phased delivery.	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£17,155,114	
Budget	£	£	
Funded by:			
GYBC	£	£2,604,312	Borrowing
GYBC	£	£20,000	Revenue Contribution
External Grant	£	£11,318,903	Future High Streets
External Grant	£	£2,008,900	Norfolk County Council
External Grant	£	£1,100,000	Business Rates Pool
External Grant	£	£50,000	Historic England Heritage Fund
External Grant	£	£15,074	Urban Tree Challenge Fund / Historic England Cultural fund
External Grant	£	£17,925	ORCS & Vattenfall
External Grant	£	£20,000	HAZ Cultural Fund
Total Funding	£	£17,155,114	
Actual Spend to date	£	£4,706,655	Actual expenditure represents spend on the ledger as at 31st March 2022 plus known accruals, but may be subject to change as figures are finalised for the 21-22 accounts
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Helena Craske			04-05-22

Project Highlight Report



Project Name	Go Trade	Project Manager	Ruth Cockrill
Date of Report	31 March 2022	Project Sponsor	Simon Best
Reporting Period (Quarter months)	January to March 2022	Finance Officer	Mark Rogers

Project Status			GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview		
<p>Go Trade is a project that is bringing together a total of 16 English and French partners from south east England and northern France with the aim of boosting visitor numbers, dynamism and attractiveness of Great Yarmouth Market. To achieve this aim Great Yarmouth Borough is working with the 15 project partners to develop the Go Trade brand, themed events, promotional videos, market trader training and digital corner (town centre WI-FI).</p> <p>A project extension has been approved by the Joint Secretariat covering 1 April 2021 to 31 March 2022.</p>		
Key activities achieved this reporting period		Areas of work for next reporting period
<div><div>1.</div><div>Complete final project claim (Claim 10 covering January to March 2022)</div></div> <div><div>2.</div><div>Implement legacy plans with colleagues across Council to ensure understanding of market activities and budget allocation</div></div> <div><div>3.</div><div>Receive claim 9 payment from the lead partner, reconcile budget.</div></div>		
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>		
Has there been any project creep?	Is the project within budget?	Is the project running to schedule?
No creep or project scope changes	Yes the project remains on budget and within spend timeframe	Yes. All activities have been mapped and scheduled accordingly

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Delayed payment of claims.	GYBC officers continue to mitigate/seek advice from the lead project partner and the Joint Secretariat to resolve with FLC.	

2	Inability to achieve agreed project targets through lack of trader engagement or market developments	Officers are documenting all engagement activity to demonstrate ambition and attempts that should a lack of engagement and missed targets result, we can justify clearly via audit, determination to achieve	
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Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£317,024	£0	Original budget £209,177 + project extension £56,749 (Jan 17 to March 22) + increased receipts for claims 3 to 7 £51,098 (paid 100% not 69%).
Funded by:			
GYBC	£82,437	£0	31% of agreed funding (£265,926)
External Grant (Interreg France)	£183,489	£0	69% of agreed funding (£265,926)
Other	£51,098	£0	Over payment of claims one to seven. NOTE £41,562 is currently in reserves (re: 20-21 or before) with an additional £9,536 to be requested to be carried forward to reserves in 21-22. First call on this reserve will be wi-fi costs committed until December 22.
Total Funding	£317,024	£0	
Actual Spend to date	£246,364	£0	Pay + Non-Pay
Savings Achieved	£0	£0	Note: Expected contribution by GYBC equates to £76,373 (£246,364 x 31%) but actual contribution by GYBC equalled £19,893 (£246,364 - £226,471). Variance due to overpayment shown above.
Income Achieved	£226,471	£0	This assumes claims 9 and 10 will be reimbursed in full.
Financial data verified by (name of finance officer)			Date
Mark Rogers			26-04-22

Project Highlight Report



Project Name	The Conge	Project Manager	Claire Wilkins
Date of Report	21 st April 2022	Project Sponsor	Nicola Turner
Reporting Period (Quarter months)	To 31 st March 2022	Finance Officer	Greg London

Project Status		AMBER – Problems but within contingency plan	
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
Transforming The Conge: by 2025, The Conge is transformed with new mixed-use development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Market Place.	
Key activities achieved this reporting period	Areas of work for next reporting period
Strategic Partner procurement process making progress and moving towards final proposals stage. Ongoing review and actions in relation to existing leases.	Completion of Strategic Partner procurement
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>	
On budget – underspend on Business Rates Pool funding is being used to support costs of Strategic Partner procurement and the North Quay Project. Timescales provisionally agreed for termination of South side leases and will not impact on delivery timescales if vacant possession received in line with agreed timescales. Impact of North side leases on timescale is not quantifiable at this stage.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Unable to end long leases early. Lengthy delays or failure to secure vacant possession could result in loss of funding and lapse of planning permission.	Cannot be fully mitigated against and remains a significant risk to the project.	
2	Viability gap	Strategic Partner to bring additional funding to address remaining viability gap	

		– but can only do this if issue re long leases is resolved otherwise another option to redevelop the site will be required which will not deliver the place making change required.	
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Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£6,405,507	£98,750	Revenue - As per Norfolk Business Rates Pool approved bid (50% BRP £98,750 / 50% GYBC £98,750)
Funded by:			
GYBC	£5,960,780	£0	
Future Hugh Streets	£444,727	£0	
Total Funding	£6,405,507	£98,750	
Total Funding utilised	£0	£52,700.08	
Actual Spend to date	£0	£105,400.15	
Income Achieved	£0	£50,075.68	Amounts received from NCC BRP Grant
		£2,624.40	Amounts to still be claimed from NCC BRP Grant
Financial data verified by (name of finance officer)			Date
Greg London			13/04/2022

Project Highlight Report



Project Name	North Quay	Project Manager	Tracey Read
Date of Report	Q4 Report 2021/22	Project Sponsor	David Glason
Reporting Period (Quarter months)	Jan – March 2022	Finance Officer	

Project Status			GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
Comprehensive redevelopment of the North Quay waterfront site in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan.	
Key activities achieved this reporting period	Areas of work for next reporting period
Stage one report, masterplan and feasibility received February 2022, presented to OWG	Soft market testing to take place April 2022, evaluation report expected end of April 2022
Recommendations for soft market testing received and reviewed, soft market testing to commence April 2022	NCC to initiate the enforcement of highway rights regarding the land south of Vauxhall Bridge, the land will be reclaimed for use as public highway
All landowners were contacted with final formal offers, awaiting responses before next steps agreed. Acquisition progressing on one commercial site. Previous offer made on Site 10 rejected by landowner	Homes England to be further engaged following evaluation of soft market testing
Wider site CPO options being explored and a draft timeframe has been produced to be reviewed at the OWG next quarter.	Levelling Up Fund bid to be drafted and submitted July 2022
Continued engagement with Environment Agency / Coastal Partnership East re: Innovative Resilience Fund	
Town Deal full business case submitted to DLUHC on 24 th March 2022	
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>	
The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
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1	Impact of COVID19	Reviewed/monitored – this project was paused during the early months of the pandemic	
2	Lack of response by landowners.	CPO - process and timeline for CPO identified and agreed with legal if required	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£348,750	£5,100,000	
Budget	£	£	
Funded by:			
GYBC	£	£2,500,000	
GYBC	£250,000		Invest to Save Reserve
GYBC	£98,750		50% of Business Rates Pool (£197,500)
External Grant – Town Deal	£	£2,600,000	
Other	£	£	
Total Funding	£348,750	£5,100,000	
Actual Spend to date	19/20 £139,787 20/21 £3,808 21/22 £64,013	19/20 £139,252 20/21 £10,136	Capital Spend incurred prior to 21-22
Savings Achieved	£	£	
Income Achieved	£87,596 £23,631	£	Claimed from BRP so far – last opportunity to claim in April 2022 To be claimed on April 2022 Return
Financial data verified by (name of finance officer)			Date
Greg London/Helena Craske			26/04/2022

Project Highlight Report



Project Name	Operations and Maintenance Campus	Project Manager	Tracey Read
Date of Report	Quarter 4 Report 2021/22	Project Sponsor	David Glason
Reporting Period (Quarter months)	Jan – Mar 22	Finance Officer	

Project Status			GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
<p>Development of Great Yarmouth Operations and Maintenance Campus located on the southern tip of the South Denes peninsula and outer harbour – an optimum location for the offshore sector. The development will include new pontoons, improved highway infrastructure, new facilities for offshore energy sector businesses and refurbishment of the river quay.</p> <p>The aims of the project are to:</p> <ul style="list-style-type: none"> • Encourage & support the growth of the offshore energy sector in Great Yarmouth • Offer facilities in close proximity to Great Yarmouth's Outer Harbour, giving operators access to deep water as well as the river port • Rejuvenating and redeveloping sites and quay infrastructure adjacent to the Outer Harbour • Potentially creating up to 650 new jobs at the new campus 	
Key activities achieved this reporting period	Areas of work for next reporting period
Project team working to resolve and close-off pre-commencement planning conditions	Construction contract to be issued and signed
Project team working through final stages of procurement of contractor, delays caused to overall project. Project Team are still running to programme, based on contractor being contracted to commence construction Aug/Sept 2022.	Construction to commence Aug/Sept 2022
Project Team in dialogue with Marine Management Organisation (MMO), submitted outstanding information to MMO which will allow MMO to assess for construction license.	Communications plan implemented and updated - ongoing
Commercial lease for site and tender process in development - Portia/Bevan Britten contracted to assist with this piece of work	Commercial lease and tender to be finalised
Meetings with potential end users are taking place, thus far, interest from two potential end users.	

Project stage tolerance status.

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

The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	MMO Licenses	Ongoing engagements with MMO to ensure licenses on track. Programme now updated to allow 6-months period for MMO.	
2	Proximity to Cadent Main Gas line	Ongoing dialogue with Cadent for approvals to plans. Load bearing calculations to be produced.	
3	Planning conditions	Project team to resolve and close-off pre-commencement planning conditions.	
4	Covid-19	Situation continues to be monitored	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£18million	*Project costs tbc through WSP work.
Budget	£	£	
Funded by:			
GYBC	£	£1 million	
NALEP	£	£6 million	
NCC	£	£1 million	
Enterprise Zone Pot B	£	£9 million (tbc*)	EZ Pot B funding the WSP feasibility study
Norfolk Business Rate Pool	£	£1 million	
Total Funding	£	£	
Actual Spend to date	£	£	
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date

2021/22 Annual Performance Measures




Performance measures are reported quarterly to Executive Leadership Team (ELT) and Policy & Resources, the three service committees (Economic Development, Environment and Housing & Neighbourhoods) also receive their relevant measures. The annual report provides annual outturn figures for all the measures, including a small number of yearly reported data.

Some measures are reported for contextual information. However, the data is important information for the Council where the actions of the Council may make improvements but there is not sufficient control over the outcome to set a target.

Progress against targets is assessed by RAG (Red/Amber/Green) ratings and is also assessed in terms of Direction of Travel (DoT) through use of arrows.






Key to 'Status'

RAG status comparing 2021/22 outturn figure against 2021/22 target

-  Performance has met or exceeded target
-  Performance is below target but within tolerance
-  Performance is below target and tolerance

Key to 'Arrows'

The arrows reflect trends in performance between 2021/22 and 2020/21, where applicable.

-  Performance is showing continuous improvement trend, compared to previous years
-  Performance trend is up, compared to previous year
-  Performance trend is no change, compared to previous year(s)
-  Performance trend is down, compared to previous year
-  Performance is showing continuous downward trend, compared to previous years

Policy & Resources Committee

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
PR01 - Average time to assess Housing Benefit: New Claims	15 days	16 days	G	26 days	↑
<p>Commentary: A good result where a total of 695 applications for Housing Benefit and 2,334 applications for Council Tax Support were assessed and processed during the year. The team also assessed and processed 659 applications for Discretionary Housing Payments which totaled £245,715. In addition, the team also continued to administer the national and local discretionary Test & Trace Support Payment Scheme with over 3000 applications received in the year with a total of £907,500 paid out in support payments.</p>					
PR02 - Average time to assess Housing Benefit: Change in circumstances	7 days	10 days	G	11 days	↑
<p>Commentary: A really good result for the year where a total of 10,995 change in circumstances were assessed and processed for Housing Benefit and 44,093 for Council Tax Support in the year. In addition, the team also continued to administer the national and local discretionary Test & Trace Support Payment Scheme with over 3000 applications received in the year with a total of £907,500 paid out in support payments.</p>					
PR03 – Collection Rates Council Tax	96%	96%	G	94.6%	↑
<p>Commentary: The 2021/22 financial year was a challenging year for Council Tax collection due to the financial and economic challenges of collecting council tax following the start of the recovery from the COVID pandemic. However, even in this difficult climate the collection rate for 2021/22 was a 1.4% improvement on the collection rate for 2020/21 and met the cumulative year-end target that was set for the year. This collection rate was 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)	600	Less than 600	G	656	↑
(b) - Number of long term empty homes (Over 2 years)	237	Less than 160	R	171	↓
<p>Commentary: The number of properties that have been empty over 2 years have unfortunately increased by 77 properties compared to the target and also 66 more than last years outturn. These figures are likely to have been affected by the economic position in 2021/22 including slowness in the housing market in terms of both rental and sales. Work will continue this year by the Revenues Team and Empty Homes Officer to try and reduce further.</p>					

Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
PR05 – Business Rates (NNDR) Collection Rates	98%	97%	G	90.3%	↑
<p>Commentary: The 2021/22 financial year was a challenging year for Business Rates collection due to the financial and economic challenges of collecting Business Rates following the start of the recovery from the COVID pandemic.</p> <p>However, even in this difficult climate the collection rate for 2021/22 was a 1% above the cumulative year-end target that was set for the year. 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 and COVID Additional Relief Fund. During 2021/22 the Business Rates Team were also heavily involved with administering the COVID Business Grants.</p>					
PR06 - Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered	80.05%	90%	R	87.04%	↓
<p>Commentary: This is a good outturn result of the team following the significant impact of higher levels of long term and short term sickness through quarter's 2 and 3. With mitigating measures put in place the team managed a much improved service level of 86% for quarter 4 at a time when they were also taking calls in relation to the Household Support Fund and were making pro active calls out to assist financially vulnerable customers with Council Tax Hardship. In addition, the team are conducting more face to face appointments with customers following the easing of social distancing restrictions.</p>					
PR07 - Contact centre telephone calls: Average wait time by customers contacting the Contact Centre	1:45 minutes	1:30 minutes	A	1:00 minutes	↓
<p>Commentary: As above, a good result considering the impact on resources over a very busy year.</p>					
PR08 – Percentage of FOI and EIR requests responded to within 20 working days	90%	90%	G	82.4%	↑
<p>Commentary: Despite a continuing year on year increase on the volume of FOI's & EIR's received, performance has improved leading to the target being achieved. Training has been provided to the Information Champions which has increased their understanding on when to apply relevant exemptions along with ensuring public interest tests are applied.</p>					

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
PR09 – % of completed Full Performance Reviews	85%	85%	G	76%	↑
<p>Commentary: In the period 2020/2021 HR released a new 1:1 process, bringing together the opportunity to set annual objectives (usually through completion of a PDR) and to embed ongoing monitoring of objectives throughout the year at regular 1:1 meetings. Managers and all staff received training on the new 1:1 process, including how to set affective objectives. An initial review of the process has been completed and the documentation and process updated following feedback from staff and managers. 1:1's continue on a regular basis for all staff.</p>					
PR10 - The number of working days lost due to sickness absence per FTE	12.52 days	8.5 days	R	8.44 days	↓
<p>Commentary: This year has seen a significant increase in sickness absence levels, with 12.52 days lost per employee, retuning to similar pre-pandemic levels in 2019-20 when 12.91 days were lost per employee. The top 3 reasons for absence have changed this year, with cold symptoms, musculoskeletal and mental health being the top reasons for absence. The removal of all covid restrictions has clearly had an impact on absence this year as shown in the levels of absence.</p> <p>The rise in sickness absence is in line with national figures reported by the ONS, these show sickness absence rates rose to their highest in more than 10 years with Covid-19 responsible for almost a quarter of all days off work.</p> <p>HR work closely with managers to support them in managing long term sickness, they are also supporting those staff who have short term, frequent periods of absence to better understand the reasons for this and help to make improvements. In addition, HR work closely with staff and line managers where early interventions are used to help retain someone in the workplace before any sickness absence occurs. Stress risk assessments are undertaken where appropriate, referrals to occupational health, and the development of wellness action plans with staff are undertaken to help them remain at work.</p> <p>All managers have had sickness management training over the last 12 months, as well as training on Managing Mental Health in the Workplace which was delivered by Norfolk MIND. Further work is being planned for 2022-23, including a review and update of the sickness policy and more training for managers and staff.</p> <p>The Staff Engagement Group have developed a health and wellbeing programme with the full support of ELT which has been rolled out over the last 12 months. A second health and wellbeing staff survey is currently underway which will help shape further interventions over the next 12 months.</p>					

Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
PR11 - Council spend on apprenticeships as a % of apprenticeship levy	54%	Monitor	N/A	98.54%	↓
<p>Commentary: During 2021/22 we saw a number of staff successfully complete their apprenticeships. These included:</p> <ul style="list-style-type: none"> Strategic Leadership Level 7 Level 3 Housing Officer and progressed onto the Level 4 Senior Housing apprenticeship Level 4 Senior Housing <p>Across the Council there are currently 8 employees enrolled on apprenticeship programmes, 4 of which enrolled on their programmes this year (2021/2022). Marketing and Communications have recruited a Level 3 Marketing Assistant Apprenticeship, who will be joining the Council in April 2022. To date we have successfully spent our levy and continue to do so and will not lose any funds. A programme for 2022-23 is currently being developed.</p>					
PR12 - % of Audit days delivered (of the annual plan)	77%	100%	R	86% of the revised 2020/21 plan	↓
<p>Commentary: 77% of the annual plan has been delivered by the end of Q4 of 2021-22. Although this is below the set target of 100%, this is still due to previous delays which were caused by sickness and a delayed start in audit work in Q2. These issues have been addressed by the Internal Audit provider ensuring there is resilience in the team going forward, and the delays are being addressed. Q3 and Q4 work is now mostly in the final stages.</p>					
PR13: Internal Audit recommendations					
a) Percentage of priority 1 recommendations completed on time	100%	100%	G	100%	↔
b) Number of priority 2 Internal Audit recommendations outstanding	6	New Measure	N/A	New Measure	N/A
<p>Commentary: Overall, the Council is in a good position in regards to outstanding recommendations. Any priority 1 recommendations have been completed on time. Regarding priority 2 recommendations, there are currently only 6 outstanding, which shows that good progress has been made in closing the recommendations down in a timely manner. We would now urge the Council to focus on completing audit recommendations that are historical.</p>					

Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
PR14 - Corporate Property Portfolio Revenue Growth per annum	1.76%	2.5%	G	4.86%	↓
Commentary: We have seen some significant challenges with growth this financial year although in some respects increased costs has resulted slower growth through lease reviews and new tenancies. We have still achieved an overall increase on annual estimates which remains positive in these changing circumstances.					
PR15: Corporate Property Portfolio Arrears Per annum					
a) % Arrears per annum	6.7%	7.5%	G	14.64%	↑
b) Total Arears amount in £'s	£27,311	Monitor	N/A	£779,598	↑
Commentary: We continue to work with businesses to recover deferred rental agreed during the COVID 19 Pandemic and the above figures include this data and overall recovery has continue to improve from a year end figure for 2020/21 of 14% to 6.7% in 2021/22 ending the year within target.					
The total arrears in £'s of £27,311 excluded payments deferred through COVID as a true representation of arrears for the current year.					
PR16: Corporate Property Overall Occupancy levels per annum	96.65%	90%	G	96.21%	↑
Commentary: Commercial occupancy rates have remained consistent throughout the year and within the target set.					
PR17: Payment of Invoices within 30 days (%)	91.7%	90%	G	93.3%	↓
Commentary: Performance on this measure is above target, 9,297 invoices were received during 2020/21 with 8,523 paid within 30 days.					

Economic Development Committee

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
ED01 - Planning applications: Major applications determined within 13 weeks or as agreed extension	92.3%	75%	G	82%	↑
Commentary: Significant improvement over the previous years performance. It is recognised that this is in part reliant on applicants agreeing to extend the time for determination; however all agree that it is better to take more time to make the right decision (please note extensions of time have to be agreed by both parties).					
ED02 - Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension	92.3%	80%	G	74%	↑
Commentary: There has been significant improvement over the previous years performance. It is recognised that this is in part reliant on applicants agreeing to extend the time for determination; however all agree that it is better to take more time to make the right decision (please note extensions of time have to be agreed by both parties).					
ED03 - Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months	99%	75%	G	89%	↑
Commentary: Significant improvement over the previous years performance. It is recognised that this is in part reliant on applicants agreeing to extend the time for determination; however all agree that it is better to take more time to make the right decision (please note extensions of time have to be agreed by both parties).					
ED04 - Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months	80.5%	80%	G	77%	↑
Commentary: Noted that while performance still exceeds the agreed KPI still form of application has not received the same degree of attention as measure above.					

Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
ED05 - Percentage of Major planning applications overturned on appeal over the last 24 months	1.5%	9%	G	0%	↓
Commentary: In an Authority with few major applications that are appealed this KPI can be effected by a very small number of decisions however we are exceeding the KPI					
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	0.33%	9%	G	0.2%	↓
Commentary: Defence of the Council's decisions at appeal continues to be good					
ED07 - Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period.	87.5%	100%	R	95%	↓
Commentary: It is acknowledged that high levels of sickness within the business support team has had adverse impact with regard to this KPI. It is envisaged that a focus on staff capacity within this area of the service by the new Head of Planning will have a positive impact moving forward and allow us to achieve this KPI.					
ED08 - Percentage of Land Charges search returns sent within 10 working days.	35.71	90%	R	79.35%	↓
Commentary: This is a disappointing end of year result arising primarily from lack of resource and absence. Moving forward a new Business Support Manager is to be appointed who will have responsibility for this area of the service. It is anticipated that growth (capacity) will be needed in this area to ensure the target is met.					
ED09 - Enterprise Zone: Beacon Park Percentage of empty floor space across Beacon Park	1.12%	10%	G	5.11%	↑
Commentary: Occupation continues to be high within Beacon Park as demonstrated by the stable year end position. The only are currently unoccupied is First Floor Unit 4 Wellington Park (1,200sq ft). Page 47 of 114					

Environment Committee

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
EN01 – Food Hygiene					
(a) - % of food premises scoring 3 star food hygiene ratings or above	97.5%	90%	G	Nil	↑
(b) - Number of food premises inspected	244	300	R	2	↑
<p>Commentary: During the covid pandemic the Food Standards Agency (FSA) directed us to stop doing routine inspections in light of the work that Environmental Health departments were doing in relation to the pandemic. We are following the FSA road to recovery plan which requires us to be back on track by the financial year 2023/24.</p> <p>We have tried to get contractors to help us to complete the outstanding inspections, however, this has proved difficult as all local authorities were in the same position. We have now managed to obtain a contractor who is working with us at weekends and evenings and we hope that the market will return to normal soon to allow us to obtain some further help.</p>					
EN02 – Garden Waste Service: Number of households taking up garden waste service	10670	10500	G	10,701	↓
<p>Commentary: Growth of the garden waste service has now plateaued and remained around the same figure as the previous 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 89% takeup. Work does continue to promote the service through advertising and work is being done to move subscriptions to annual direct debit which should reduce churn at the point of renewal.</p> <p>Whilst subscriptions numbers remained the same garden waste tonnage saw a significant increase of 595 tonnes to the previous year which equates to GYBC being eligible for an £39,246 additional recycling credit.</p>					

Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
EN03 - Percentage of total domestic waste collected which is sent for recycling	31.7%	35%	A	30.15%	↑
<p>Commentary: GYBC'S recycling rate has seen significant increase over the past ten years with the expansion of the garden waste service, additional materials being allowed in the recycling stream and recycling awareness with the public . However, the figure has appeared to have plateaued over the past two to three years and has remained fairly static in the region of 30-33% though the rate has gone up slightly against last year. This is a national trend with the amount and weight of packaging being reduced by manufacturers.</p> <p>Whilst there is work being carried out around promoting and encouraging better recycling both at local and County level the biggest potential impact that will see this figure increased will be the Government's Resource and Waste strategy. The proposals within this strategy seek to widen recycling nationally through the expansion of services and we should start to see this implemented in the next years. The implications of how this will affect individual councils is yet to be finalised however may include compulsory food collections.</p>					
EN04 - Number of Flytips reported	1869	Monitor	N/A	2146	↑
<p>Commentary: There has been a decrease in the number of flytips reported in this year by just under 300 incidents Targeted work has been undertaken in a north Yarmouth to address a number of street scene issues with flytipping being the main focus. This has involved targeted comms being followed up with regular monitoring and enforcement where necessary. The template for this work is now about to rolled out to a new area. The Council also utilises the national SCRAP campaign to highlight the issue.</p>					
EN05 - Number of streets in the Borough meeting street cleanliness levels for:					
(a) - Litter (formally NI195a)	93.9%	95%	A	97.7%	↓
(b) - Detritus (formerly NI195b)	95.9%	95%	G	98.46%	↓
<p>Commentary: These figures are reported monthly as part of the GYBS services measures scorecard. The figure is derived from audits carried out to the old BV195 street cleanliness standards which grades a street on an A-D scale. Streets graded at A or B are considered as acceptable. years figures have seen a slight decrease on last year's figures but this is probably due to the relaxation of covid restrictions and the increased number of visitors.</p> <p>This past year GYBS have been able to enhance cleansing standards through the continued funding of the Hit team who have been targeting areas with deeper cleansing and the purchase of additional mechanical cleansing machinery.</p>					

Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
EN06 - Contamination rate in dry recycling	19.9%	19%	A	18.2%	↑
<p>Commentary: Contamination of the green bin with inappropriate material does continue to be an issue in the Borough and indeed this trend has been seen generally at a National level. Work has now started to address this with planned targeted works. Investment is being carried out to digitalise and automate the process where a collection crew identifies a contaminated bin meaning correspondence will automatically be sent out the householder and if issues still persist this will be followed up by an Environmental Ranger. This should speed the process of dealing with contaminated bins up and allow the Rangers to focus on householders who are persistently missing their recycling bin.</p> <p>A number of targeted areas have been identified where contamination is unexpectedly high and a comms plan is being designed to target these areas with a wider message going out to other parts of the Borough.</p> <p>The Council has also successfully bid to be part of a Keep Britain Tidy project relating to messaging around contamination in two target areas with a perspective that the information comes from the MRF operatives who are dealing with this contamination at the point of sorting.</p>					

Housing & Neighbourhoods Committee

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
HN01 - Great Yarmouth Housing rent: GYCH rent collection rate					
a) Rent collected as % of rent debit	98.17%	97%	G	New Measure	N/A
a) Arrears as a % of rent debit	1.83%	3%	G	New Measure	N/A
b) Total rent arrears	£531,054	£645,000	G	£424,697	↓
<p>Commentary: The collection of rent during the Covid pandemic continues to be at excellent levels. Tenant engagement continues at extraordinary high levels with creating affordable payment plans, signposting for support, and sustaining homes.</p>					
HN02 - Number of					
a) Social housing applicants in allocation pool	497	Demand Lead	N/A	754	↑
b) Social housing new applicants awaiting assessment	593	50	R	221	↓
<p>Commentary: A whole service review is underway with a focus on improving this service going forwards. A members briefing has been scheduled to update Members with progress. We have appointed three further temporary housing assessment officers, in addition to the one we already have, who once trained will increase the number of applicants in the pool and reduce the number awaiting assessment. A new IT system will be brought in during 2022/23 which will reduce timescales for assessing new housing applications and allow applicants to apply online rather than by paper form.</p>					

Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
HN03 - Average Time to Re-let Local Authority Housing	35 days	30 days	A	39 days	↑
<p>Commentary: Performance has not met target this year (5 days over) due to repairs timescales taking 7 days longer than the expected timeframe, although there has been improvement in recent months linked to the new management arrangements delivered by GYBC Assets Team.</p> <p>There has also been a considerable impact in the ability to relet homes once repairs works have been completed due to no successful nomination being identified by Housing Options. This equated to 11 days of the average void relet timescale and although we would expect occasional incidents of not having a successful nomination due to a difficult to let home, this timeframe is not satisfactory. A review of the Housing Options nomination process is currently being undertaken to support improvements moving forward.</p>					
HN04 - Average cost of a Void repair	£3567.67	£2745	R	£3,117.53	↓
<p>Commentary: Void costs are unacceptably high. ELT have commissioned a fundamental review of the service including an open book audit of GYN accounts to provide complete transparency of costs. Resources have also been put in place to provide more effective contract and commercial management. Officers are re-modelling the existing cost challenge process to ensure that the process is managed by Council officers rather than GYN. A package of financial controls has also been identified for the GYN contract and will be recommended to the GYN Board in May.</p>					
HN05 - Percentage of residents very or fairly satisfied with the repairs service they received	94.3%	95%	A	92.40%	↑
<p>Commentary: Performance for this KPI hit its highest percentage in Q4 with consistent figures for the three months. The 10% target for feedback was hit in the quarter, 389 people were very satisfied with the service with only 3 people very dissatisfied.</p> <p>Overall, just under the target of 95% for the year. Performance in Q1 and Q2 were the contributing quarters for not hitting the target. However, as stated previously according to Housemark, satisfaction rates across the sector are still low compared to pre-pandemic levels but are stabilising. GYN are recording higher levels of satisfaction compared to the industry as per the Monthly Pulse Reports.</p>					
HN06 - Costs – Total Void Works (service provision) as % of Total Repairs Costs	12.04%	8.1%	R	9.11%	↓
<p>Commentary: Void costs are unacceptably high. ELT have commissioned a fundamental review of the service including an open book audit of GYN accounts to provide complete transparency of costs. Resources have also been put in place to provide more effective contract and commercial management. Officers are re-modelling the existing cost challenge process to ensure that the process is managed by Council officers rather than GYN. A package of financial controls has also been identified for the GYN contract and will be recommended to the GYN Board in May.</p>					

Performance Measure	2021/22 Actual	2021/22 Target	Status	2020/21 Outturn	Trend
HN07 - Costs – total responsive repairs as a percentage of total repairs costs	26.92%	22.1%	R	18.52%	↓
<p>Commentary: There are 2 underlying reasons for the high cost of the service - detailed analysis has shown that a small number of properties are attracting a high volume of repairs. Further analysis has shown that 5% of our housing stock is spending 48% of the total responsive repairs budget. The second concern is that the average cost of a responsive repair is £50 higher than the average market cost. When this value is multiplied by the annual volume of repairs (17,500), the value is significant. There are measures being established to address both concerns.</p>					
HN08: DFG adaptations					
a) Number of completions	64	Monitor	N/A	New Measure	N/A
b) Number of calendar days from initial request to works complete in the quarter (All cases):					
i) works under £10,000	207	Monitor	N/A	New Measure	N/A
ii) works over £10,000	364	Monitor	N/A	New Measure	N/A
<p>Commentary: The impact of Covid remains a factor affecting performance; however, the service is in recovery phase and numbers of completions are gradually increasing.</p> <p>Several staff vacancies within the technical team have led to fewer cases being processed. Recruitment was successful and probation periods are nearing completion for those staff.</p> <p>There continues to be staff resourcing issues within the Occupational Therapy team, with two vacancies in 2021/22, and one post is still vacant. This continues to impact on the number assessments for adaptation works being received by the Council. Meetings are being held at Locality level with colleagues to find solutions and this will be on-going. The issue is also being raised at County level and the Principal OT is collating information to produce a report on resource.</p> <p>Procurement of additional contractor is being considered alongside solutions to increase the number of OT assessments, which without works cannot be delivered.</p>					

URN: 22-046

Subject: New Local Plan – Revised Local Development Scheme, Statement of Community Involvement and ‘Call for Sites’

Report to: Policy and Resources Committee – 17 May 2022

Report by: Samuel Hubbard – Strategic Planning Manager

SUBJECT MATTER

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

RECOMMENDATION

That Policy and Resources Committee:

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

1. Revised Local Development Scheme

- 1.1. The Council’s Local Development Scheme (LDS) sets out the timetable for the preparation of the Local Plan. It must also set out the subject matter and geographical area which the plan will cover.
- 1.2. The revised LDS included in Appendix 1 to this report reflects the adoption of the Local Plan Part 2 and sets out the latest timetable for the preparation of the new Local Plan. In summary the timetable proposed is as follows:
 - Preparation of Evidence and call for sites: Autumn 2021-Summer 2022
 - Options Consultation: Autumn-Winter 2022
 - First Draft Local Plan Consultation: Summer 2023
 - Final Draft Local Plan publication: Spring 2024
 - Submission of Final Draft Local Plan for Examination: Spring 2024
 - Examination: Spring 2024 – Winter 2025

- Adoption: Spring 2025

- 1.3. The timetable will need to be kept under review and may need to be revisited pending the outcome of the Government's proposals for planning reform.

