



GREAT YARMOUTH
COMMUNITY HOUSING

Housing and Neighbourhoods Committee

Date: Thursday, 20 June 2019

Time: 18:30

Venue: Supper Room

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.

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|---|---|----------------|
| 3 | <u>MINUTES</u> | 4 - 11 |
| <p>To confirm the minutes of the meeting held on 14 March 2019.</p> | | |
| 4 | <u>MATTERS ARISING</u> | |
| <p>To consider any matters arising from the above minutes.</p> | | |
| 5 | <u>FORWARD PLAN</u> | 12 - 13 |
| <p>The Committee to receive and consider the Forward Plan.</p> | | |
| 6 | <u>HRA OUTTURN REPORT 2018-19</u> | 14 - 25 |
| <p>Report attached.</p> | | |
| 7 | <u>PERFORMANCE REPORT Q4 2018-2019</u> | 26 - 68 |
| <p>Report attached.</p> | | |
| 8 | <u>PROPERTY RENTAL COMPANY</u> | 69 - 76 |
| <p>Report attached.</p> | | |
| 9 | <u>RIGHT TO BUY</u> | 77 - 86 |
| <p>Report attached.</p> | | |

10 PERIOD POVERTY

87 - 90

Report attached.

11 ANY OTHER BUSINESS

To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.

12 EXCLUSION OF PUBLIC

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

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

Housing and Neighbourhoods Committee

Minutes

Thursday, 14 March 2019 at 18:30

PRESENT:

Councillor Grant in the Chair; Councillors Bird, G Carpenter, Drewitt, Flaxman-Taylor, Hammond, Martin, Smith-Clare, C Walker, Wainwright & Williamson.

Councillor Annison attended as a substitute for Councillor Hacon.

Mr N Shaw (Strategic Director), Mrs N Turner (Housing Director), Mrs K Sly (Finance Director), Mrs J Beck (Head of Property & Asset Management), Mr A Nicholls (Head of Planning & Growth), Mr T Chaplin (Housing Transformation Manager), Mrs D Lee (HRA Service Accountant), Mr A Moore (Housing Growth Manager) & Mrs C Webb (Senior Member Services Officer).

Mr S Baker (Business Support & Development Manager, GY Norse).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Hacon.

2 DECLARATIONS OF INTEREST

There were no Declarations of Interest declared at the meeting.

3 MINUTES

The minutes of the meeting held on 24 January 2019 were confirmed.

4 MATTERS ARISING

Councillor Wainwright asked for clarification as to why the subject of Period Poverty had been removed from the Forward Plan. The Chairman reported that this item was removed from the Forward Plan as a briefing paper had been sent to all members of the Committee informing them of the current position.

However, the Chairman agreed to reinstate the item to the Forward Plan and a report would be received at the next meeting of the Committee in June 2019.

5 FORWARD PLAN

The Forward Plan was received and noted.

Period Poverty would be added to the Forward Plan at the request of the Chairman.

6 2018/19 PERIOD 10 HOUSING REVENUE ACCOUNT BUDGET MONITORING REPORT

The Committee received and considered the report from the HRA Service Accountant.

The HRA Service Accountant reported the salient areas of her report to the Committee. The kitchen & bathroom improvements had been delayed by extended procurement timescales but GYN had provided the Council with a reasonable assurance that they would both reach the number of replacements programmed for 2018/19 by the end of the financial year. The windows and doors replacement scheme had been delayed due to sourcing fire doors replacements to meet the required standards. Works were due to increase during Quarter 4, although works due in communal areas and blocks were on

hold until formal notification was received regarding door specifications. Therefore, any remaining budget would be carried forward into 2019/20.

RESOLVED:

That the Committee consider and note the 2018/19 Housing Revenue Budget monitoring position as at the end of period 10.

7 PROPERTY ACQUISITION & DISPOSAL POLICY

The Committee received and considered the report from the Housing Growth Manager.

The Housing Growth Manager reported that as a result of the Committee approving two approaches to bring back empty homes into use; a home improvement loan scheme and an invest and lease scheme. The Council was now seeking to build on this work to acquire residential properties in order to provide better quality homes in the Borough through refurbishment and then either letting or re-sale.

A Member requested that the policy be amended at paragraphs 7.1 & 7.2 to include that Ward Councillors be informed of any acquisition at the point of consideration.

RESOLVED:

(i) That the Committee approve the Acquisition & Disposal Policy attached as Appendix 1 to the report, which would replace the Council's existing Disposal of Surplus & Underused land & Property Policy,

(ii) That the Committee delegate authority to the Strategic Directors in consultation with the Section 151 Officer to approve the acquisition of property purchases from the open market and the disposal of properties; and

(iii) The Committee recommend to Policy & Resources Committee approval of this policy with the agreed amendments at paragraphs 7.1 and 7.2 of the report.

8 HOUSING STRATEGY - UPDATE ON DELIVERY

The Committee received and considered the report from the Housing Director. The Senior Member Services Officer circulated hard copies of Appendix 1 which had been omitted from the agenda report and she apologised for the oversight.

The Housing Director reported progress against delivery of the Housing

Strategy which was approved in January 2018. The Strategy had four priorities:

- New Homes: ensuring there were enough good quality new homes
- Our Homes: improving the quality and use of the Council's Housing Stock
- Decent Homes: providing a good mix of decent homes across all tenures
- Healthy Homes: meeting the needs of vulnerable households.

The Housing Strategy was supported by a Housing Strategy Action Plan which contained a number of strategic objectives designed to deliver against the four priorities of the Housing Strategy. The Housing Director would provide the Committee with a report detailing progress made against the actions set out within the Housing Strategy Action Plan at a future meeting.