2. Revised Statement of Community Involvement

- 2.1. The Statement of Community Involvement (SCI) sets out how the Council will involve communities and other stakeholders in the preparation of planning policy documents such as the Local Plan and planning applications. It also sets out how the Council will support Neighbourhood Planning. Given that work is underway on a new Local Plan it is necessary to revise it to ensure it is fit for purpose for the new Local Plan.
- 2.2. The revised SCI included in Appendix 2 to this report sets similar commitments with respect to consultation as the previous SCI. However, an attempt has been made to make the document much more concise and focussed on what the Council will do at each stage of consultation on the new Local Plan and other planning policy documents. The revised SCI removes the express commitment to publish public notices in the back of newspapers with respect to the Local Plan and other planning policy documents. These can be expensive, and it is considered a greater reach can be obtained through use of social media channels and press-releases which are more engaging.

3. Call for Sites

- 3.1. When starting work on a new Local Plan it is important to understand what land might be available to accommodate development needs. A common way of doing this is through issuing a 'call for sites' where landowners, developers, members of the public and other stakeholders are invited to submit sites they consider may be available and suitable for development. These sites could be for any type of development such as housing, industrial, retail, gypsy and traveller accommodation, and renewable energy. These sites are then assessed by the Council in coming to a view of what site allocations it may be appropriate to include in the Local Plan. The availability of sites also helps inform the overall distribution of development strategy in the Local Plan.
- 3.2. In undertaking a call for sites, it is considered that it would be appropriate to invite people to submit sites where development should be restricted (either all development or certain types of development). For example, a local green space or an important view or local landscape setting. This will be particularly important if the Government proceed with reforms outlined in the Planning White Paper of 2020 (Planning for the future). This proposed a zonal system where land could be designated for protection, renewal or growth.
- 3.3. It must be stressed that identifying possible sites for inclusion in a new Local Plan is not a purely reactive process to the 'call for sites'. It may be necessary following the call for sites, to proactively identify other sites for either development or protection. It should also be noted that there will further opportunities for site submissions at subsequent consultation stages.
- 3.4. It is proposed that the call for sites takes place from late May and will last for 6 weeks. The draft SCI (Appendix 2) sets out how it will be publicised. Participants will be invited and encouraged to submit sites through an online form although paper and email submissions will also be accepted.

- 3.5. Sites submitted through the process will be assessed as part of the preparation of the new Local Plan and will be subject to public consultation at subsequent stages of preparation.

4. Financial Implications

- 4.1. No additional implications. Preparation of the Local Plan and other documents is provided for in the agreed Strategic Planning budget.

5. Legal and Risk Implications

- 5.1. Preparation of the Local Development Scheme is a requirement of the Planning and Compulsory Purchase Act 2004 (as amended). Section 19(1) of the act requires development plan documents (the Local Plan) to be in accordance with the Local Development Scheme. Therefore, it is important that the Local Development Scheme is up to date with respect to both the description of the plan and the timetable for its production.
- 5.2. Section 19 of the above act requires Local Plans to be prepared in accordance with the Statement of Community Involvement (SCI). The clear and concise nature of the revised SCI will make this easier to achieve.

6. Conclusion

It is recommended that Policy and Resources Committee:

- Adopt the revised Local Development Scheme (Appendix 1)
- Adopt the revised Statement of Community Involvement (Appendix 2)
- Approve commencement of a 'call for sites' to inform the new Local Plan.

7. Background Papers

Appendices:

- Appendix 1 – Local Development Scheme
- Appendix 2 – Statement of Community Involvement

Area for consideration	Comment
Monitoring Officer Consultation:	Through ELT prior to Policy and Resources Committee
Section 151 Officer Consultation:	Through ELT prior to Policy and Resources Committee
Existing Council Policies:	Local Plan Part 1 (Core Strategy), Local Plan Part 2 & Corporate Plan
Financial Implications (including VAT and tax):	Addressed in the report
Legal Implications (including human rights):	Addressed in the report
Risk Implications:	Addressed in the report
Equality Issues/EQIA assessment:	n/a

Crime & Disorder:	n/a
Every Child Matters:	n/a

Great Yarmouth Local Plan – Local Development Scheme

Timetable for the preparation of Great Yarmouth Borough Council Local Plan documents.

May 2022

DRAFT



Introduction

This Local Development Scheme sets out Great Yarmouth Borough Council's intended programme of formal Local Plan preparation. The Council's plans cover the whole of the Borough except those parts lying within the Broads area¹.

It should be appreciated that the formal Local Plan documents which this Scheme covers are only part of the forward planning work undertaken by the Council. Other work includes cooperation with other public organisations (including joint non-statutory plans and research); project work to facilitate developments or environmental improvements; preparation of supplementary planning documents and guidance; and advice and support to communities preparing neighbourhood plans.

The Council will keep the progress against the intentions indicated in this document under review and report this in its Annual Monitoring Report.

The Council may produce a new Local Development Scheme if required to reflect any changes in either the documents to be produced, or the anticipated timetable for their production. These could be affected by, for example, expected changes in the planning system, resource constraints, or unforeseen issues.

Current Local Plan Documents

The following documents comprise the development plan for the local planning authority of Great Yarmouth Borough Council.

- Great Yarmouth Local Plan Core Strategy (Local Plan Part 1) (adopted Dec 2015)
- Great Yarmouth Local Plan Part 2 (adopted Dec 2021)
- Minerals and Waste Local Plans (produced by Norfolk County Council)

Proposed Local Plan Documents

New Local Plan (covering period to 2041)

Description

This plan will replace the current (2013-2030) Local Plan which is made up of the Core Strategy (Local Plan Part 1) and the Local Plan Part 2. It is intended the new Local Plan will be a single document, rather than separate Local Plans covering strategy, allocation and detailed policies. The Local Plan will cover the entire Borough except those areas covered by the Broads Authority.

The plan will include a strategy for development, including identifying needs for housing and economic development. The plan will identify land for development and other site and area specific policies. The plan will include strategic and detailed policies to help determine planning applications.

¹ The Broads Authority is the local planning authority for the designated Broads area and prepares its own plans.

Background

The Local Plan Part 2 commits the Council to an immediate review of the Core Strategy (Local Plan Part 1) and the Local Plan Part 2 given the age of the Core Strategy, updates to evidence and changes in national planning policy.

The period covered by the new plan is anticipated to cover the period to 2041 to ensure a 15 year coverage of strategic policies on adoption in line with the National Planning Policy Framework. Potential changes to the planning system as outlined in the Planning White Paper² may affect the timetable below and the content of the plan.

Timetable and Key Stages

1. Preparation of evidence and call for sites: Autumn 2021-Summer 2022

This stage will involve collation of key evidence to inform the Local Plan such as housing needs assessment, employment land needs assessment, and sustainability evidence. It will also involve a 'call for sites' where members of the public, landowners, developers, Parish Councils, community groups, and other stakeholders can suggest sites for potential future development or protection. These site suggestions will help inform the Local Plan in terms of the distribution of development, site allocations for development and other policy designations. Consultation at this stage will form part of the engagement required under regulation 18 of the Town and Country Planning (Local Planning) Regulations 2012.

2. Options Consultation: Autumn -Winter 2022

This stage will involve a consultation on the key issues the Local Plan will need to address. It will also involve consultation on all the site ideas suggested through the call for sites process. Should the Government reform the planning system to move to a more zonal system, the consultation will seek views on potential zones informed by the sites submitted under the call for sites. Consultation at this stage will form part of the engagement required under regulation 18 of the Town and Country Planning (Local Planning) Regulations 2012.

3.First Draft Local Plan Consultation: Summer 2023

This stage will involve consultation on a first draft of the Local Plan. The first draft plan will set out the Council's preferred strategy, policies and site allocations and designations / zones. Consultation at this stage will form part of the engagement required under regulation 18 of the Town and Country Planning (Local Planning) Regulations 2012.

4.Final Draft Local Plan publication: Spring 2024

This stage will be the final opportunity for stakeholders to make comments on a final version of the plan before it is submitted for examination by a Planning Inspector appointed by the Secretary of State. This stage covers the requirements under regulation 19 and 20 of the Town and Country Planning (Local Planning) Regulations 2012.

Submission of Final Draft Local Plan for Examination: Spring 2024

At this stage the plan is submitted for examination by a Planning Inspector appointed by the Secretary of State alongside the comments received at the Final Draft stage. This stage covers the

² Planning for the Future – White Paper August 2020. -

<https://www.gov.uk/government/consultations/planning-for-the-future>

requirements under regulation 22 of the Town and Country Planning (Local Planning) Regulations 2012.

Examination: Spring 2024 – Winter 2025

The examination will likely involve public hearings and a further consultation on any modifications the Inspector deems necessary to the plan. This stage covers the requirements under regulation 23, 24 and 25 of the Town and Country Planning (Local Planning) Regulations 2012.

Adoption: Spring 2025

Following examination of the plan the Council will be able to formally adopt the plan. This stage covers the requirements under regulation 26 of the Town and Country Planning (Local Planning) Regulations 2012.

Neighbourhood Plans

A neighbourhood plan is a formal plan about development (building and changes in the use of land) and can be prepared by a local community (usually a parish council). It provides the opportunity to shape development in the area. Once adopted, Neighbourhood Plans are part of the development plan and are used to help decide planning applications in the area.

Neighbourhood plans have to pass through a series of formal stages, and conform to some nationally set 'Basic Conditions' (including general conformity with 'strategic policies of the Local Plan) before they come into force. One of the final stages is a local referendum, where the plan must receive at least 50% of the votes cast.

The Council maintains up-to-date details of Neighbourhood Plan progress at <https://www.great-yarmouth.gov.uk/article/3131/Neighbourhood-planning>

Statement of Community Involvement

How to get involved in the local planning system in Great Yarmouth

May 2022



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1. Introduction

- 1.1. The Statement of Community Involvement sets out how the Council will involve communities and other stakeholders in the preparation of planning policy documents such as the Local Plan and in determining planning applications. It also sets out how the Council will support those preparing Neighbourhood Plans.
- 1.2. The preparation of a Statement of Community Involvement is a requirement under the Planning and Compulsory Purchase Act 2004 and must be reviewed every five years. The Great Yarmouth Statement of Community Involvement was last reviewed in November 2020. However, given that work is starting on a new Local Plan it was considered necessary to prepare a revised Statement of Community involvement to support this process.

Why should you get involved in planning?

- 1.3. The planning system shapes the areas where we live, work and visit. Planning ensures that development happens in the right place and at the right time to the benefit of communities, the environment, and the economy. Planning involves identifying what development is needed and where, what areas need to be protected or enhanced and in assessing whether proposed development is suitable. Getting involved in the planning system gives communities an opportunity to help shape the future of the Borough.

Who do we consult on planning matters?

- 1.4. Consultations often need to find out the views of a cross-section of the population, so it is important that we encourage as many people as possible to get involved in the planning process. The key groups of people / organisations we engage with are:
 - Members of public including people who live, work and visit the Borough;
 - Businesses, landowners and developers;
 - Interest groups, including environmental, amenity and local community and voluntary groups
 - Parish Councils
 - Neighbouring authorities
 - Government agencies and other statutory bodies.

2. How we will consult on the Local Plan and other planning policy documents

Approach to engagement

2.1. To ensure that community engagement is effective and meaningful, the Council will:

- Ensure that the level of community involvement is appropriate to the type of planning policy document being consulted on;
- Clearly set out opportunities for stakeholders to get involved;
- Involve stakeholders as early in the process as possible;
- Tailor consultation events to local circumstances ensuring that resources and time are managed appropriately;
- Be open and clear about what is being asked for and how the responses will be used;
- Create consultation materials that are understandable by limiting the use of technical terms and using plain English wherever possible.

Consultation mailing list

2.2. The Council maintains a mailing list of people who wish to be kept up to date with progress on planning policy documents. Anyone can join the mailing list and the Council will ask whether those responding to consultations wish to join the mailing list. To join the mailing list please visit the Council's consultation webpage - <https://www.great-yarmouth.gov.uk/planning-consultations> alternatively please contact the Strategic Planning team .

Data protection

2.3. The Council is required to publish comments made on all local plan and other planning policy documents. However, personal contact details will not be published other than the name of the consultee. The Council will not share this data with any other organisation, unless required to by the planning inspectorate or other legal authority should it be deemed necessary due to a decision or legal process.

Developer and Agent's Forum

2.4. The Council holds a regular forum for local developers and agent where matters relating to both planning policy and planning applications are discussed. The forum is an opportunity for developers to raise concerns and issues with the planning service and planning policies as well as an opportunity for the Council to garner views of the industry and inform them of consultations.

Engaging all parts of the community

- 2.5. It is essential that a wide-range of groups of people can engage and get involved with the preparation of the Local Plan and other planning policy documents. The Council also has a duty under the Equalities Act of 2010 to eliminate discrimination and advance quality of opportunity for all.
- 2.6. It is acknowledged that some parts of the community are underrepresented in terms of engagement in Local Plan and other planning policy document preparation. Examples of these groups include younger people, people who are homeless, temporary residents, people with

disabilities, ethnic minorities and businesses. In addition, there are often real barriers that prevent people taking part in public consultations, most common of which relate to language, accessibility and understanding. If these barriers can be overcome, then these groups can be effectively involved in more general community consultation activities. The table below outlines some of these barriers and potential solutions the Council will consider to overcome them.

Consultation barrier	Potential solutions
Difficulties with written information (Literacy problems, learning disabilities and English as a second language)	<ul style="list-style-type: none"> • Provide accessible written information including large font, translations on request. • Ensure documents are compatible with screen readers and meet web accessibility standards • Good colour contrast and avoiding abbreviations and acronyms • Drop in sessions • Focus groups
Intimidated or alienated by approach (Put off by 'officialdom' of process, long-standing hostility to the council, lack of confidence or self-esteem)	<ul style="list-style-type: none"> • Use representatives who are already known and trusted by the target group • Engage through existing community structures such as schools and community groups
Cannot access meeting venue (No transport available, cannot physically access the venue, timing makes attendance difficult or impossible)	<ul style="list-style-type: none"> • Plan the event around the needs of the group • Plan meetings in accessible locations • Choose a location where public transport and parking are easily accessible • Check that the venue meets Disability Discrimination Act (DDA) requirements • Consider virtual drop-in sessions.
Lack of time or resources (Busy working families/lone parents, poorly funded community / voluntary groups)	<ul style="list-style-type: none"> • Try to reduce the time it takes to participate in the consultation through concise consultation material and make responding to consultations easy through simple online forms (and simple paper forms where there is no online access)
Rarely reached by publicity material (Those living in isolated rural communities, publicity material is in an inappropriate format, no access to the internet)	<ul style="list-style-type: none"> • Parish newsletters and village notice boards can help reach rural areas • Make sure material is clearly presented and follows good practice guidelines for written information • Identify local events that we can participate in • Use community notice boards in local shops, supermarkets and sports centres

2.7. Within the borough there are a number of well-established local partnerships that operate effectively and already engage with key organisations and groups. To help make the most efficient use of our resources, we will seek to engage with existing partnerships and utilise these communication networks whenever it is possible and appropriate to do so. These partnerships include, but are not limited to, the following:

- Great Yarmouth Town Centre Partnership
- Comeunity
- MESH – Bringing Gorleston Together

- Make It Happen (network covering Southtown, Cobholm and Halfway House)

Duty to Co-operate

- 2.8. The Council has a requirement as a result of the Localism Act 2011 to cooperate with neighbouring authorities and certain other agencies in planning for strategic cross-boundary matters. This duty requires authorities to ‘engage constructively, actively and on an ongoing basis’ on all strategic planning matters.
- 2.9. The Council engages regularly with other Norfolk authorities through the Norfolk Strategic Planning Group which under the oversight of the Norfolk Strategic Planning Member Forum have produced the Norfolk Strategic Planning Framework which constitutes a statement of common ground on strategic cross-boundary matters.
- 2.10. The Council also meets regularly with officers at East Suffolk Council and maintains a statement of common ground on strategic cross-boundary matters with the Council.
- 2.11. With respect to coastal matters a further statement of common of ground between Norfolk and Suffolk coastal authorities is maintained.
- 2.12. In addition to neighbouring authorities the Council also has to engage with the following:
 - Environment Agency
 - Historic England
 - Natural England
 - Civil Aviation Authority
 - Homes England
 - Clinical Commissioning Group
 - NHS Commissioning Board
 - Highway Authority
 - Marine Management Organisation
- 2.13. Engagement with these bodies will be principally through the consultation stages outlined below. However, there may be more bespoke engagement depending on the nature of the issues which evolve during the preparation of the plan. The Environment Agency, Natural England and the Marine Management Organisation are signatories to the Norfolk Strategic Planning Framework.

Key Stages of Local Plan preparation and how you can get involved.

- 2.14. The Local Plan is the main planning policy document the Council prepares. The Local Plan sets out how much development the Council needs to plan for, where that development should be located and planning policies to help make decisions on planning applications for development. Planning legislation identifies the Local Plan as part of the ‘development plan’ for an area (alongside Neighbourhood Plans and Minerals and Waste Local Plans) . All planning applications must be determined in accordance with the ‘development plan’ unless material considerations indicate otherwise.

- 2.15. The key stages for the preparation of a Local Plan are set out below together with details on how the Council will engage the community and stakeholders at each stage.

1. Project planning and evidence gathering

- 2.16. The first step in preparing a Local Plan is to set out a project plan known as the Local Development Scheme. The Council will publish the Local Development Scheme on its website alongside updates on plan preparation progress.
- 2.17. This stage also involves collecting evidence to inform the Local Plan including surveying key issues. In preparing evidence reports the Council may routinely engage with relevant stakeholders. During this stage once such report is the Sustainability Appraisal Scoping Report. This will be subject to formal consultation with the Environment Agency, Natural England and Historic England, but will also be published on the Council's website.
- 2.18. The main public engagement at this stage will be a 'Call for Sites'. This will be an opportunity for members of the public, landowners, developers, Parish Councils, community groups, and other stakeholders to suggest sites for potential future development or protection. These site suggestions will help inform the Local Plan in terms of the distribution of development, site allocations for development and other policy designations. **In undertaking the 'Call for Sites' the Council will:**
- Contact those on the Council's Local Plan Mailing list and Developers and Agents Forum;
 - Contact Parish Councils, Interest groups, including environmental, amenity and local community and voluntary groups and statutory bodies;
 - Issue a press-release.
 - Publicise the 'Call for Sites' on the Council's social media channels.

2. Preparation of the Local Plan

- 2.19. Regulation 18 of the Town and Country Planning (Local Planning) Regulations 2012 set out the requirements for engagement during the preparation of the plan. It states the Council must do the following:
- Notify statutory consultation bodies, general consultation bodies and such residents and business the Council considers appropriate of the subject of the Local Plan.
 - Invite them to make comments on the what the local plan should contain.
- 2.20. It is likely that the Council will hold two main consultations at this stage to meet the above requirements including a consultation on initial options and content of the Local Plan and a consultation on a first draft of the Local Plan.
- 2.21. In undertaking these consultations, **the Council will:**
- Contact and invite comments from:
 - Those on the Council's Local Plan Mailing list.
 - Developers and Agents Forum.
 - Parish Councils.
 - Interest groups, including environmental, amenity and local community and voluntary groups.

- Neighbouring authorities.
 - Other statutory consultees.
 - Issue a press-release
 - Publicise the consultation on the Council's social media channels.
 - Publish all information and consultation materials on the Council's website.
 - Make hard copies of consultation materials available to view at the Town Hall, Hall Plain, Great Yarmouth (unless the Town Hall is closed for reasons outside of the Council's control) and other venues considered appropriate at the time of consultation.
 - Send free hard copies of documentation to those who have trouble viewing documents either on the Council's website or at the Town Hall.
- 2.22. Depending on resources available and the nature of the issues involved, at this stage **the Council may also:**
- Organise drop-in sessions for members of public to discuss the emerging Local Plan and gather feedback (virtual and/or in-person)
 - Organise stakeholder meetings
 - Discuss consultations at the Developers and Agents Forum
 - Put up site notices near sites identified for possible allocation in a first draft of the Local Plan.
- 2.23. All comments received during this stage will be considered and taken into account when preparing the Final Draft Plan.
- 3. Final Draft Plan (publication stage)**
- 2.24. Regulations 19 and 20 of the Town and Country Planning (Local Planning) Regulations 2012 set out the requirements for engagement once a final draft of the plan has been published.
- 2.25. At this **stage the Council must:**
- Invite statutory and general consultation bodies who were engaged at the previous stages to make comment on the Final Draft Local Plan.
 - Publish a consultation statement setting out how consultation was conducted at previous consultation stages and how comments received at previous stages have been considered.
 - Publish all information and consultation materials on the Council's website.
 - Make hard copies of consultation materials available to view at the Town Hall, Hall Plain, Great Yarmouth (unless there are amendments to the legislation which temporarily remove this requirement – such as during the Covid-19 pandemic).
 - Publish guidance on how to make representations.
 - Invite comments (representations) for a minimum period of 6 weeks.

- Invite comments on the sustainability appraisal report¹

2.26. At this stage the **Council will also:**

- Notify those on the Council's Local Plan Mailing List and Developers and Agents Forum of the publication of the plan.
- Issue a press-release
- Publicise the consultation on the Council's social media channels.
- Send free hard copies of documentation to those who have trouble viewing documents either on the Council's website or at the Town Hall.

2.27. Depending on resources available and the nature of the issues involved, **at this stage the Council may also:**

- Make hard copies of documents available for inspection at locations other than the Town Hall
- Organise drop-in sessions to allow consultees to talk through potential issues before submitting a formal response (virtual and/or in-person)
- Put up site notices near sites identified for allocation in the Local Plan.

4. Examination by Planning Inspectorate

2.28. Following the publication of the plan and the subsequent period for receipt of comments (representations) the plan will be submitted for independent examination by a Planning Inspector appointed by the Secretary of State. During the examination only those who submitted comments on the Final Draft Local Plan will be able to be involved. The examination will likely involve public hearings and the opportunity to submit further written statements.

2.29. Regulations 22-24 of the Town and Country Planning (Local Planning) Regulations 2012 cover the submission and examination of the plan. **At this stage the Council must:**

- Give notice to those who submitted comments during the representations period who requested to be notified that the plan has been submitted.
- Notify statutory and general consultation bodies who were engaged at the previous stages that the plan has been submitted and documents are available for inspection.
- Publish Local Plan and all supporting documentation on the Council's website
- Make hard copies of documentation available to view at the Town Hall, Hall Plain, Great Yarmouth (unless there are amendments to the legislation which temporarily remove this requirement – such as during the Covid-19 pandemic).
- At least six weeks before any public hearing:

¹ A report as required by section 19 of the Planning and Compulsory Purchase Act 2004 and the Environment Assessment of Plans and Programmes Regulations 2004 which sets out an assessment of the sustainability of the Local Plan and compares it to reasonable alternative options.

- Publish on the website details of the time, date and place of the hearing and the name of the Planning Inspector.
- Make available for inspection at the Town Hall, Hall Plain, Great Yarmouth details of the time, date and place of the hearing and the name of the Planning Inspector (unless there are amendments to the legislation which temporarily remove this requirement – such as during the Covid-19 pandemic).
- Notify everyone who submitted comments during the representations period of details of the time, date and place of the hearing and the name of the Planning Inspector.

2.30. It is likely that the Planning Inspector will conclude that modifications are needed to the plan in order for it to be found sound. In this scenario there is likely to be a further consultation on the modifications proposed. This consultation will be carried out in the same way consultation is carried out on the Final Draft Plan at stage 3 above.

5. Inspectors Report and Adoption

2.31. Following the examination the Inspector will issue their report to the Council on whether the plan is sound or not. At this stage there is no further scope for community involvement. If the Inspector finds the plan sound the Council can then proceed to formally adopt the plan. At this stage there are some publicity requirements outlined in regulation 25 and 26 of the Town and Country Planning (Local Planning) Regulations 2012. **At this stage the Council must:**

- Give notice to those who submitted comments during the representations period who requested to be notified that the Inspector's report has been received.
- Publish the report on the Council's website
- Make hard copies of the report available to view at the Town Hall, Hall Plain, Great Yarmouth (unless there are amendments to the legislation which temporarily remove this requirement – such as during the Covid-19 pandemic).
- Give notice and send a copy of an adoption statement² to those who submitted comments during the representations period who requested to be notified that the plan has been adopted.
- Publish the adopted Local Plan, adoption statement, sustainability appraisal report and details of where the documentation can be inspected.
- Make hard copies of the adopted Local Plan and associated documentation available to view at the Town Hall, Hall Plain, Great Yarmouth (unless there are amendments to the legislation which temporarily remove this requirement – such as during the Covid-19 pandemic).
- Issue a press-release
- Publicise the consultation on the Council's social media channels.

² A statement which sets out (a) the date on which a local plan was adopted, (b) if applicable, any modifications made pursuant to section 23(2) or (3) of the Planning and Compulsory Purchase Act, (c) that any person aggrieved by the local plan may make an application to the High Court under section 113 of the Act, and (d) the grounds on which, and the period within which, an application may be made;

Key Stages of Supplementary Planning Document preparation and how you can get involved.

- 2.32. Supplementary Planning Documents build upon and provide more detailed advice or guidance on policies in an adopted Local Plan. They do not form part of the 'development plan' but are a material consideration in the determination of planning applications.
- 2.33. The Town and Country Planning (Local Planning) Regulations 2012 require two stages of consultation during the preparation of a Supplementary Planning Document. Firstly, engagement is required during the initial preparation of the document to inform a draft Supplementary Planning Document. This is followed by a formal consultation on a draft Supplementary Planning Document.

1.Preparation of a draft Supplementary Planning Document

- 2.34. Engagement at this stage is to help inform the content of a draft Supplementary Planning Document. Consultation will likely involve engagement with specific interest groups depending on the topic of the document being prepared. There may also be surveys conducted with the public or other stakeholders to inform the content of the document. Depending on the nature of the document, it may be necessary to consult on a first draft of a Supplementary Planning Document during this stage. There are no regulatory requirements at this stage other than ensuring that feedback from the consultation is considered when drafting the Supplementary Planning Document.

2.Consultation on Draft Supplementary Planning Document

- 2.35. This stage involves consultation on a draft of the Supplementary Planning Document. Regulations 12 and 13 of the Town and Country Planning (Local Planning) Regulations 2012 set out the requirements for consultation at this stage. **The Council must:**
- Publish on the webpage the draft Supplementary Planning Document, a Consultation Statement setting out how the Council consulted at stage 1 above and how it has taken account of comments received during stage 1 and details of when and how comments can be made on the draft document.
 - Make the above information available to view at the Town Hall, Hall Plain, Great Yarmouth (unless there are amendments to the legislation which temporarily remove this requirement – such as during the Covid-19 pandemic).
 - Invite comments for a minimum of 4 weeks.
- 2.36. At this stage the **Council will also:**
- Contact and invite comments from:
 - Those on the Council's Local Plan Mailing list.
 - Developers and Agents Forum.
 - Parish Councils where the consultation would be of interest
 - Relevant interest groups, including environmental, amenity and local community and voluntary groups who would have an interest in the topic of document being prepared

- Neighbouring authorities where there may be cross-boundary issues.
- Other statutory consultees.
- Issue a press-release
- Publicise the consultation on the Council's social media channels.
- Send free hard copies of documentation to those who have trouble viewing documents either on the Council's website or at the Town Hall.

2.37. Depending on resources available and the nature of the issues involved, **at this stage the Council may also:**

- Make hard copies of document available for inspection at locations other than the Town Hall
- Organise drop-in sessions to allow consultees to talk through potential issues before submitting a formal response (virtual and/or in-person)
- Put up site notices if the Supplementary Planning Document relates to a specific site or area of land.

3. Adoption of the Supplementary Planning Document

2.38. At this stage there is no further scope for community involvement, however, there are some publicity requirements outlined in Regulation 14 of the Town and Country Planning (Local Planning) Regulations 2012. **At this stage the Council must:**

- Publish the adopted Supplementary Planning Document and adoption statement³.
- Make hard copies of the adopted Supplementary Planning Document and associated documentation available to view at the Town Hall, Hall Plain, Great Yarmouth (unless there are amendments to the legislation which temporarily remove this requirement – such as during the Covid-19 pandemic).
- Notify anyone who has requested to be notified of the adoption of the Supplementary Planning Document
- Issue a press-release
- Publicise the adoption on the Council's social media channels.

3. Engagement and support for Neighbourhood Planning

- 3.1. Neighbourhood Plans and Neighbourhood Development Orders are prepared by Parish Councils and designated Neighbourhood Forums (in unparished areas).
- 3.2. Neighbourhood Plans, like Local Plans are part of the 'development plan' for the area and must be taken into account when determining planning applications. Neighbourhood

³ A statement which sets out (a) the date on which a supplementary planning document was adopted, (b) if applicable, any modifications made pursuant to section 23(1) of the Planning and Compulsory Purchase Act, (c) that any person with sufficient interest in the decision to adopt the supplementary planning document may apply to the High Court for permission to apply for judicial review of that decision, and (d) that any such application must be made promptly and in any event not later than 3 months after the date on which the supplementary planning document was adopted.

Development Orders grant planning permission for certain types of development in certain areas without the need for a planning application.

- 3.3. In addition to Neighbourhood Development Order, communities can prepare a special type of Neighbourhood Development Order known as a 'Community Right to Build Order' which can allow small-scale development for community benefit.
- 3.4. This section sets out how the Council will engage the community at certain stages of Neighbourhood Plan /Development Order preparation and how it will support Parish Councils and Neighbourhood Forums in preparing them.

Key Stages for both Neighbourhood Plans and Neighbourhood Development Orders

1.Deciding on whether to prepare a Neighbourhood Plan or Neighbourhood Development Order

This stage is for the community or Parish Council to consider whether they wish to undertake a Neighbourhood Plan or Neighbourhood Development Order. There will normally be a consideration of what issues which might need addressing and the extent to which existing planning policy can address those issues, resources required and community support. **At this stage the Council will support the local community by:**

- If requested, attending a Parish Council meeting to provide general outline and advice on Neighbourhood Plans and development orders and answer questions.
- Provide guidance advice over the phone or in writing (including directing to existing sources of guidance on the following:
 - Process of plan preparation
 - Existing Local Plan policies and national planning policy
 - Likely evidence requirements
 - providing contacts for advice and information from others who have prepared neighbourhood plans.

2.Designation of Neighbourhood Area (and Forum if required)

- 3.5. At this stage the Parish Council applies for the area they consider appropriate for the Neighbourhood Plan. In unparished areas such as Great Yarmouth and Gorleston, communities can come together and apply to form a Neighbourhood Forum and identify an associated Neighbourhood Area.
- 3.6. In considering whether to designate a Neighbourhood Forum **the Council must do the following** as set out in the Neighbourhood Planning (General) Regulations 2012:
 - Publish on its website a copy of the application, a statement that no other body may be designated whilst the application is under consideration, details on how to make comments and the date by which comments can be received.
 - Accept comments for at least 6 weeks following publication.
- 3.7. At this stage **the Council will also:**
 - Publicise the application on its social media channels
- 3.8. Depending on resources available and the nature of the issues involved, **at this stage the Council may also:**

- Notify local community groups
 - Place posters around the proposed area to be covered by the Neighbourhood Forum
- 3.9. When designating a Neighbourhood Area, if the area being proposed relates to the whole of a parish council's area there is no scope for further engagement and the Council must designate the Neighbourhood Area. Where the proposed Neighbourhood Area covers more than a single parish area or constitutes a smaller area than the parish boundary the Council must publicise the application for the Neighbourhood Area.
- 3.10. In considering whether to designate a Neighbourhood Area **the Council must do the following** as set out in the Neighbourhood Planning (General) Regulations 2012:
- Publish on its website a copy of the application, details on how to make comments and the date by which comments can be received.
 - Accept comments for at least 6 weeks following publication.
- 3.11. At this stage **the Council will also**:
- Publicise the application on its social media channels.
 - Notify neighbouring Parish Councils
 - Provide the Parish Council with posters to place around the proposed area to be covered by the Neighbourhood Area.
- 3.12. Following a decision on an application for a Neighbourhood Area or a Neighbourhood Forum **the Council must** publicise the decision on its website. The **Council will also** publicise the decision on its social media channels and notify anyone who made comments on the proposed designation.
- 3.13. At this stage the Council can support Parish Councils and Neighbourhood Forums by:
- Providing informal advice on whether a proposed forum meets requirements of legislation
 - Providing mapping (subject to being signed up to the Public Sector Mapping Agreement).

3.Preparation of Neighbourhood Plan / Neighbourhood Development Order

- 3.14. This stage of preparation is largely the responsibility of the Parish Council or Neighbourhood Forum. **At this stage the Council will support the Parish Council / Neighbourhood Forum by:**
- Providing mapping (subject to being signed up to the Public Sector Mapping Agreement).
 - Providing informal advice on draft policies and proposals for community engagement.
- 3.15. If requested, prior to the pre-submission consultation stage on a draft plan the Council could perform a health-check of the entire draft plan. This will be subject to resources available at the time.
- 3.16. At this stage the Parish Council / Neighbourhood Forum should consider whether a Neighbourhood Plan may require Strategic Environmental Assessment and/or a Habitat Regulations Assessment, particular if it is likely to include allocations for development. **The Council will if requested:**

- Provide informal advice on whether Strategic Environmental Assessment and/or a Habitat Regulations Assessment will be necessary
 - Undertake a formal screening with statutory consultees. This will be undertaken over a five week period.
- 3.17. For Neighbourhood Development Orders which seek to permit development which falls under Schedule 2 of the Town and Country Planning (Environmental Impact Assessment) Regulations 2017, the Parish Council / Neighbourhood Forum should request a formal screening opinion from the Council at this stage.