RESOLVED:

That the Committee note the progress to date and request a further report in 12 months.

9 REVIEW OF UNBUILT HOUSING PERMISSIONS/ALLOCATIONS

The Committee received and considered the report from the Head of Planning & Growth.

The head of Planning & growth reported that there was a growing gap between housing permissions and housing completions in the borough of Great Yarmouth and targets for housing completions had not been met for some years. This had resulted in a situation where there was not currently the required minimum five year supply of housing land.

The Head of Planning & Growth reported that whilst much of the strength of the housing market was outside the direct control of the Council, the Council had already undertaken a number of activities and initiatives to try to improve the situation.

The Head of Planning & Growth reported that the publication of the first national Housing Delivery Test Figures in February 2019 had confirmed that with our housing delivery below 95% over the three year period, the Council would need to publish a Housing Action Plan. This would set out the nature of the problem and proposals to mitigate the situation and the Council had a six month period to complete this.

A Member reported that the hands of Councillors were tied in this matter and that the Government must be lobbied to introduce financial penalties for builders who land bank and do not build out.

RESOLVED:

- (i) That the Committee acknowledge that the Council was required to prepare a Housing Action Plan to set out the reasons why housing delivery had been below target; and
- (ii) That the Committee note the steps required to prepare the Action Plan and to comment on the potential content, process and timescale of the Action Plan.

10 TCOSY REFURBISHMENT - MIDDLEGATE

The Committee received and noted the report from the Head of Property & Asset Management.

The Head of Property & Asset Management reported that the TCosy system was being developed to provide a retrofit solution to existing properties to bring the existing building to a Passivhaus standard, reducing energy costs for the tenant whilst reducing issues such as damp and condensation.

The Head of Property & Asset Management reported that the system aimed to produce a fast, efficient and cost effective solution which did not involve the tenant vacating the property during building works. The System included new triple glazed windows and a mechanical ventilation system in each flat. Fire prevention was a high priority of the system and an innovative integrated sprinkler system would be installed. The works would be carried out by Beattie passive at nil cost to the Council.

The Head of Property & Asset Management reported that this request was in line with funding requirements to approve access for monitoring purposes both pre and post retrofit to provide vital design information for use by Beattie Passive to enable further development of the system for wider roll out across the country.

A Member reported that this was an excellent opportunity and that the relevant Ward Members be kept fully informed of progress of the project as communication was key to a successful project.

RESOLVED:

That the Committee grant permission for Beattie Passive to undertake the retrofit of the TCosy Passivhaus System to the Middlegate block numbered 89-90 consisting of 6 flats, at nil cost to the Council.

11 GYN ANNUAL REPORT 2017-18

The Committee received and considered the GYNorse Annual Report

2017/18.

The Head of Property & Asset Management reported that the annual report would normally be presented during the second quarter of the following year. However, this was later than anticipated as a result of prioritisation of the procurement of Planned and Capital Programme and structure changes within the GYN Team. The Annual Plan was produced as a requirement of the Joint Venture.

RESOLVED:

That the Committee received and noted the contents of the GYNorse Annual Report 2017/18.

12 HOUSING & NEIGHBOURHOODS QUARTER 3 PERFORMANCE REPORT 2018-19

The Committee received and considered the report from the Housing Transformation Manager.

The Housing Transformation Officer reported the salient indicators to the Committee and performance data from the Housing Department for Quarter 3 of 2018-19.

RESOLVED:

That the Committee note the report.

13 RNLI LIFEGUARD SERVICE

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

The Strategic Director reported that the Council currently funded a lifeguarding service for the beaches at Hemsby, Great Yarmouth & Gorleston provided by the RNLI. The service was currently funded from the GYBS Joint Venture partnership budget and has been part of the Joint Venture since 20018.

The Strategic Director reported that the Council was proposing to contract this service directly from the RNLI and be removed from the Joint venture. This would provide more clarity around service provision through the agreement of an updated contract with the RNLI for the lifeguards to take on a wider role around promoting the Borough and to achieve better value for money.

RESOLVED:

(i) That the Council agree a new three year contract with the RNLI for the

provision of lifeguard services from the beginning of Spring 2019,

(ii) That the Council delegate authority to one of the Council's Strategic Directors to develop and sign the contract for the Lifeguard Service; and

(iii) To seek agreement from the GYBS Company Board to reduce the GYBS Joint venture budget by £46,500 and transfer this funding back to the Council and update the GYBS Partnership Agreement to reflect the change of service provision in the Joint Venture.

14 ANY OTHER BUSINESS

The Head of Property & Asset Management reported the outcome of the tender for Ormesby Lane, Filby (New Build & Refurbishment) whereby four tenders had been received.

The tender criteria comprised of 60% price and 40% quality. The average of the tenders submitted was £441,203 and the cost of preliminaries from the Contract Sum analysis showed a wide range of sums, however, T Gill & Son Ltd and Wellington Construction Ltd did not provide a full breakdown in all sections of the tender form.

The Head of Property & Asset Management reported that based on the evaluation of 60% price and 40% quality, the highest overall score was 82.98 out of 100 for T Gill & Son Ltd, however, it should be raised that they were not the lowest overall price.

The Head of Property & Asset Management reported that T Gill & Son Ltd had a good reputation and track record of delivering well built homes in the area. A Member reported that the Committee should heed the advice of the officers and award the contract to T Gill & Son Ltd.

RESOLVED:

That the Committee accept the tender from T Gill & Son Ltd as detailed on the report.