4.Pre-Submission Consultation

- 3.18. The format and nature of consultation at this stage is at the discretion of the Parish Council / Neighbourhood Forum. However, there are specific requirements they need to follow as set out in the Neighbourhood Planning (General) Regulations 2012. **At this stage the Council will support the Parish Council / Neighbourhood Forum if requested by:**
- Providing guidance on who needs to be consulted.
 - Hosting the consultation on the Council's website, providing documentation meets web accessibility standards.
- 3.19. The Council may make a formal response to the Neighbourhood Plan depending on the nature of the consultation and the matters concerned.
- 3.20. Following the pre-submission consultation and any revisions the Parish Council / Neighbourhood Forum wish to make to the plan the **Council will offer the Parish Council / Neighbourhood Forum a pre-submission health-check of the plan.** Alternatively, the Parish Council / Neighbourhood forum may wish to seek an independent health-check from a Local Plan examiner.

5.Submission of the Neighbourhood Plan / Neighbourhood Development Order

- 3.21. At this stage the Parish Council / Neighbourhood Forum submits a final draft of the Neighbourhood Plan to the Council. Providing all required information is submitted and legal requirements have been met the **Council must then:**
- Publish the Neighbourhood Plan for a minimum of six weeks.
 - Publish all documents on the Council's website along with details of where the Neighbourhood Plan can be inspected, the procedure of how to make comments and the date when these comments need to be submitted.
 - Make clear that there is a right for anyone making comments on the Neighbourhood Plan to request be notified of the Council's decision to 'make' (adopt) the Neighbourhood Plan.
 - Notify consultation bodies listed in the Consultation Statement to inform them that the Neighbourhood Plan has been received and published.
- 3.22. At this stage the **Council will also:**
- Publicise the Neighbourhood Plan / Neighbourhood Development Order on its social media channels
 - Notify the Developers and Agents Forum.

6.Examination

- 3.23. After the Council has consulted on the submission version of the plan it will arrange an examination of the plan by an independent examiner. Appointment of an examiner will undertaken in consultation with the Parish Council / Neighbourhood Forum and the Broads Authority if the Neighbourhood Plan / Neighbourhood Development Order falls partly within the Broads area.
- 3.24. The Neighbourhood Planning (General) Regulations 2012 **require the Council to do the following at this stage:**
- Submit to the Examiner the Neighbourhood Plan / Neighbourhood Development Order, supporting documents, Consultation Statement, Basic Conditions Statement and copies of the comments received during the Submission consultation.
 - Notify anyone who made a comment and indicated that they wish to attend a hearing (if public hearings take place) and speak at the hearings will be informed of the date, time, venue and format of the hearings.
- 3.25. At this stage the **Council will also:**
- Publicise the examination on its social media channels

7.Publication of Examiner's Recommendations and Decision on Neighbourhood Plan / Neighbourhood Development Order

- 3.26. Once the examination is complete the examiner will issue a report of their findings including any modifications necessary. The Council must publish the report on its website.
- 3.27. The Council must then make a decision on whether the Neighbourhood Plan / Neighbourhood Development Order should proceed to referendum.
- 3.28. At this stage **the Council must:**
- Publish the Council's decision on whether to take the Neighbourhood Plan / Neighbourhood Development Order to referendum (the 'Decision Statement') on the Council's website.
 - Send a copy of the Council Decision Statement to the Parish Council / Neighbourhood Forum responsible for the Neighbourhood Plan and anyone who requested to be notified of the decision.
 - Make hard copies of the Decision Statement available for inspection at the Town Hall.
- 3.29. If the Council decides to progress the Neighbourhood Plan / Neighbourhood Development Order to referendum it will then proceed to set a date for the referendum. Details will be published on the website and at the Town Hall. **The Council will also publicise** the referendum on its social media channels. Poll Cards will be sent to all eligible voters.

8.Adoption

- 3.30. Following a successful referendum vote result, the Council must then proceed to 'make' the Neighbourhood Plan / Neighbourhood Development Order. In accordance with the Neighbourhood Planning (General) Regulations 2012 **the Council must:**
- Publish the Neighbourhood Plan / Neighbourhood Development Order on the Council's website together with details of where it may be inspected.

- Notify those who requested to be notified of the making of the Neighbourhood Plan / Neighbourhood Development Order.

3.31. At this stage the **Council will also:**

- Issue a press-release.
- Publicise the making of the Neighbourhood Plan / Neighbourhood Development Order on its website.

4. How we will consult you in determining planning applications

- 4.1. Planning applications can cover a wide-range of developments from house extensions, to business parks to large housing developments. The nature of the planning application will determine how the Council will publicise and consult on a application.
- 4.2. The Council will publicise and consult on planning applications in line with the requirements set out in the Town and Country Planning (Development Management Procedure) Order 2015. These requirements are summarised within the Government’s Planning Practice Guidance which can be viewed here: <https://www.gov.uk/guidance/consultation-and-pre-decision-matters>
- 4.3. Planning applications are published on the Council’s website and comments can be submitted online here: <https://www.great-yarmouth.gov.uk/search-planning-applications>. The Council will also accept comments via email (plan@great-yarmouth.gov.uk) or by letter to the Town Hall, Hall Plain, Great Yarmouth, NR30 2QF.
- 4.4. Comments on planning applications should relate to planning policies set out in Local Plans and Neighbourhood Plans and other ‘material considerations’. Material considerations include, but are not limited to national planning policy, impact on neighbour amenity, economic impacts, some finance considerations, design and environmental matters. Things which cannot be considered when determining a planning application include but are not limited to, ownership and boundary disputes, impact on property value, loss of private view (this does not include outlook which is a different concept), moral matters and restrictive covenants.
- 4.5. The Council encourages developers to make use of its pre-application advice service as it makes the planning process more efficient. Details can be found here: <https://www.great-yarmouth.gov.uk/article/4597/Pre-application-advice> . The Council also encourages developers of major developments or other developments which are likely to be of significance to the community, to engage with the community and key stakeholders prior to submitting an application. Pre-application consultation is currently mandatory for wind turbine development involving more than 2 turbines or where the hub height of any turbine exceeds 15 metres.

Subject: Equinox Property Holdings – Financing

Report to: ELT – 16 May 2022

Policy and Resources Committee – 24 May 2022

Council – 23 June 2022



Report by: Finance Director and S151 Officer

Subject Matter/Recommendations:

This report provides an update to Members on the current financing provided to the wholly owned company trading as Equinox Property Holdings Limited (EPH) and makes recommendations for an increased level of loan financing for the company in order to fulfil EPH's Business Plan which is reported to Members separately on the agenda.

Recommendations:

That Committee :-

- (1) **Recommend to Council** approval of the financing for Equinox Property Holdings of £4m, from a £3m loan facility and £1m initial share capital and that this be included in the updated capital programme;
- (2) Delegate the draw down of the financing facility to the S151 Officer.

1. INTRODUCTION / BACKGROUND

- 1.1. Council approved the establishment of Equinox Property Holdings in 2019 as a sister company to Equinox Enterprises Ltd to hold properties for rental to actively support regeneration and improve the quality of private sector rental accommodation.
- 1.2. Following the establishment of EPH, the Council in June 2020 council approved the virement of £500,000 from the existing capital programme to fund the equity in Equinox Property Holdings, at the same time it was recommended that the Council approve a loan to EPH of £1.5million, to enable EPH to actively acquire properties to be held for rental within a total funding availability of £2million. The report included separately on the agenda provides details on the 2022/23 EPH Business Plan, this report is recommending an update to the financing to EPH from the Council in order to enable the company to deliver a range of properties for rental as part of that business plan, this will result in the company having access to up to £4million (through a mixture of loan and equity in the company).

2. FINANCIAL IMPLICATIONS

- 2.1. As the shareholder for EPH the Council has previously agreed to provide the initial financing to the company in the form of debt (via a loan facility and equity). This means the debt to equity ratio of 75:25. The updated business plan has identified a total funding requirement of £4million, which in the current proposed ratio of debt to equity would equate to loans to EPH of £3 million and equity of £1 million.
- 2.2. The report is therefore recommending the total financing of EPH be made up of £3 million loan facility and £1million equity/share capital, the timing of the draw down of the loan and equity would be in consultation with the S151 Officer.
- 2.3. The Council will be required to account for the loan and equity in EPH as capital expenditure as the purpose of the funds is for capital expenditure, albeit by EPH. The financial impact to the Council of the loan facility to the company will increase the council's capital financing requirement (the underlying need to borrow) and will require the council to borrow externally.
- 2.4. Where local authorities finance capital expenditure by borrowing, they are required to make an annual charge to the revenue account for future repayment of the debt (minimum Revenue Provision). In 2021 the government consulted on changes to the application of MRP, following concern that local authorities have not been making prudent revenue provision specifically around the provision capital loans. The assumptions of the financial impact to the council of the provision of loans to EPH has taken a prudent approach and therefore does make an allowance for an MRP charge. Should there be any changes following the outcome of the consultation the impact will be considered as part of the wider capital programme planning.
- 2.5. The loan facility will be on an annual repayment of principal and interest basis for a period of up to 40 years. Over the lifetime of the loan the MRP charge within the Council's general fund will be mitigated by the interest received from EPH for the borrowing. The annual repayment of the principal of the loan from EPH to the Council will provide the Council with a capital receipt to fund future capital projects (therefore reducing the need to borrow for the future projects and subsequently the MRP charge incurred).
- 2.6. The need to update the investment strategy approval limits for 2022/23 for the Councils subsidiaries (EPH and Equinox Enterprises Limited, EEL) have been considered. The investment strategy approved by Council in February 2022 allowed for loans of up to £5.5m in 2022/23 for both its subsidiaries. This limit had included the potential for further loans to EPH and EEL than those current approved and budgeted and is therefore sufficient to cover the increase in borrowing being requested as part of this report for EPH (£3m) at this time. However, the approved limit will need to be reconsidered again should EEL require borrowing during the year, should this exceed £2.5m.
- 2.7. The investment strategy also allowed for £3.5m of shares to be held in 2022/23 for the subsidiaries. The Council has £2.2m of shares currently in EEL so the limit allowed for further shares to be acquired in the financial year from the subsidiaries. Again, the limit approved is sufficient to cover the £1m shares now being requested for EPH within this report but should EEL require further share investment this limited would need approval to be increased.

3. RISK IMPLICATIONS

- 3.1. Risk of non-payment of interest and loan repayments. This is mitigated by the Council's equity within the housing assets purchased with the loans as RPH is 100% owned by the Council.
- 3.2. Impact of changes to the MRP requirements – the outcome of the consultation will be monitored and if changes are required to the Council's MRP policy these will be updated accordingly, in the meantime a prudent approach has been taken in respect of allowing for MRP.
- 3.3. The financial stability of the company will continue to be monitored including the ability to repay the loan and proactive action will be taken as required to mitigate the financial implications to the Council.

4. CONCLUSIONS

- 4.1. To enable EPH to complete its business plan an increased level of loan financing and share purchase is required. Approval from Council is therefore being sought for a total of £4m to be invested with EPH (loan facility of £3m and shares to be purchased of £1m). The drawdown of these funds by the company will be delegated to the s151 officer to administer and control.

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

Exempt Information: NOT FOR PUBLICATION – Appendix 2 ONLY

(1) The content of this report qualifies as exempt information under Section 100(A)(4) and paragraph 3 of Part I of Schedule 12A of the Local Government Act (1972) as it is information relating to the financial or business affairs of any particular person (including the authority that hold that information), and

(2) After applying the public interest test, it is clear that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because disclosure would adversely affect the authority's ability to manage its commercial, financial, and business affairs and accordingly Appendix 2 of this report should remain exempt.



URN: 22-056

Subject: Town Deal Intervention 5: Restoration and Sustainable Repurposing of Three Vacant Historic Buildings

Report to: Policy and Resources Committee – 17 May 2022

Report by: Tracey Read, Project Manager

SUBJECT MATTER

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

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

RECOMMENDATION

That Policy and Resources Committee:

1. **Recommend to Council** the release of £626,000 Town Deal funding subject to compliance with funding conditions and the parameters set out in this report.
2. Resolve (subject to Council's agreement to the release of funds) to grant the Great Yarmouth Preservation Trust £626,000 to re-purpose St. John's Church, the North West Tower and 160 King Street into visitor accommodation as set out in the report and deliver the outcomes contained in the Strategic Business Case, subject to Government confirming their acceptance of the Full Business Case Summary Documents submitted for inspection on 24 March 2022.
3. Delegate authority to the Strategic Director to agree and sign the grant agreement on behalf of the Council with Great Yarmouth Preservation Trust.

1. INTRODUCTION

- 1.1. In September 2019, the Government announced the initial 101 places invited to develop Town Deal proposals as part of the £3.6 billion Towns Fund. A stakeholder-led Town Investment Plan was submitted to the Ministry of Housing, Communities & Local Government (MHCLG) on 11 December 2020, outlining a total 'ask' of £24,780,390 to co-fund ten interventions as Immediate Investment Priorities.
- 1.2. On 3 March 2021, MHCLG informed the Chair of the Town Board and the Council that MHCLG was offering Great Yarmouth Heads of Terms (HoT) for a Town Deal of up to £20.1 million. The HoT were not contractually binding, and the offer was subject to various conditions being met including the provision of regular reporting or monitoring and evaluation.
- 1.3. The final agreed list of nine interventions submitted as a suite of Strategic Business Cases was submitted to Government on 24 March 2022. These interventions or schemes are listed in Table 1 below:

Table 1. List of Town Deal Board agreed interventions

Intervention	Project Value	Town Deal ask:
1. New operations and maintenance (O&M) campus and incubator on the Great Yarmouth Enterprise Zone and Energy Park	£20,016,019	£3,950,000
2. Land assembly for the strategic regeneration of North Quay as a vibrant new mixed-use waterfront quarter	£7,600,000	£2,600,000
3. New Great Yarmouth University Learning Centre (GYULC) providing an enhanced route to economic activity and growth	£10,465,543	£7,463,947
4. Restoration and commercial repurposing of the iconic Winter Gardens as a year-round seafront attraction	£16,052,151	£4,075,000
5. Restoration and sustainable repurposing of vacant historic buildings	£1,401,900	£626,000
6. Restoration and adaptation of the historic Ice House as a National Centre for Arts and Circus	£1,440,000	£450,000
8. Public wayfinding and sustainable connectivity	£1,100,000	£594,953
9. Physical enhancements to the rail station gateway as a key point of entry for residents, visitors and commuters	£202,180	£150,000
10. Smart Deployment of Enhanced Digital and Connectivity Infrastructure	£205,130	£190,100

Please note: Intervention 7: *Green mobility: enhancement of Seafront to Town Centre connectivity* was agreed to be removed from the final suite of interventions and is no longer listed above.

- 1.4. There were a number of key milestones listed in the HoT:
 - In order to proceed, the Town Board needed to sign the Head of Terms by 24 March 2021 – this was completed.

- By 24 May 2021, at the latest, the Town Board needed to submit a draft Monitoring and Evaluation Plan addressing key conditions and providing updated intervention capital/revenue splits – this was completed.
 - By 24 March 2022, at the latest, Phase 2 (the detailed business cases for the proposed nine interventions) needed be complete and a formal Summary Document submitted to Government – this was completed.
- 1.5. With the overall Town Investment Plan having completed these milestones, members are asked to review and agree the mechanism by which the Council works with the not-for-profit charity the Great Yarmouth Preservation Trust (GYPT) as its delivery partner. GYPT proposes to invest in and repurpose the buildings to create bespoke holiday accommodation.

2. BACKGROUND

- 2.1. Great Yarmouth is one of the most important historic towns on the east coast, it has a remarkable and rich heritage and a significant collection of listed buildings. This heritage contributes to the town's identity and supports key culture and tourism sectors. However, within the town, there are a number of landmark listed buildings which are vacant and in need of restoration and reuse.
- 2.2. There exists an opportunity to bring these buildings back into use as holiday accommodation and venues serving recreational and leisure uses. This would establish a viable and sustainable end use, bring vacant floorspace back into circulation, create employment, reinforce the town's special heritage character and support culture and tourism sectors. Three historic buildings will be restored as part of the Town Deal programme: (i) St Johns Church; (ii) The North West Tower; and (iii) 160 King Street.
- 2.3. The restoration and repurposing of three vacant historic buildings in Great Yarmouth will contribute to creating a sense of place in the town by restoring Great Yarmouth's unique heritage character. Building and capitalising on this character will support the growth of Great Yarmouth's cultural and tourism industries.
- 2.4. All three buildings are on Heritage England's 'At Risk' Register with there being a significant funding gap between the cost of repair and an end-use venue for each building.
- 2.5. Great Yarmouth Preservation Trust own all three buildings.
- 2.6. Project Objectives:
- Restore three vacant historic buildings that are on Heritage England's At Risk Register.
 - Bring three buildings back into use as viable, sustainable venues which generate enough annual profit to cover the costs of future repairs and maintenance costs.
 - Use the renovation of the three buildings to train local people in traditional buildings and restoration techniques.

3. PROJECT OUTCOMES AND OUTPUTS

Outputs	Outcomes
<ul style="list-style-type: none"> Number of buildings removed from the 'At Risk' Register: 3 Number of listed buildings brought back into economic use: 2 Number of Scheduled Ancient Monuments brought back into use: 1 Number of holiday lets created: 12 	<ul style="list-style-type: none"> The 12 holiday lets operating at 60% capacity will generate 5,256 overnight stays and 14,000 additional visits to arts, cultural and heritage venues. Number of training days during construction/restoration phase: 550 Number of volunteering hours during construction/restoration phase: 4,200 Number of volunteers: 250 Number of trainees attending traditional skills/conservation workshops: 70 Number of full-time jobs created in conservation: 2 Number of jobs safeguarded in conservation: 4 Increased resilience and sustainability of local conservation organisations: Great Yarmouth Preservation Trust and Norfolk Conservation Ltd Number of heritage assets allowing increased access: 3 Increased knowledge of heritage through engagement activities: 50 people

4. KEY DELIVERY MILESTONES

4.1. Key delivery milestones for each building are shown in the table below:

Quarter	Milestones by Building		
	St Johns' Church	The North West Tower	160 King Street
2017 Q4	<ul style="list-style-type: none"> Complete feasibility study 		
2018 Q2	<ul style="list-style-type: none"> Complete cost plan 		
2019 Q1		<ul style="list-style-type: none"> Complete feasibility study 	
2020 Q1			<ul style="list-style-type: none"> Project development
2020 Q3			<ul style="list-style-type: none"> Construction phase
2021 Q2		<ul style="list-style-type: none"> Complete cost plan Procure architectural services Design construction programme Apply for planning permission 	
2021 Q3			<ul style="list-style-type: none"> Restoration completion

Quarter	Milestones by Building		
	St Johns' Church	The North West Tower	160 King Street
2022 Q1		<ul style="list-style-type: none"> Develop architectural and engineering technical design Prepare and collate building systems information Submit building regulations application 	<ul style="list-style-type: none"> Commercial/ restaurant fit out
2022 Q2	<ul style="list-style-type: none"> Procure architectural services Design construction programme Apply for planning permission 	<ul style="list-style-type: none"> Tender and appoint contractor Begin construction phase 	<ul style="list-style-type: none"> Project completion
2022 Q3	<ul style="list-style-type: none"> Develop architectural and engineering technical design Prepare and collate building systems information Submit building regulations application 	<ul style="list-style-type: none"> Commission and handover building 	
2022 Q4	<ul style="list-style-type: none"> Tender and appoint contractor Begin construction phase 		
2024 Q1	<ul style="list-style-type: none"> Commission and handover building 		

5. PROGRESS AGAINST MILESTONES

- 5.1. **St. John's Church** - is not under development presently. GYPT proposes to prepare a planning submission during Q2 2022 and allow 6-8 months to procure a contractor. End use of the St. John's Church is as an indoor camping venue (known as Champing) and a strategy for holiday letting is being produced.
- 5.2. **The North West Tower** - Architects have been contracted (Kings & Dunn), by GYPT and planning permission is in place alongside ancient monument consent. GYPT has prepared tenders for contractors in anticipation of this grant award with completion estimated to be by the end of February 2023. Once renovated the proposal is to use the North West Tower as short stay holiday accommodation.
- 5.3. **160 King Street** – The majority for this renovation is complete although it awaits a practical completion certificate from the architects. The final element of the renovation is a kitchen fit-out for a proposed ground floor restaurant. This will commence May 2022 with full completion May/June 2022.
- 5.4. A summary of the business case for these projects is given in the confidential Appendix 2 for Members' information.

6. MONITORING & EVALUATION SCHEDULE:

- 6.1. It will be our responsibility as the local authority to formally report to DLUHC bi-annually on inputs and activities, outputs and expenditure and/or as required by the funders. To that end NP Law has prepared a Grant Funding Agreement between the Council and the Great Yarmouth Preservation Trust, which sets out the terms of the funding including funders' requirements and delivery of outputs and outcomes aligned to the Town Deal Strategic Business Case.
- 6.2. The initial M&E reporting schedule outlined by DLUHC is below:

M&E required	Deadline	Payment
<ul style="list-style-type: none"> M&E plan per project including theme specific deliverables 	July 2022	For September payment
	October 2022	For December payment
	January 2023	For March 2023 payment
<ul style="list-style-type: none"> Business case and Project Summary Document Final M&E plan per project 	24 March 2022	Payment as per quarters above

- 6.3. Great Yarmouth Preservation Trust will be required to submit monthly highlight reports including updated financial tables/expenditure, risks and programme, as well as Committee reports, the Officer Working Group and the Town Deal Board as requested.

7. FINANCIAL AND LEGAL IMPLICATIONS

- 7.1. Financing:

Type	Source	Total Amount	Purpose
Public	TOWNS DEAL	£ 626,000	Development Costs
Private	Great Yarmouth Preservation Trust	£ 230,000	Development Costs
Public	National Heritage Lottery Fund	£ 55,000	Development Costs
Public	Architectural Fund	£ 450,000	Development Costs
Public	Historic England (HAZ)	£ 20,000	Development Costs
Public	GYBC	£ 20,000	Development Costs
Private	GYPT - Asset Value	£ 267,417	Site Value Input
	TOTAL PROJECT COST	£ 1,668,417	

- 7.2. The costs included within the Financial Model have been collated from sources which include the advice of the appointed professional team based on benchmark project data together with Cost Plans which have been prepared by Cost Consultants based on the RIBA Stage 1-4 reports. Towns Deal funding is required, together with those other identified funding sources to facilitate the delivery of the refurbishment / delivery phase of the 3 properties that comprise the project.
- 7.3. GYBC have sought State Subsidy control and legal advice from nplaw who have stated the following: *"Current subsidy control law has been considered and the Borough Council has been*

advised that the proposed funding amounts to a permitted subsidy within the meaning of applicable competition law.”

- 7.4 The recommendation within this report is to grant £626,000 to GYPT from the Town Deal funding allocation, and as such consideration needs to be given in terms of subsidy control, and as such legal advice has been obtained from NP Law. The Borough Council has been advised that the proposed funding amounts to a permitted subsidy subject to:
- a review of the proposed project against the Subsidy Control Principles, as set out at Appendix 1.
 - transparency in respect of the project through publication of details of the funding on the UK’s official website at <https://searchforuksubsidies.beis.gov.uk/>.
 - requirements that any profits arising from the conversion of these buildings shall be applied solely in accordance with the Trust's charitable objectives, funding conditions will include controls on operating profits and that the Trust shall charge market rates on any residential/holiday lettings created as part of this grant award.
- 7.5 Members are asked to note that if this grant award is approved, there will be a legal funder’s agreement in place to enable this funding to be passported to Great Yarmouth Preservation Trust (GYPT). The agreement ensures that the outcomes and spend on each scheme in Intervention 5 of the Town Deal fund award are met. This will be the responsibility of the grant recipient GYPT.
- 7.6 NP Law has been commissioned by the council to prepare the grant funding agreement for passporting of Town Deal funds to external delivery partners such as GYPT.
- 7.7 Members are asked to note that if this grant award is approved, that there will be a legal agreement to enable this funding to be passported to GYPT to ensure that the outcomes for this element of Intervention 5 within the Town Deal fund award are met. This will become the responsibility of GYPT.
- 7.8 All three buildings are in the ownership of GYPT. The works (professional / contractor) will be procured through competitive tender following GYPT’s procurement policy and strategy:
- Professional team and contractor already procured and in place for 160 King Street.
 - Professional team procured for North West Tower, four contractors have been approached to gauge capacity to deliver within the programme. Tenders for contractors being produced.
 - St John’s Church repair conservation work will be delivered directly by GYPT using a model developed on previous project where trainees and volunteers carry out the majority of works as a training/upskilling scheme. On previous GYPT projects training places have been in demand and the schemes were oversubscribed. GYPT work with local community organisations, colleges and job centre to secure places on the scheme.

8 RISK IMPLICATIONS

- 8.1 Any project adjustment may affect the scale/costs/scope and, therefore, impact of individual interventions and the overall Town Deal programme or require alternative funding to be identified and secured.
- 8.2 Any project adjustment may affect the scale/costs/scope and, therefore, impact of individual interventions and the overall Town Deal programme or require alternative funding to be identified and secured. Not adhering to the Town Deal Heads of Terms and reporting schedule could be reputationally damaging to GYBC and put at risk of the funding being withdrawn.
- 8.3 NP Law is charged with the preparation of the grant funding agreement for passporting of funds to GYPT as the council's delivery partner. The agreement will include the conditions attached to grant drawdown linked to the delivery of outputs and outcomes and the initial cost spend profile for the renovation of the buildings as set-out in GYPT's business case which is provided confidentially in Appendix 2. Such grant conditions will safeguard for the council as funder should the recipient not deliver the totality of the project including a charge on the building or clawback as required.
- 8.4 A comprehensive 'live' project Risk Register, which identifies specific project risks and the approach that will be used to mitigate each, is being maintained by the project team and will be reviewed monthly by the Delivery Team and updated with input from the Project Board when necessary.

9 CONCLUSION

- 9.1 Great Yarmouth has met the Heads of Terms for a Town Deal of up to £20.1 million to deliver the nine of the original ten Immediate Investment Priorities set out in the Town Investment Plan, including Intervention 5: Restoration and sustainable repurposing of vacant historic buildings.
- 9.2 NP Law has been consulted and advice received in relation to subsidy control and passporting of funds.
- 9.3 Progress is being made against key delivery milestones with the remainder of works now being dependent on the agreement to this Town Deal investment.

10 BACKGROUND PAPERS

Area for consideration	Comment
Monitoring Officer Consultation:	As part of the ELT process
Section 151 Officer Consultation:	As part of the ELT process
Existing Council Policies:	Great Yarmouth Town Investment Plan (2020) Great Yarmouth's Economic Growth Strategy (2020-2025) Great Yarmouth's Culture, Heritage and Tourism Strategy (2020-2025)
Financial Implications (including VAT and tax):	As outlined in the report

Legal Implications (including human rights):	As outlined in the report
Risk Implications:	As outlined in report
Equality Issues/EQIA assessment:	Yes on file.
Crime & Disorder:	None
Every Child Matters:	None
Details contained in strategy:	None

Appendix 1

Subsidy Control Assessment - Restoration & Repurposing of Three Vacant Historic Buildings

Proposal: To grant Great Yarmouth Preservation Trust £626,000 from the Council's Town Deal as the Council's delivery partner to undertake the redevelopment of the three historic buildings as part of the Town Deal programme; namely: (i) St. John's Church (ii) the North West Tower and (iii) 160 King Street into short term holiday accommodation.

The proposed funding for Intervention 5 has been considered against the Subsidy Control Principles as set out below:

Principle	Requirement	GYBC Assessment
Principle A (common interest)	Subsidies should pursue a specific policy objective that address a market failure or equity rationale; for example, social difficulties or distributional concerns.	Central to Great Yarmouth's Economic Growth Strategy is the aim to strengthen the town's tourism and culture offer by providing greater year-round attractions that improve visitor experience. The re-purposing of St. John's Church, the North West Tower and 160 King Street into holiday accommodation strongly aligns with several key priorities within New Anglia's Culture Drives Growth Strategy
Principle B (proportionality)	Subsidies should be both proportionate and limited to what is necessary to achieve the policy objective.	An assessment of the economic case for the proposal has provided an appraisal of its value for money to the public sector. This has been developed having regard to the HM Treasury Green Book, DLUHC (formerly MHCLG), BEIS and DCMS guidance.
Principle C (incentives and behaviour change)	Subsidies should lead to a change in the economic behaviour	Historic buildings and monuments should be protected in the long term and be used to develop cultural, creative and heritage assets

	<p>of the recipient and must help to address the public policy objective being pursued.</p>	<p>that attract tourists. Repairing and repurposing the St. John's Church, the North West Tower and 160 King Street meets this recovery priority and is complimentary to Historic England's Annual Report 2019-2020.</p> <p>The proposed completed scheme will make use of three otherwise redundant historic buildings. The project will repair the buildings and repurpose them as short-term holiday lets.</p> <p>This one of nine interventions across Great Yarmouth, Towns Fund funding to be used to address the key socio-economic challenges within the area.</p> <p>This is an opportunity to bring a historic building back into use.</p> <p>This would establish a viable and sustainable end use, bring vacant floorspace back into circulation, create employment, reinforce the town's special heritage character and support culture and tourism sectors.</p>
Principle D (additionality)	<p>The subsidy should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.</p>	<p>The funding beneficiary is Great Yarmouth Preservation Trust (GYPT).</p> <p>GYPT's charitable object is <i>"To preserve for the benefit of the inhabitants of the Borough of Great Yarmouth and of the nation, whatever of the historical, architectural and constructional heritage may exist in and around the Borough of Great Yarmouth in the form of (a) buildings of particular beauty, historical architectural, or constructional interest: (b) land of particular beauty or historical interest or (c) fixed machinery of historical interest."</i></p> <p>GYPT was created to acquire heritage assets at risk, fully restore them back to viable economic use, and then ring-fence any income generated for their long-term management and maintenance.</p> <p>Accordingly, the proposed funding should enable an enhancement of its essential activity and behaviour.</p>

Principle E (alternatives)	The subsidy is an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.	The interventions will realise significant economic and social benefits including accelerated job growth and a strengthening of the town's tourism and culture offer. However, distortion to competition and investment are not anticipated.
Principle F (minimal market impact)	Subsidies should minimise the impact on competition and investment within the UK's internal market.	<p>Localised and the specific training aspects of the initiative mean that funding and proposals will have minimal impact on competition and investment within the UK's internal market.</p> <p>Local businesses and stakeholders all had the opportunity to input into the Town Investment Plan by identifying the key issues and challenges facing the town and how these could be addressed through investment projects to have an overall positive impact on Great Yarmouth.</p>
Principle G (net positive effect)	Where relevant, record consideration against Article 3.5 [Prohibited subsidies and subsidies subject to conditions], including consideration of whether that subsidy has or could have a material effect on trade or investment between the Parties.	<p>The beneficiary is not an ailing or insolvent business.</p> <p>An unlimited guarantee is not being provided.</p> <p>The beneficiary is not a bank, credit institutions or insurance company.</p>

Exempt Information: NOT FOR PUBLICATION – Appendix 2 ONLY

(1) The content of this report qualifies as exempt information under Section 100(A)(4) and paragraph 3 of Part I of Schedule 12A of the Local Government Act (1972) as it is information relating to the financial or business affairs of any particular person (including the authority that hold that information), and

(2) After applying the public interest test, it is clear that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because disclosure would adversely affect the authority's ability to manage its commercial, financial, and business affairs and accordingly Appendix 2 of this report should remain exempt.



URN: 22-055

Subject: Town Deal Intervention 6 - Restoration & adaptation of the historic Ice House as a National Centre for Arts and Circus

Report to: ELT – 4th May 2022
Policy and Resources Committee – 17 May 2022

Report by: Tracey Read, Project Manager

SUBJECT MATTER

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

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

RECOMMENDATION

That Policy and Resources Committee:

1. **Recommend to Council** the release of £500,000 comprising £450,000 Town Deal funding and £50,000 Great Yarmouth Borough Council's Business Rates Pool allocation subject to compliance with funding conditions and the parameters set out in this Report.
2. Resolve (subject to Council's agreement to the release of funds) to grant Out There Arts (SeaChange Trust) £500,000 to re-purpose the Ice House as a performance venue and National Centre for Outdoor Arts & Circus as set out in the Report and deliver the associated outcomes, subject to Government confirming their acceptance of the Full Business Case Summary Documents submitted for inspection on 24 March 2022.
3. Delegate authority to the Strategic Director to agree and sign the grant agreement on behalf of the Council with Out There Arts (SeaChange Trust).