15 EXCLUSION OF PUBLIC

It was noted that there was no members of the public attending the meeting so the above resolution was not moved by the Chairman.

16 GYN BOARD MINUTES

The Chairman reported that these minutes would be circulated to the

Committee outside of the meeting.

17 DEVELOPMENT OF HMO PROPERTIES THROUGH INVESTMENT OPPORTUNITIES

The Committee received and noted the report from the Housing Growth Manager.

The Housing Growth Manager reported that the report, going forward, would not be confidential on the advice of the Monitoring Officer. However, the appendix would remain confidential as the Council did not want to place their financial modelling assumptions in the public domain.

The Housing Growth manager reported that the Council was seeking to build on the framework provided by the Acquisitions and Disposals Policy to acquire residential properties in order to provide better quality homes in the Borough.

The Housing Growth Manager reported that the Council proposed to invest its own capital to purchase carefully selected residential properties, renovation them and bringing them back into use as houses or flats in an improved condition. Case by case, they could be sold, used as an affordable rented home or as part of a market rent scheme. The Council would need to establish a property development company to hold any properties outside of the HRA.

RESOLVED:

(i) That the Committee approve that the Council progresses the HMO and Guesthouse Purchase & Repair Scheme as outlined in the report; and

(ii) That the Committee recommend an initial £2 million capital budget to be used to deliver the Purchase and Repair Scheme and refer the approval of the initial £2 million capital budget to the Council's Policy & Resources Committee.

The meeting ended at: 19:55

Forward Plan for Housing & Neighbourhoods Committee

	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Housing & Neighbourhoods	Policy & Resources	Council
1	GYN Board Minutes	Strategic Director (NS)				
2	2018/19 Outturn Report - HRA	Finance Director	12/06/19	20/06/19		
3	Annual Performance Report	Housing Transformation Manager	12/06/19	20/06/19		
4	Review of Right to Buy sales	Housing Director	12/06/19	20/06/19		
5	Period Poverty	Strategic Director (NS)	12/06/19	20/06/19		
6	Property Development Company	Strategic Director (NS)	12/06/19	20/06/19		
7	Private Sector Adaptations and Improvement	Housing Director	17/07/19	25/07/19		
8	HRA Debt Cap Report	Finance Director	17/07/19	25/07/19		
9	Middlegate Estate Feasibility Study	Strategic Director (KW)	17/07/19	25/07/19		
10	Tenancy Policy	Housing Director	17/07/19	25/07/19		
11	Early Help Hub Presentation	Early Help Hub Manager	17/07/19	25/07/19		
12	Review of Council's Draft Housing Action Plan 2019	Head of Planning & Growth	17/07/19	25/07/19		
13	GYN Annual Report	Head of Property and Asset Management	17/07/19	25/07/19		
14	Long Term Empty Properties - Raleigh Avenue GY	Head of Property and Asset Management	28/08/19	05/09/19		
15	Period 4 Budget Monitoring - HRA	Finance Director	28/08/19	05/09/19		
16	DFG Options to improve Timescales	Housing Director	16/10/19	24/10/19		
17	Period 6 Budget Monitoring - HRA	Finance Director	27/11/19	05/12/19		
18	HRA Budget Report	Finance Director	15/01/20	23/01/20		
19	2020/21 Outturn Report - HRA	Finance Director	19/02/20	23/01/20		20/02/20
20	Period 10 Budget Monitoring - HRA	Finance Director	19/02/20	27/02/20		

	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Housing & Neighbourhoods	Policy & Resources	Council
21	Property Redress Scheme	Head of Environmental Services	TBC	TBC		11/07/19
22	Play Park Provision - Maintenance Schedule & Budget	Head of Environmental Services	TBC	TBC		
23	Quarter 1 Performance Report	Housing Transformation Manager	TBC	TBC		
24	Quarter 2 Performance Report	Housing Transformation Manager	TBC	TBC		
25	Quarter 3 Performance Report	Housing Transformation Manager	TBC	TBC		

**Subject: HOUSING REVENUE ACCOUNT – OUTTURN 2018/19
(SUBJECT TO AUDIT)**

Report to: Housing and Neighbourhoods Committee

Report by: HRA Service Accountant

SUBJECT MATTER AND RECOMMENDATIONS

This report presents the following:

- The draft outturn position for the Housing Revenue Account for the 2018/19 financial year which have been used to inform the production of the statutory account for audit and subsequent approval by the Housing and Neighbourhood Committee in June;
- Details of the more significant year-end variances compared to the current budget for 2018/19;

Recommendations:

Members are asked to consider the report and recommend the following:

- 1) The outturn position for the Housing Revenue Account for 2018/19 as included in the report and appendices;
- 2) The updated 2018/19 HRA revenue and expenditure budget as detailed at Appendix C.
- 3) The updated 2018/19 HRA capital programme and associated financing of the as detailed within the report and at Appendix D.

1. Introduction

- 1.1 There is a statutory requirement to maintain a Housing Revenue Account (HRA) and that account must not show a deficit. The HRA is a separate (ring fenced) account of the Council covering income and expenditure relating to its role as landlord. Under the self-financing arrangements for local authorities, the HRA records the costs of management and maintenance of the Council's dwellings and the related income from rents and other charges. The Government provides guidance on what should be included in the HRA to protect Council tenants.
- 1.2 Although there is not a requirement for a similar separation of capital expenditure, the capital programme as it relates to the HRA is separately monitored. This report outlines the full 2018/19 financial year's outturn as well as highlighting the carry forward request of budgets into the 2019/20 financial year.
- 1.3 The position as reported has been used to inform the publication of the draft statement of account which are subject to external audit review ahead of approval by the Audit and Risk Committee by the statutory deadline of July 2019.

2 HRA Outturn 2018/19

- 2.1 The Housing Revenue Accounts annual outturn was a surplus of £1.178m against a forecasted deficit of £1.654m, resulting in a variance of £2.832m.
- 2.2 The 2018/19 £2.832m outturn underspend is largely due to capital variances following procurement programming delays, sourcing of materials, tenant refusals and an increase in capital receipts reducing the revenue required to finance capital spend.
- 2.3 Demand lead annual revenue repair workflows such as responsive repairs, void repairs and cleaning and clearance have reflected a reduction in demand, along with a reduction in cost per job. This is largely due to the increased capital programme completed in years following the stock condition survey, reducing the repairs works required within the stock and increasing stock quality overall.
- 2.4 A summary of the outturn position for the HRA is included at Appendix A, table 1 below provides details of the year end variances of the income & expenditure account.

Table 1 – HRA Income and Expenditure Outturn Variances 2018/19

Table 1	Current Budget £000	Outturn £000	Variance £000	Comments
Dwelling Rents	(21,581)	(21,630)	(49)	Additional income due to additional dwellings being added to the stock from the affordable housing programme.
Other non-dwelling rents - Garage & stores rentals	(249)	(245)	4	No significant variance
Charges for services and facilities	(1,339)	(1,278)	61	Increase in HRA contribution towards supporting the sheltered housing costs following funding changes.
Interest & investment income	(5)	(29)	(24)	Increase in investment income received in year
Income Total	(23,174)	(23,182)	(8)	
Repairs & Maintenance	9,363	8,202	(1,161)	GYN's Electrical Test & Inspect programme is underspent by £219k due to a reduced programme being implemented so that capital programmes can be accelerated. Responsive repairs, void works and cleaning and clearance works have reflected a reduction in demand and lower costs per job partly as a result of

Table 1	Current Budget £000	Outturn £000	Variance £000	Comments
				increased capital work completed in prior years.
Supervision and Management	2,587	3,178	591	Recharges received are higher than originally budgeted partly due to a review of the allocation methodology. Support Services Recharge variances are driven by the variances in direct costs and income identified under those services recharged across the Council.
Supervision and Management (Direct Employee)	2,258	2,128	(130)	The underspend year to date is due to staff vacancies along with the housing management restructure.
Rents Rates & Taxes - e.g. Council tax, utility charges	230	245	15	No significant variance
Depreciation	3,389	3,520	131	Additional dwellings added following the development and purchases within the Affordable housing programme.
HRA revenue contribution to capital expenditure	4,018	2,127	(1,891)	Underspend due to delays within capital works programmes reducing the requirement of revenue to fund capital in year.
HRA Interest Payable on Loans	2,644	2,739	95	Increase in short term borrowing within 2018/19.
Provision for bad and doubtful debts	150	(18)	(168)	Overall the HRA bad debt provision has reduced by £18k (HRA rent provision reduced by £34k, general bad debts increased by £20k). Overall reduction in the debts outstanding therefore this has resulted in a reduction in the provision.
Expenditure Total	24,639	22,121	(2,518)	

3 Capital Programme Financing 2018/19

- 3.1 Appendix B provides details of the outturn on the HRA capital programme 2018/19.
- 3.2 Table 2 below reflects the variances from the current budget to actuals, along with the corresponding impact on the 2018/19 capital financing within the HRA.

Table 2 – Current HRA Capital Programme Financing 2018/19

Table 2	Current Budget £000	Outturn £000	Variance £000
Improvement Programme Kitchen & Bathroom	3,599	3,502	(97)
Improvement Programme Windows & Doors	738	466	(272)
Planned Maintenance	876	624	(252)
Energy Efficiency Improvements	1,070	1,005	(65)
Specific Capital Projects	285	82	(203)
Empty Properties	1,150	839	(311)
Estate Improvements	80	0	(80)
Neighbourhood Plans	1,562	1,032	(530)
New Affordable Housing	1,360	1,360	0
Total Expenditure	10,720	8,910	(1,810)
Capital Receipts	1,933	1,903	(30)
Revenue Depreciation	3,389	3,520	131
Borrowing	1,360	1,360	0
Revenue Funding Capital	4,018	2,127	(1,891)
Leasehold Capital Contributions	20	0	(20)
Total Financing	10,720	8,910	(1,810)

3.3 Revenue funding capital spend was reduced in year by £1,891k, this was due to delays within the 2018/19 capital programme and will therefore be required to be partly carried forward to support ongoing programmes in 2019/20.

3.4 No capital leasehold works have been completed within 2018/19 due to accelerated works within other capital programmes.

4 Right to Buy Receipts Outturn 2018/19

4.1 There were an increased number of RTB sales during 2018/19 in comparison to previous years (2016/17 – 40, 2017/18 – 47). The Council have completed 50 Right to Buy Sales during 2018/19 against an estimated figure of 40.

4.2 The Council is responsible for managing stock of 5,783 dwellings as at the 31 March 2019 (5,829 in 2017/18). Table 3 shows a summary on the movement and breakdown of the Housing Stock during 2018/19.

Table 3 – HRA Housing Stock summary 2018/19

	2017/18	2018/19
<i>Stock as at 1 April</i>	5,863	5,829
Less:		
- Sales	-47	-50
- Conversions	0	0
- Demolished	0	0
Add		
- New dwellings	6	0
- Repurchase/Purchase	7	4
<i>Stock as at 31 March</i>	5,829	5,783

<i>Summary of Housing Stock</i>		
Houses	2,293	2,261
Flats and Maisonettes	2,644	2,633
Bungalows	892	896
	5,833	5,790

- 4.3 Seven dwelling purchases have been completed within 2018/19. These purchases are not currently included within the lettable stock figures for 31st March due to renovation works required.