1. Introduction

- 1.1. In September 2019, the Government announced the initial 101 places invited to develop Town Deal proposals as part of the £3.6 billion Towns Fund. A stakeholder-led Town Investment Plan was submitted to the Ministry of Housing, Communities & Local Government (MHCLG) on 11 December 2020, outlining a total 'ask' of £24,780,390 to co-fund ten interventions as Immediate Investment Priorities.
- 1.2. On 3 March 2021, MHCLG informed the Chair of the Town Board and the Council that MHCLG was offering Great Yarmouth Heads of Terms (HoTs) for a Town Deal of up to £20.1 million. The HoTs were not contractually binding, and the offer was subject to various conditions being met, including the provision of regular reporting or monitoring and evaluation (M&E).
- 1.3. The final agreed list of nine interventions – capital projects within the Town Deal programme – was developed by officers, directed by the Town Board and submitted as Full Business Case Summary Documents submitted to Government for inspection on 24 March 2022, summarised in the following table:

Table 1. List of Town Deal Board agreed interventions

Intervention		Project Value	Town Deal value
1.	New operations and maintenance (O&M) campus and incubator on the Great Yarmouth Enterprise Zone and Energy Park	£20,016,019	£3,950,000
2.	Land assembly for the strategic regeneration of North Quay as a vibrant new mixed-use waterfront quarter	£7,600,000	£2,600,000
3.	New Great Yarmouth University Learning Centre (GYULC) providing an enhanced route to economic activity and growth	£10,465,543	£7,463,947
4.	Restoration and commercial repurposing of the iconic Winter Gardens as a year-round seafront attraction	£16,052,151	£4,075,000
5.	Restoration and sustainable repurposing of vacant historic buildings	£1,401,900	£626,000
6.	Restoration and adaptation of the historic Ice House as a National Centre for Arts and Circus	£1,440,000	£450,000
8.	Public wayfinding and sustainable connectivity	£1,100,000	£594,953
9.	Physical enhancements to the rail station gateway as a key point of entry for residents, visitors and commuters	£202,180	£150,000
10.	Smart Deployment of Enhanced Digital and Connectivity Infrastructure	£205,130	£190,100
			£20,100,000

Please note: *Intervention 7: Green mobility: enhancement of Seafront to Town Centre connectivity* removed from the final suite of interventions developed as Full Business Cases in order to meet the upper award value threshold of £20,100,000.

- 1.4. There were a number of key milestones listed in the HoTs:
- In order to proceed, the Town Board needed to sign the Head of Terms by 24 March 2021: this was completed.
 - By 24 May 2021, at the latest, the Town Board needed to submit a draft Monitoring and Evaluation (M&E) Plan addressing key conditions and providing updated intervention capital/revenue splits: this was completed.
 - By 24 March 2022, at the latest, Phase 2 (Full Business Cases for nine interventions) needed be undertaken and formal Summary Documents accompanied by Section 151 Officer declarations submitted to Government: this was completed.
- 1.5. Prior to further development of this intervention, Members are asked to note that the Council intends to work with the not-for-profit charity, SeaChange Trust trading as Out There Arts as delivery partner and delegate to officers the agreement of a robust and compliant mechanism to cascade the Town Deal and Business Rates Pool funding to Out There Arts to deliver the project on behalf of the Town Board, i.e. acquiring and re-developing the Ice House building and repurposing it as a performance venue and circus training school.

2. BACKGROUND

- 2.1. The Ice House is a 3,400ft²/316m² Grade II listed thatched warehouse in a prominent, central riverside location adjacent to the Haven Bridge overlooking the River and historic South Quay. The registered charity (registration number 1063853) and Arts Council England National *Portfolio Organisation*, Out There Arts, based in Great Yarmouth will work with the Council to restore and repurpose the Ice House building and the surrounding site as a performance venue and *National Centre for Outdoor Arts and Circus*.
- 2.2. Great Yarmouth already boasts the UK's only remaining fully working historic circular circus venue, the UK's only full-time dedicated professional National Centre for Outdoor Arts and Circus and the largest annual circus festival in the UK. This combined offer generates over 200,000 annual visits to Great Yarmouth. The Town Board noted the opportunity to develop this artistic cluster and consolidate Great Yarmouth as the country's 'Capital for Circus' in order to drive year-round tourism and wider culture-led regeneration and growth in the Town.
- 2.3. The development would include: a dedicated accredited training and teaching facility, a commercially operated 650 capacity 'gig/event venue' (an identified gap in local provision), and a public riverside cafe/bar/terrace/courtyard (progressing the development of a more vibrant/visible commercial evening economy, transforming South Quay and adjacent North Quay).
- 2.4. The building is currently in private ownership and is leased as storage space to Out There Arts. The Town Deal and Business Rates Pool funding will enable Out There Arts to leverage an additional £350,000 project funding awarded by the Architectural Heritage Fund, £20,000 of urgent repair work by the current freeholder, Brineflow Ltd, and £25,000 of in-kind funding from Out There Arts to deliver a new £875,000 facility, comprising:
- The acquisition, repair and re-development of the historic Ice House building;
 - The creation of 8,525ft²/794m² new performance, learning and commercial space;

- The creation of additional enhancements, including an internal balcony/mezzanine level and external river-facing balcony;
 - The installation of floor space, flexible seating and public facilities to realise a new 650-capacity performance venue and circus and outdoor arts training centre;
 - The creation of structures providing toilets, services and front-of-house facilities on the northern side of the site;
 - Provision of ancillary services capable of enabling pop-up café/bar facilities on site;
- 2.5 Out There Arts is developing its ongoing partnership with the University of East Anglia and will engage with them, the University of Suffolk and Norwich University of the Arts with the objective of developing an accredited curriculum of outdoor arts, circus and performance courses within the redeveloped Ice House, alongside wider artistic and cultural outreach. It will operate the redeveloped Ice House to:
- Provide a National Centre for Outdoor Arts and Circus, with facilities in Great Yarmouth of the standard required for accredited education and training, with a view to providing NVQ, foundation degree and degree-level learning at the site;
 - Make the facility available for use as a venue for public workshops, event and other contexts by external organisations and individuals;
 - Actively market the facility and Great Yarmouth for wider regional, national, international use on commercial terms;
 - Manage and deliver programmes of relevant performances/events working with local, visiting and touring agencies, working with the local Cultural Consortium.

3. OUTPUTS AND OUTCOMES

- 3.1 The specific output and outcomes that this investment and project will realise and/or enable are summarised as in the following table:

Outputs	Outcomes
<ul style="list-style-type: none"> • Deliver a commercially-operated 650 capacity performance/event venue • Deliver training and teaching facility suitable for accredited learning in circus skills and performing arts • Deliver an income-generating public riverside café/bar 	<ul style="list-style-type: none"> • An additional induced visitor spend in the local economy modelled as £9,359,250/annum • An increase in arts-based tourism visits of 187,185/annum • Direct job creation, with 3 FTE posts + numerous freelancers (sound/light/production/front-of-house/stage management/bar/catering) + use by 50 resident artists • A number of apprenticeships, training and work experience positions created linked to employment, with plans for 25 volunteers, 4 internships and 50 student work experience opportunities per year • 4,735 learners assisted at through the facility per annum, with the objective of hosting 25 accredited foundation degree or degree-level students per annum

Outputs	Outcomes
ringfenced to the operating cost of the Ice House.	<ul style="list-style-type: none"> Active and ongoing collaboration with partners and organisations: proposed Great Yarmouth University Learning Centre, Time and Tide Museum, Historic England, Great Yarmouth Preservation Trust, Hippodrome Circus, St. George's Theatre, CPP Freshly Greated A number of wider outcomes, including: an improved understanding of the Ice House and town history and heritage; an improved perception of venues in town and the live entertainment offer; improved physical landscape and increased civic pride, with an outdoor terrace and new riverfront bar/café; a role in wider regeneration, including quayside development/investment; improved training and education facilities; an improved cultural tourism offer and programme appeal to residents and visitors

4. KEY MILESTONES

4.1 The key project milestones are summarised in the following table:

Milestone	Completion Date
Scheme Design Development and Planning Permissions	Jan 2021- Feb 2022
Acquisition of building	Aug 2022
Architect Project Manager appointed	Apr 2022
Preparation of detailed Schemes of Works for Tender Construction Contracts	Mar 2022 - May 2022
Application for Building Regulations Approval for the whole building	Mar 2022 - May 2022
Contract out to tender	May 2022 – Jun 2022
Contract out to tender	Jul 2022 – Aug 2022
Construction Phase 1: establishment of Services (water, electricity, drainage)	Nov 2022 – Feb 2023
Construction Phase 2: erection of New 'North Side' Building shell only + service for lavatory	Mar 2023 – May 2023
Construction Phase 3 – excavate floor, sub-base + installation of dpm + concrete subfloor in original building	May 2023 – Jun 2023
Construction Complete, building returned to client	Sep 2023
OTA preparation of building for use	Oct 2023 – Mar 2024
Building in use	Apr 2024

5. PROJECT PROGRESS AND FURTHER DEVELOPMENT

- 5.1 Planning permission has been granted for a change of use to the building into the multi-functional training and educational venue outline herein, with fabrication space for equipment. A full viability report was produced by Out There Arts in 2019 and has been reviewed more recently by an Officer Working Group.
- 5.2 Out There Arts has been clear that the release of the £450,000 Town Deal and £50,000 Pooled Business Rates funding from Great Yarmouth Borough Council will – alongside the £350,000 project funding awarded by the Architectural Heritage Fund, £20,000 committed by Brineflow Ltd and £25,000 in-kind funding committed by Out There Arts – realise, in its totality, the new £875,000 facility described in this Report.
- 5.3 Out There Arts has also made clear that it is actively seeking additional funding to add functionality and/or relevant services to the facility, above and beyond those described in this report.
- 5.4 A summary of the business case for this project is given in the confidential Appendix 2 for Members’ information.

6. MONITORING & EVALUATION SCHEDULE:

- 6.1 It will be Great Yarmouth Borough Council’s responsibility, as the local authority, to formally report bi-annually on inputs and activities, outputs and expenditure and/or as required by the funders. To that end NP Law has prepared a Grant Funding Agreement between the Council and Out There Arts, which sets out the terms of the funding including funders’ requirements and delivery of outputs and outcomes aligned to the Town Deal Strategic Business Case.
- 6.2 The initial M&E reporting schedule outlined by DLUHC is reproduced, below:

M&E required	Deadline	Payment
M&E plan per project including theme specific deliverables	July 2022	For September payment
	October 2022	For December payment
	January 2023	For March 2023 payment
Business case and Project Summary Document	24 March 2022	Payment as per quarters, above
Final M&E plan per project		

- 6.3 Out There Arts will be required to submit monthly highlight reports including updated financial tables/expenditure, risks and programme, and co-operate with the content of reports to the relevant Committee, the Officer Working Group and the Town Deal Board as requested.

7 FINANCIAL AND LEGAL IMPLICATIONS

- 7.1 At the Town Deal Board meeting held on 17 May 2021, it was agreed that the Town Deal allocation to this project would be £450,000 and GYBC would contribute £50,000 of Pooled Business Rates funding allocated to it. Project financials are summarised as follows:

Type	Source	Total value
Great Yarmouth Borough Council Funding		
Public	Business Rates Pool	£50,000
Public	Town Deal Award	£450,000
Additional Funding		
Public	Architectural Heritage Fund	£350,000
Third sector	Out There Arts (in-kind)	£25,000
Total project value		£875,000

- 7.2 In addition to the above, the current owner of the Ice House, Brineflow Ltd, has agreed to pay for the re-crowning of the thatch at an estimated cost of £20,000.
- 7.3 GYBC has sought State Subsidy control and legal advice from NP Law which has stated the following: *“Current subsidy control law has been considered and the Borough Council has been advised that the proposed funding amounts to a permitted subsidy within the meaning of applicable competition law.”* Appendix 1 sets out the Subsidy Control assessment.
- 7.4 The Borough Council has been advised that the proposed funding amounts to a permitted subsidy subject to:
- a review of the proposed project against the Subsidy Control Principles, as set out at Appendix 1.
 - transparency in respect of the project through publication of details of the funding on the UK’s official website at <https://searchforuksubsidies.beis.gov.uk/>.
 - requirements that any profits arising from the conversion of these buildings shall be applied solely in accordance with the Trust's charitable objectives, funding conditions will include controls on operating profits and that the Trust shall charge market rates on any residential/holiday lettings created as part of this grant award.
- 7.5 Members are asked to note that if this grant award is approved, there will be a legal funder’s agreement in place to enable this funding to be passported to Out There Arts. The agreement ensures that the outcomes and spend for this element of Intervention 6 within the Town Deal fund award are met. This will be the responsibility of the grant recipient Out There Arts.
- 7.6 NP Law has been commissioned by the council to prepare the grant funding agreement for passporting of Town Deal funds to external delivery partners such as Out There Arts.

8 RISK IMPLICATIONS

- 8.1 Any project adjustment may affect the scale/costs/scope and, therefore, impact of individual interventions and the overall Town Deal programme or require alternative funding to be identified and secured. Not adhering to the Town Deal Heads of Terms and reporting schedule could be reputationally damaging to GYBC and put at risk of the funding being withdrawn.
- 8.2 NP Law is charged with the preparation of the grant funding agreement for passporting of funds to the delivery partner. The agreement will include the conditions attached to grant drawdown linked to the delivery of outputs and outcomes and the initial cost spend profile for the renovation of the building as set-out in Out There Art's business case which is provided confidentially in Appendix 2. Such grant conditions will safeguards for the council as funder should the recipient not deliver the totality of the project including a charge over the building or clawback as required.
- 8.3 The building is in significant disrepair with exceptional cost associated with repair and sits on a flood plain, confirmation received from Out There Arts existing insurance provider, Rees Astley, that full business insurance cover for the asset can be provided.
- 8.4 A comprehensive 'live' project Risk Register, which identifies specific project risks and the approach that will be used to mitigate each, is being maintained by the project team and will be reviewed monthly by the Delivery Team and updated with input from the Project Board when necessary.

9 CONCLUSION

- 9.1 Great Yarmouth has met the Heads of Terms for a Town Deal of up to £20.1 million to deliver the nine of the original ten Immediate Investment Priorities set out in the Town Investment Plan, including Intervention 6: Restoration and repurposing of the historic Ice House building.
- 9.2 NP Law has been consulted and advice received in relation to state subsidy control and passporting of funds.
- 9.3 Progress is being made against key delivery milestones with the remainder of works now being dependent on the agreement to this Town Deal investment.

10 BACKGROUND PAPERS

Area for consideration	Comment
Monitoring Officer Consultation:	As part of the ELT process
Section 151 Officer Consultation:	As part of the ELT process
Existing Council Policies:	Great Yarmouth Town Investment Plan (2020) Great Yarmouth's Economic Growth Strategy (2020)

	Culture, Heritage & Tourism Strategy (2020)
Financial Implications (including VAT and tax):	As outlined in the report
Legal Implications (including human rights):	As outlined in the report
Risk Implications:	As outlined in report
Equality Issues/EQIA assessment:	Yes on file
Crime & Disorder:	None
Every Child Matters:	None

Subsidy Control Assessment - Restoration & Adaptation of the Historic Ice House as a Performance Venue & National Centre for Arts and Circus

Proposal: To grant Out There Arts (SeaChange Trust) £500,000 as the Council's delivery partner to undertake the redevelopment of the historic Ice House. The proposed funding has been considered against the Subsidy Control Principles as set out below:

Principle	Requirement	GYBC Assessment
Principle A (common interest)	Subsidies should pursue a specific policy objective that address a market failure or equity rationale; for example, social difficulties or distributional concerns.	<p>Central to Great Yarmouth's Economic Growth Strategy is the aim to strengthen the town's tourism and culture offer by providing greater year-round attractions that improve visitor experience.</p> <p>The Icehouse project strongly aligns with several key priorities within New Anglia's Culture Drives Growth Strategy.</p>
Principle B (proportionality)	Subsidies should be both proportionate and limited to what is necessary to achieve the policy objective.	<p>An assessment of the economic case for the proposal has provided an appraisal of its value for money to the public sector.</p> <p>This has been developed having regard to the HM Treasury Green Book, DLUHC (formerly MHCLG), BEIS and DCMS guidance.</p>
Principle C (incentives and behaviour change)	Subsidies should lead to a change in the economic behaviour of the recipient and must help to address the public policy objective being pursued.	<p>Historic buildings and monuments should be protected in the long term and be used to develop cultural, creative and heritage assets that attract tourists. Repairing and repurposing the Icehouse meets this recovery priority and is complimentary to Historic England's Annual Report 2019-2020.</p> <p>The proposed completed scheme will move the Icehouse away from its current use as a storage facility for event production materials. The project will repair the building and repurpose it as National Centre for Arts and Circus, which will catalyse regeneration along Great Yarmouth's riverside and North Quay. The Icehouse project will deliver floorspace for performing arts classes and training. The building will also be made</p>

		<p>available for commercial activity such as private hire for functions and gigs.</p> <p>A restored and repurposed Icehouse will provide an essential missing element within Great Yarmouth's circus and performing arts sector - a dedicated training space that is accessible for both established sector small and medium-sized enterprise (SMEs) and for the professional development of emerging companies.</p> <p>This one of nine interventions across Great Yarmouth, Towns Fund funding to be used to address the key socio-economic challenges within the area.</p> <p>This is an opportunity to bring a historic building back into use.</p> <p>This would establish a viable and sustainable end use, bring vacant floorspace back into circulation, create employment, reinforce the town's special heritage character and support culture and tourism sectors.</p>
Principle D (additionality)	The subsidy should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.	The funding beneficiary is Out There Arts (The Seachange Trust) which pursuant to its charitable objectives has identified the need for accredited professional/degree level training and a dedicated facility that the Icehouse will provide, accommodating preparatory/foundation level training from youth/community level upwards in tandem with local schools and colleges, creating career pathways into a growing local sector speciality.
Principle E (alternatives)	The subsidy is an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.	The interventions will realise significant economic and social benefits including accelerated job growth and a strengthening of the town's tourism and culture offer. However distortion to competition and investment are not anticipated.
Principle F (minimal market impact)	Subsidies should minimise the impact on competition and investment within	Localised and the specific training aspects of the initiative mean that funding and proposals will have minimal impact on competition and investment within the UK's internal market.

	the UK's internal market.	Local businesses and stakeholders all had the opportunity to input into the Town Investment Plan by identifying the key issues and challenges facing the town and how these could be addressed through investment projects to have an overall positive impact on Great Yarmouth.
Principle G (net positive effect)	Where relevant, record consideration against Article 3.5 [Prohibited subsidies and subsidies subject to conditions], including consideration of whether that subsidy has or could have a material effect on trade or investment between the Parties.	<p>The beneficiary is not an ailing or insolvent business.</p> <p>An unlimited guarantee is not being provided.</p> <p>The beneficiary is not a bank, credit institutions or insurance company.</p>

CONFIDENTIALITY

The content of this report qualifies as exempt information under section 100(A)(4) and paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as it is "information relating to the financial or business affairs of any particular person (including the authority holding that information)"

and

2) 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 1 should remain exempt.