5 2018/19 Budgets to be Carried Forward into 2019/20

- 5.1 Appendix C and D provide the revised position of both the revenue and capital 2019/20 programmes incorporating the 2018/19 carried forward budgets detailed below.
- 5.2 As highlighted in previous monitoring there have been delays in the capital programmes for 2018/19. The budgets detailed below are required to reach the current and arising demand of HRA dwelling stock, as identified by the stock condition survey.
- 5.3 Table 4 provides a summary of the 2018/19 budgets required to be carried forward to 2019/20.

Table 4 - Carried Forward Requests of Underspent 2018/19 Budgets

Table 4	Carried forward Budget £000	Reasons
Windows & Doors Capital Programme	270	Works on hold pending confirmation of fire door specification.
Capital Inefficient & Partial Heating System Replacements	65	Further works required to complete the planned programme following tenant refusals in prior years.
Capital Major Voids Works	160	Further works required to complete 2018/19 planned programme.

Table 4	Carried forward Budget £000	Reasons
Capital Rewiring	189	To continue scheduled works in 2019/20 following delays in prior periods.
Capital Long term Voids	148	Works have been mobilised and completions expected within 2019/20.
Capital Sewerage Schemes	80	Works postponed due to access issues (Awaiting start date).
Capital Neighbourhood Planned Works	209	Delayed Neighbourhood planned works to council dwellings to be completed in 2019/20.
Capital Roofing including finlock and Insulation	149	Further works required to complete 2018/19 planned programme.
Major Repairs and Maintenance	58	Ongoing major repair works to council dwellings in 2019/20.
Capital Planned Bathrooms	101	Further works required to complete 2018/19 planned programme.
Capital Void Kitchens	95	Further works required to complete 2018/19 planned programme.
Capital Whole House Improvements	193	Works have been mobilised and completions expected within 2019/20.
Total Carried forward Budgets	1,717	

6 HRA Reserves balances

- 6.1 As a result of the 2018/19 surplus in year, the HRA is holding a higher balance moving into 2019/20 than originally anticipated, as shown in Table 5.

Table 5 – HRA Reserves Summary 2018/19

Housing Revenue Account Balances – Movement 2018/19	£000
Opening Balance - 1 April 2018	10,221
Add Expected forecast Surplus/ (Deficit)	(1,654)
Forecast Balance	8,567
Actual Surplus/ (Deficit)	1,178
Balance Carried forward – 1 April 2019 (subject to Audit)	11,399

- 6.2 The budget for 2018/19 was approved in February 2019 and at the time set out the future funding position until 2023/24. The impact of the 2018/19 outturn surplus means that the HRA will carry forward £11.399m of reserves into 2019/20, as a result the original 2019/20 budget has been revised from a deficit of £2.218m to £3.935m. Accelerated capital work programmes are continuing following the stock condition survey to improve the standards of the HRA housing stock in accordance to decent homes. This increased expenditure requirement means that the HRA will need to rely on reserves to fund its capital programmes within 2019/20.
- 6.3 The self-financing HRA remains governed by guidelines on rent setting for tenants. The council has not had flexibility on the approach to rent setting due to the policy announced as part of the Welfare Reform and Work Act 2016. Rents have reduced annually by 1% over the four year period 2016/17 to 2019/20 with 2019/20 being the fourth and final year of reductions. Following the end of the 1% reduction to all social rents in 2019/20, rents will be based on the assumptions of an increase of CPI +1 in the years to follow.
- 6.4 The HRA has continued to rely on reserves to support its programmed works. Previous budget forecasts have displayed that the HRA would be below its minimum reserves balance of £2m by 2022/23. Due to delays within the capital programmes in prior years revenue funding capital has been greatly reduced leaving overall reserves balances higher than expected.
- 6.5 Overall with increasing rents from 2019/20 and higher reserve balances than expected being carried forward into 2019/20, the HRA is now expected to be in surplus by 2022/23.

Departmental reference:

Does this report raise any legal, financial, risk, sustainability, equality, crime and disorder, human rights or every child matters issues and, if so, have they been considered?	Issues	
	Legal	Yes, and taken into account
	Financial	Yes, and taken into account
	Risk	Yes, and taken into account
	Sustainability	Yes, and taken into account
	Equality	No
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No

Appendix A – HRA Income and Expenditure 2018/19

	Budget	Outturn	Variance
	£000	£000	£000
Dwelling Rents	(21,581)	(21,630)	(49)
Other non-dwelling rents	(249)	(245)	4
Charges for services and facilities	(1,339)	(1,278)	61
Interest & investment income	(5)	(29)	(24)
Income Total	(23,174)	(23,182)	(8)
Repairs & Maintenance	9,363	8,202	(1,161)
Supervision and Management (Direct Employee)	2,258	2,128	(130)
Supervision and Management	2,587	3,178	591
Rents Rates & Taxes	230	245	15
Depreciation	3,389	3,520	131
Capital expenditure funded by the HRA	4,018	2,127	(1,891)
HRA Interest Payable	2,644	2,739	95
Provision for bad and doubtful debts	150	(18)	(168)
Total Expenditure	24,639	22,121	(2,518)
Transfers (from)/to Earmarked Reserves	(160)	(79)	81
Leasehold Capital Contributions	(20)	0	20
Contribution to Pension Reserves	369	(38)	(407)
Deficit/(Surplus) for the year	1,654	(1,178)	(2,832)
Bfwd HRA Reserves Balance (01 Apr)	10,221	10,221	0
Deficit/(Surplus) for the year	1,654	(1,178)	(2,832)
Cfwd HRA Reserves Balance (31 Mar)	8,567	11,399	2,832