URN: 21-177

Subject: Heritage Centre Project - Grant Funding

Report to: Policy and Resources Committee, 17th May 2022

Report by: Kate Blakemore, Strategic Director

SUBJECT MATTER

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

RECOMMENDATION

That Committee:

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

1. Background

- 1.1 Great Yarmouth's historic town centre is rich in character, a tapestry of spaces from narrow alleyways to open areas and retail frontages, framing the expansive, ancient marketplace to offer significant physical, commercial, and social/cultural potential and opportunity.
- 1.2 On Boxing Day 2020 the Borough Council was notified of its success in relation to Future High Streets Funding. This totalled £13.7 million to deliver an exciting package of projects to realise the full potential of Great Yarmouth's Town Centre, through the delivery of opportunities defined within 3 intervention areas: Densification, The Market Place, and The Conge.
- 1.3 Specifically the Heritage Centre opportunity sits within intervention one, which has the overall objective of addressing the current, suboptimal Town Centre residential/commercial

mix through co-investment to pump-prime and accelerate the development of residential and commercial co-location, including re-purposing vacant retail space and upper floors to drive local demand in Town Centre enterprises and address the high vacancy rates. Alongside this, a new Heritage Centre within the Town Centre will promote and imaginatively interpret local heritage/culture visitor assets.

2. Introduction

- 2.1 Great Yarmouth Preservation Trust (GYPT) is a registered charity working to preserve the heritage and culture of Great Yarmouth. The Trust, which was established in 1979, often works in partnership with Great Yarmouth Borough Council on joint projects such as the Waterways, St George's Theatre, and the repair of the medieval town wall.
- 2.2 On the 19th December 2019 Full Council approved a loan totalling £230,000 to GYPT to purchase 14 King Street in Great Yarmouth, the former Greenwoods building, with the joint aspiration of converting the ground floor of the building into a Heritage Centre and the upper floors into residential units. GYPT's business model is that the income from the residential flat conversions will service the loan repayments going forwards.
- 2.3 Built in 1838 the former Greenwoods building is a vacant building, which is a strategically placed gateway building creating a link between the town, seafront, and King Street. This was subsequently purchased by GYPT in Spring 2020.
- 2.4 Since the purchase of the building, GYPT has developed the plans for the conversion of the upper floors to residential units. Engagement with development control has taken place and GYPT are now able to apply for planning permission and instruct a quantity surveyor to finalise the costs in relation to the works required on these floors.
- 2.5 GYPT have also commenced renovation works to the outside shop front area and agreed with the Council to the installation of information banners and a TV to animate the shop frontage, so that members of the public can receive information regarding the town's major regeneration projects, whilst the Heritage Centre itself is further developed.
- 2.6 To enable this project to progress as part of the Future High Streets Fund award the Council needs to formally grant the monies in relation to this project to GYPT. This funding allocation totals £232,229. Whilst our funding award requirements enable this ability of awarding grants to third parties, Members need to formally agree to this.
- 2.7 Appendix 1 is the business case developed by GYPT to further support this grant funding request. This is a confidential appendix. As part of developing this business case Members are asked to note that the aspiration of housing part of the Nelson collection within this premises cannot be delivered, due to storage and security requirements. However, the Council is still working to try and find a suitable alternative location.
- 2.8 Appendix 2 outlines the Councils specification of what it requires from this building, this specification will form part of the legal documentation that will support the issuing of this grant funding to the Trust if approved by this Committee. This includes delivering the outcome of curating and providing opportunities for enquirers to access information and

services in one place to provide an immersive physical and digital one-stop-shop for all-year round content visitor experiences, in line with the Borough's aspirations to an all-year-round heritage, culture and tourism offer for residents and visitor.

3. Legal Considerations

Subsidy Control and Conditions of Funding

- 3.1 The recommendation within this report is to grant £232,229 to GYPT from the Council's Future High Streets Fund allocation, and as such consideration needs to be given in terms of subsidy control, and as such legal advice has been obtained from nplaw.
- 3.2 A "subsidy" is characterised as:
- given by a public authority.
 - makes a contribution (this could be a financial or an in-kind contribution) to an enterprise, conferring an economic advantage that is not available on market terms.
 - affects competition, investment, international trade (low threshold but subsidies to truly local companies or a small tourist attraction for example are unlikely to be caught).
- 3.3 The UK-EU Trade & Cooperation Agreement provides for a replacement of the EU 'state aid' rules by the UK's own domestic 'subsidy control' regime. This legal framework has not yet been finalised, but nplaw have provided best practice guidance to ensure compliance with these regulations in terms of this grant award.
- 3.4 The proposed new UK subsidy control scheme is intended to be more permissive rather than restrictive. A key discipline will be for public authorities to appraise proposals against what are to be known as the six "Subsidy Control Principles" – a subsidy may be allowed if it complies with these six principles, for example, that it is a proportionate response and in line with the authority's public policy objective.
- 3.5 In accordance with this "best practice" approach the Borough Council has been advised that the proposed funding amounts to a permitted subsidy subject to:
- a review of the proposed project against the Subsidy Control Principles, as set out at Annex A.
 - transparency in respect of the project through publication of details of the funding on the UK's official website at <https://searchforuksubsidies.beis.gov.uk/>.
 - a requirement that any profits arising from the conversion of this building shall be applied solely in accordance with the Trust's charitable objectives, funding conditions will include controls on operating profits and a requirement on the Trust to charge market rates on any residential lettings created as part of this grant award.
- 3.6 Members are also asked to note that if this grant award is approved, that there will be a legal agreement to enable this funding to be passported to GYPT to ensure that the

outcomes for this element of Intervention one within the Future High Streets Fund award are met. This will become the responsibility of GYPT to include not just the conversion of the ground floor to a Heritage Centre, but also the management of this Centre for a minimum of a 5-year period.

4. Financial Considerations

- 4.1 The funding allocated to this property to enable both the residential unit conversions and the renovation of the ground floor to provide a Heritage Centre totals £232,229. By grant funding these monies, along with requirements in relation to the operation of the Heritage Centre, this will negate the need for the Council to provide ongoing revenue funding for at Centre's operation over the first five years of its opening.

5. Legal Considerations

- 5.1 Members are asked to note that if this grant award is approved, there will be a legal funder's agreement in place to enable this funding to be passported to the Preservation Trust. The agreement will ensure that the outcomes in relation to the Future High Street award are met, as outlined within this report and Appendices. This will be the responsibility of the grant recipient.

6. Risk Implications

- 6.1 There is a risk that the costs for this project may exceed the grant award. However, GYPT are confident they can mitigate this risk and deliver the project in its entirety without requiring any additional funds from the Council.
- 6.2 NPLaw is charged with the preparation of the grant funding agreement for the passporting of funds to the delivery partner. The agreement will include the conditions attached to grant drawdown linked to the delivery of outputs and outcomes and the initial cost spend profile for the renovation of the building as set-out in the Trusts business case, provided confidentially in Appendix 1. Such grant conditions will provide safeguards for the Council as the accountable body for the Future High Streets award, should the recipient not deliver the totality of the project, including a charge of the building and clawback as required.

Background Papers

Loan to Great Yarmouth Preservation Trust to Purchase 14 King Street Great Yarmouth, Full Council
19th December 2019

Area for consideration	Comment
Monitoring Officer Consultation:	Throughout the development of the paper and via ELT consultation
Section 151 Officer Consultation:	Via ELT consultation
Existing Council Policies:	Town Centre Masterplan
Financial Implications (including VAT and tax):	As outlined in the report

Legal Implications (including human rights):	As outlined in the report (along with Annex A Subsidy Control Principles Appraisal)
Risk Implications:	As outlined in the report
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A

Annex A Subsidy Control Principles [Draft] Appraisal

Proposal: To grant fund Great Yarmouth Preservation Trust £232,229 from the Council's Future High Streets Fund award to convert the Greenwoods building into a Heritage Centre and residential units.

The proposed funding has been considered against the Subsidy Control Principles as set out below:

Principle	Requirement	GYBC Assessment
Principle A (common interest)	Subsidies should pursue a specific policy objective that address a market failure or equity rationale; for example, social difficulties or distributional concerns.	<p>The Town Centre Masterplan plans to enhance its 'offer' to better service the needs of visitors, as well as meet the expectations of local residents in terms of residential options, environmental quality, retail/leisure, civic services, and the overall cultural/heritage provision addressing the current, suboptimal Town Centre residential/commercial mix through co-investment to pump-prime and accelerate the development of residential and commercial co-location, including re-purposing vacant retail space and upper floors to drive local demand in Town Centre enterprises and address the high vacancy rates.</p> <p>Alongside this, a new Heritage Centre within the Town Centre will promote and imaginatively interpret local heritage/culture visitor assets.</p> <p>There are a number of potential Market Failures which provide a strong rationale for the provision of support to town centre interventions that aim to address economic decline and provide environmental amenity.</p> <p>The proposals are within and pursue New Anglia's Economic Recovery Restart Plan, Norfolk and Suffolk's Economic Strategy, Great Yarmouth's Economic Growth Strategy 2020-2025, and Great Yarmouth's Culture, Heritage and Tourism Strategy.</p>
Principle B (proportionality)	Subsidies should be both proportionate and limited to what is necessary to achieve the policy objective.	<p>An assessment of the economic case for the proposal has provided an appraisal of its value for money to the public sector.</p> <p>The Master Plan advocates re-purposing vacant retail space and upper floors to drive local demand in Town Centre enterprises and address high vacancy rates. This is viewed as an effective</p>

		and proportionate approach to achieve the policy objective in relation to economic redevelopment and providing environmental amenity.
Principle C (incentives and behaviour change)	Subsidies should lead to a change in the economic behaviour of the recipient and must help to address the public policy objective being pursued.	<p>GYPT's charitable object is <i>"To preserve for the benefit of the inhabitants of the Borough of Great Yarmouth and of the nation, whatever of the historical, architectural and constructional heritage may exist in and around the Borough of Great Yarmouth in the form of (a) buildings of particular beauty, historical architectural, or constructional interest: (b) land of particular beauty or historical interest or (c) fixed machinery of historical interest."</i></p> <p>GYPT was created to acquire heritage assets at risk, fully restore them back to viable economic use, and then ring-fence any income generated for their long-term management and maintenance.</p> <p>Accordingly, the proposed funding should enable an enhancement of its essential activity and behaviour.</p> <p>The proposed completed scheme will provide a high profile restored asset for the town, which will be brought into economic use, ensuring the longstanding security of the asset.</p> <p>This would establish a viable and sustainable end use, bring vacant floorspace back into circulation, create employment, reinforce the town's special heritage character, and support culture and tourism sectors.</p>
Principle D (additionality)	The subsidy should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.	<p>The funding beneficiary is GYPT.</p> <p>As a lynchpin a new Heritage Centre within the Town Centre will promote and imaginatively interpret local heritage/culture visitor assets.</p>

Principle E (alternatives)	The subsidy is an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.	<p>The intervention will realise significant economic and social benefits throughout an expansive and interconnected supply chain, providing employment and opportunity for thousands of local people.</p> <p>Distortion to competition and investment are not anticipated.</p> <p>Alternatives are not available without a continuation of the status quo and risk of further economic decline.</p>
Principle F (minimal market impact)	Subsidies should minimise the impact on competition and investment within the UK's internal market.	Localised aspects of the initiative mean that funding and proposals will have minimal impact on competition and investment within the UK's internal market.
Principle G (net positive effect)	Where relevant, record consideration against Article 3.5 [Prohibited subsidies and subsidies subject to conditions], including consideration of whether that subsidy has or could have a material effect on trade or investment between the Parties.	<p>The beneficiary is not an ailing or insolvent business.</p> <p>An unlimited guarantee is not being provided.</p> <p>The beneficiary is not a bank, credit institution or insurance company.</p>

Heridge & Culture Centre - Specification

Vision for the Centre

The ability to create and/or attract new tourism markets to reflect and anticipate consumer trends is critical in (a) capitalising economically upon out-of-season, year-round and experiential vacationing and (b) improving the 'offer' to visitors and current/future residents.

As such, the Great Yarmouth Heritage Centre will provide an immersive physical and digital one-stop-shop to showcase and signpost enquirers to local culture, heritage and artistic provision, communicating the wealth and diversity of both seasonal provision and high quality, year-round attractions to maximise the visibility, accessibility and interpretation of what's on offer locally.

When the Heritage Centre opens enquirers will be able to:

- Discover what makes Great Yarmouth such a unique place.
- Find out more about the borough's attributes such as the mediaeval Town wall, the Toll house, Waterways, and the rows
- Meet Heritage Centre staff and volunteers who will be able to share information on the amazing history and heritage of Great Yarmouth and help you plan some great days out.

There is clear scope for collaboration with the visitor economy sector, strategic bodies and the wider community to capitalise upon local culture, heritage and arts to foster a more positive, coherent 'sense of place' and transition to a less seasonally-sensitive visitor economy.

Building a year-round visitor economy is a consistent policy theme at a local and regional level; the need to attract visitors outside of the main summer season is key to driving growth and productivity, as well as better servicing the expectations of growth industries' employees and creating revenue throughout the entire value chain.

Outputs

- To design, operate, brand, and market the ground floor of the former Greenwoods building as a Heritage Centre for a minimum five-year term.
- To enable access to and interpretation of the borough's cultural assets and heritage, galvanising the historical significance of its people and the borough as a sense of place.
- To curate and provide opportunities for enquirers to access information and services in one place to provide an immersive physical and digital one-stop-shop for all-year round content visitor experiences, in line with the Borough's aspirations to an all year-round heritage, culture and tourism offer for residents and visitor.
- To promote public knowledge, appreciation and understanding of the historic and cultural aspects of the town and borough including promotion of public access to the structures, equipment and public knowledge, appreciation and understanding of their architectural, constructional, scientific and craft features and advancement of wellbeing and education.
- To build upon and sustain a community of advocates and supporters for the town and borough.

- To work in partnership with other organisations as appropriate to operate the Heritage Centre

Outcomes

- To contribute to new footfall in the town and Borough.
- To enhance the visibility, accessibility and interpretation of the Borough's rich and diverse heritage culture and tourism offer.
- To extend direct resident and visitor engagement with an uptake of the Borough's heritage culture and tourism offer.
- To help position Great Yarmouth among one of the top places in the UK to discover culture and heritage.
- To explore commercial opportunities to enable the ongoing development of the Centre.

KPIs

- Increased headline pedestrian footfall in the local area over the 2021 baseline.
- Increased average spend per day trip over the modelled 2021 baseline.
- Increased number of enquirers interested in the town and borough's heritage experiences.
- Increase/sustaining the number of volunteers involved with and paid staff working in the sector locally.

Opening Times – Minimum Requirements

To aspire to be open 7 days a week throughout the year, though developing the offer of the centre and increasing its commerciality over time, and at a minimum to deliver daily opening for 4 days a week on average throughout the year.

Additional Requirements

To comply with the Disability Discrimination Act in undertaking reasonable steps to provide access for disabled people.