Appendix B - HRA Capital Programme Outturn Variances 2018/19

	Current Budget	Outturn	Variance	Reason
	£000	£000	£000	
Kitchens & Bathrooms	3,599	3,502	(97)	Kitchen and bathroom improvements had experienced delays due to extended procurement timescales at the beginning of the year, but workflows were considerably increased to improve replacement outturn numbers. Planned kitchens and void bathrooms have a cumulative overspend of £197k, with 339 planned kitchens and 48 void bathrooms being completed in year. Void Kitchens and planned bathrooms works have a cumulative underspend of £294k, with 219 planned bathrooms and 91 void kitchens being completed in 2018/19. Underspends will be required to be carried forward in 2019/20 in order to meet the unit demand.
Windows & Doors	738	466	(272)	Programmed windows and doors are experiencing delays due to sourcing fire door replacements to meet the relevant standards required. Workstreams have increased, but programmed works within communal areas and blocks are currently on hold until formal notification is received regarding the required specification of fire doors. Remaining budget will be carried forward into 2019/20.
Planned Maintenance	876	624	(252)	Dwelling rewires have seen a high number of tenant refusals throughout 2018/19, resulting in an underspend of £189k. Remaining budget will be carried forward into 2019/20. Adaptation works have completed 4 extensions and 36 capital adaptations in 2018/19 and have successfully met the budgeted provision
Neighbourhood Plans	1,562	1,032	(530)	Works have focussed on the replacement of concrete canopies and external render works following replacement roofing. Works had been partly affected by the procurement to deliver works at a lower cost, along with the need to supply multiple quotes in line with the section 20 procedure for leaseholders before engaging. Stair enclosure and concrete works have not been completed in year due to contractor time being required in other high demand programmes.
Energy & Efficiency	1,070	1,005	(65)	Boiler replacements: successfully completion of 253 boiler installations within 2018/19 reaching its budgeted provision. Inefficient heating replacements have experienced delays which have resulted in a £83k underspend. This will be marginally offset by the Air Source heat pump replacements which have completed 18 installations in year resulting in an overspend of £49k. Remaining underspent budgets to be carried forward to 2019/20 in order to complete works previously refused in prior schedules.

	Current Budget	Outturn	Variance	Reason
Specific projects	285	82	(203)	Whole house and empty property programmes have experienced delays due to additional time being required to individually prepare and tender each project, ensuring that the best standard of works are delivered and competitive prices are achieved. Underspent budget to be carried forward to 2019/20.
Estate Improvements	80	0	(80)	No Sewerage system works have been completed within 2018/19. Spend is determined on the completion of new mains sewer systems by Anglia Water and depends on the access granted by tenants and owner-occupier to connect mains system. There is currently no revised date for the completion of this project due to access restrictions. The current need is that this budget will be required until the project has been completed and therefore will require being carried forward to 2019/20.
Empty Properties	1,150	839	(311)	Works have been mobilised, but no long-term void works have been completed in 2018/19 although two of the properties West Road and Harbord Cres are underway. Projects are all individually prepared and tendered to receive the most competitive quotes for works which has delayed site starts within 2018/19. Underspent budget to be carried forward to 2019/20.
New Affordable Housing	1,360	1,360	0	No significant variance
Total	10,720	8,910	(1,810)	

Appendix C – Revised 2019/20 HRA Income and Expenditure

	Original Budget	Revised Budget	Variance
	£000	£000	£000
Dwelling Rents	(21,279)	(21,279)	0
Other non-dwelling rents	(263)	(263)	0
Charges for services and facilities	(1,394)	(1,394)	0
Interest & investment income	(5)	(5)	0
Income Total	(22,941)	(22,941)	0
Repairs & Maintenance	9,523	9,523	0
Supervision and Management (Direct Employee)	2,201	2,201	0
Supervision and Management	2,684	2,684	0
Rents Rates & Taxes	261	261	0
Depreciation	3,482	3,482	0
Capital expenditure funded by the HRA	3,869	5,586	1,717
HRA Interest Payable	2,751	2,751	0
Provision for bad and doubtful debts	150	150	0
Employer's Pension Adjustment	392	392	0
Total Expenditure	25,313	27,030	1,717
Transfers (from)/to Earmarked Reserves	(104)	(104)	0
Leasehold Capital Contributions	(50)	(50)	0
Deficit/(Surplus) for the year	2,218	3,935	1,717
Bfwd HRA Reserves Balance (01 Apr)	8,567	11,399	2,832
Deficit/(Surplus) for the year	2,218	3,935	1,717
Cfwd HRA Reserves Balance (31 Mar)	6,349	7,464	1,115

Appendix D - Revised 2019/20 HRA Capital programme

Capital programme	Original Budget	Revised budget	Variance
	£000	£000	£000
Kitchens & Bathrooms	2,700	2,896	196
Windows & Doors	650	920	270
Energy & Efficiency	950	1,015	65
Estate Improvements	0	80	80
Neighbourhood Plans	2,106	2,464	358
New Affordable Housing	2,139	2,139	0
Planned Maintenance	535	782	247
Specific Plan Projects	920	1,113	193
Empty Properties	1,000	1,308	308
Total Expenditure	11,000	12,717	1,717
Borrowing	2,139	2,139	0
Capital Receipts	1,471	1,471	0
Depreciation	3,471	3,471	0
Revenue funding Capital	3,869	5,586	1,717
Leasehold Capital Contributions	50	50	0
Total Financing	11,000	12,717	1,717

Subject: HOUSING & NEIGHBOURHOODS PERFORMANCE REPORT
Quarter 4 2018/19

Report to: Housing & Neighbourhoods Committee 20 June 2019

Report by: Trevor Chaplin, Housing Transformation Manager

SUBJECT MATTER/RECOMMENDATIONS

This report provides performance data from the Housing Department for Quarter 4 of 2018 – 19

Housing & Neighbourhoods Committee are requested to note this report

1. INTRODUCTION/BACKGROUND

- 1.1 A report on key performance indicators (KPI's) will be provided to the Housing & Neighbourhoods Committee each quarter.

2.0 PERFORMANCE INDICATORS

- 2.1 The indicators reported to committee are those where targets are set and performance can be measured against.

3.0 INDICATORS TO NOTE

3.1 HN01: Rent Collection

Performance in rent arrears collection has been maintained. The collection rate shows improvement with arrears slightly reducing overall. The Council undertakes benchmarking of rent collection and arrears data with other local authorities and housing providers through Housemark.. This data demonstrates that we are performing better than most of these other landlords.

Universal Credit Full Service Rollout in Great Yarmouth Borough continues although there is no current planned rollout date for migration of existing working age claimants from legacy benefits.

- 3.2 HN09: Number of Disabled Facilities Grant (DFGs) Numbers of calendar days from initial request to works complete.

Following a dip in performance in Quarter 2 (July 19 – September 19), performance has steadily improved in the second half of the year. Performance continues to be monitored closely as there continues to be issues with available Occupational Therapy resource and Technical Officer resource.

4.0 FINANCIAL IMPLICATIONS

None

5.0 RISK IMPLICATIONS

None

6.0 CONCLUSIONS

None

7.0 RECOMMENDATIONS

That the Housing & Neighbourhoods Committee note this report.

8.0 BACKGROUND PAPERS

Performance data attached.

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:	N/A
Financial Implications:	N/A
Legal Implications (including human rights):	N/A
Risk Implications:	N/A
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A

Subject: **Annual Performance Report 2018/19**

Report to: **Policy & Resources Committee – 11 June 2019**

Report by: **Neil Shaw, Strategic Director**

SUBJECT MATTER

The report provides a summary of the council's performance against the priorities in The Plan and its key performance measures for 2018/19.

RECOMMENDATIONS

- 1. Policy & Resources Committee is asked to approve the Annual Performance report 2018/19.**
- 2. Service committees will receive quarterly update reports on all key projects and performance measures during 2019/20 with the aim of obtaining/maintaining a green status (on target) on all key projects and performance measures.**

1. OVERVIEW

- 1.1 Each year following year end the council reports the progress it has made in the preceding year against its key projects and performance measures. These are also reported to service committees on a quarterly basis. Alongside the key projects and performance measures an annual progress report is provided on the other projects listed in the Annual Action Plan 2018/19. A copy of the Annual Performance report is attached.
- 1.2 All data included in this report for 2018/19 is provisional unaudited data and is categorised as management information. Current in-year results may therefore be subject to later revision.

2. FINANCIAL IMPLICATIONS

The financial implications for all key projects are summarised within the body of the report.

3. RISK IMPLICATIONS

The risk implications for each key project is summarised within the body of the report.

4. LEGAL

None

5. RECOMMENDATIONS

- 5.1. Policy & Resources Committee is asked to approve the Annual Performance report 2018/19.**
- 5.2. Service committees will receive quarterly update reports on all key projects and performance measures during 2019/20 with the aim of obtaining/maintaining a green status (on target) on all key projects and performance measures.**

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

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



GREAT YARMOUTH
BOROUGH COUNCIL

The Council's Annual Performance Report 2018 – 2019

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Introduction

The council's Annual Performance Report provides an update of the progress of projects and measures in the 2018/19 Annual Action Plan.

The report is broken down into two sections:

- Annual status of Key Projects and (other) projects
- Annual performance report of measures 2018/19

The 'Projects' section is split between the council's six key priorities for the borough, these are:

- Economic Growth
- Housing
- Neighbourhoods, Communities and the Environment
- Heritage, Tourism and Culture
- Great Yarmouth's Town Centre
- Transport and Infrastructure





A further section has been included for activities where the council has identified where it needs to strengthen its foundations in terms of the way it works as an authority and how it will continue to deliver good quality services.

The 'Performance Measures' section is split between the four service committees:





- Policy & Resources
- Economic Development
- Environment
- Housing & Neighbourhoods

Summary

Out of the nine key projects reported during 2018/19, seven have a current green status, one has an amber status and the other one was completed during the financial year.

	Project completed	1
	Green - no problems or minor issues	7
	Amber - problems identified but contingency plan in place	1
	Red – serious problems out of tolerance	0

There were a total of 43 projects in the Annual Action Plan 2018/19 that were not designated as 'Key Projects'.

	Projects completed	7
	Green - Project on-going and on target	27
	Amber - Project on-going some slippage within tolerance	8
	Red – Project not progressed	1

Project shown as 'Red' status: development of surface water drainage programmes throughout the borough. No progress reported by partner agencies in respect of the surface water plan.




Overview of Key Projects

The projects in the Annual Action Plan 2018/19 detail the action that will be undertaken during the financial year to support the council in achieving the delivery of the Corporate Plan (The Plan). Each year a review of the Annual Action Plan looks at each project and a decision is made if that project will roll into the next plan. Some projects will be completed and other projects may be removed as the council reviews its objectives and delivery of services, which could add new projects into the plan.

The projects are grouped under the six key priorities for the council or an area where the council has identified where it needs to strengthen its foundations in terms of the way it works as an authority and how it will continue to deliver good quality services.

Economic Growth

There are 12 projects within this priority (one designated as a 'Key Project').

	Green - Project completed or on-going and on target	12
	Amber - Project on-going some slippage within tolerance	0
	Red – Project not progressed	0

Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Regeneration within South Denes Energy Park	To develop a business park specifically focussed on the energy sector within the South Denes area.	Work is on-going with land assembly together with securing agreements with a number of non-port related businesses to relocate 'off site'. This is progressing well.	
Economic Growth Strategy	To implement the Economic Growth Strategy 2017 – 2021 Action Plan (the individual actions are grouped under the following aims: Key Sectors, Workforce Development and Infrastructure)	Good progress is being made on the delivery of the Economic Growth Strategy, key elements of which are highlighted in this report.	
Development of Beacon Park	To further develop the Beacon Park Enterprise Zone and bring forward land and premises to meet the current demand for high quality business park accommodation.	Beacon Park Enterprise Zone has been promoted at a number of events by GYBC and Norfolk County Council. Monthly meetings are held with the commercial land agents marketing the site to ensure potential opportunities are monitored and managed. The marketing strategy for the Neighbourhood Centre has been refreshed during 2018/19 and further contacts made with retailers.	

Corporate Plan Objective	Action	Progress during 2018/19	Status
Beacon Park Enterprise Zone extension masterplan	Prepare a masterplan for the development of 10 hectares of new employment land at Beacon Park and work in partnership to deliver against this plan.	The Beacon Park extension masterplan has been delivered, with further technical studies underway to better inform future development. A more detailed evidence base study for the extension area is in preparation by consultants (with the completion date of May 2019).	
Enterprise Zones	Develop a delivery plan to maximise the investment in the enterprise zones, and increase business rate income, jobs and growth in liaison with NALEP.	<p><u>South Denes:</u> Demolition of the Millora Building is progressing well with site available for marketing during May 2019. The tender has been let for the appointment of the commercial agents to market the site. Some redevelopment of the South Denes side has taken place during 2018/19.</p> <p><u>Beacon Park:</u> Monthly meetings take place with the appointed commercial agents for the site. Interest in sites has improved through the 2018/19 year with the occupation some of the remaining office buildings during the year in addition to interest in the larger warehouse facilities. Attendance at the Global Offshore Wind conference and utilisation of the East of England Energy Zone cross-authority marketing vehicle.</p>	
Local Plan	To produce a suite of planning documents that form the Development Plan for the borough from 2013-2030, including Draft Local Plan Part 2: Detailed Policies and Site Allocations Consultation.	The Draft Local Plan Part 2 was published for consultation in Aug/Sept 2018, attracting 700+ comments from 200+ individuals and organisations. Changes in response to those representations and new national policy have all been agreed by Local Plan Working Party, with the exception of housing allocations for Bradwell and Caister, which will be considered shortly. The, 'Proposed' version of the Plan will be published for comment in Summer, submitted for examination in Autumn 2019, and adopted in 2020.	




Corporate Plan Objective	Action	Progress during 2018/19	Status
		The Draft Hall Quay Supplementary Planning Document was published for consultation in Feb/Mar 2019, and changes in the light of responses will shortly be considered, The Document can then proceed to adoption.	
Support of business growth	To support business development and growth across the borough.	<p>Various regular engagements with business and developers – the Developers' and Agents' Forum, Chamber of Commerce and NALEP meetings in GY, Spirit of Enterprise Awards (November), Leader's Reception (December) and various business and property conferences/seminars attended (such as Southern North Sea, REVO and the London MIPIM event)</p> <p>A Business Rates Reduction scheme to encourage vacant town centre business properties to come back into use was agreed by Policy & Resources Committee came into effect on 1st April 2019.</p> <p>The Shopfront Grant scheme continued, with a major success being the re-rendering of the China Diner restaurant (a listed building) in late 2018. The scheme closed in January 2019, after drawing down about £45,000.</p> <p>The updated Business Directory for the borough was published in Sept 2018</p> <p>An Expression of Interest bid was submitted in Spring 2019 to the Government's Future High Streets Fund.</p>	
New Anglia Local Enterprise Partnership engagement	To support the Norfolk & Suffolk Economic Strategy delivery plan	Various officers attended meetings over the year with Norfolk CC and LEP staff to progress various activities. Council officers have been heavily involved in helping the Third River Crossing work to make good progress, and effective lobbying on various	

Corporate Plan Objective	Action	Progress during 2018/19	Status
		A47 improvement schemes inside and outside the borough.	
Support key sector development	Liaise with Peel Ports with regard to port development, promotion and land supply.	Excellent progress regarding port development ambition and promotion, with collaboration at a series of key energy sector events and liaison regarding opportunities. The national Energy Sector Deal was launched in Great Yarmouth and Lowestoft with ongoing engagement with key energy sector players in both Government and across the industry.	
Improve monitoring and transparency of planning obligations (Section 106 agreements)	Undertake a cross authority audit review of s106 process. Review s106 policy	The audit was completed and the s106 review/changes is taking place alongside the preparation of the Local Plan Part 2 and the Planning and Growth Service Review	
Develop a Skills Forum	Develop a skills forum to ensure inclusive growth	The council is part of the Great Yarmouth and Lowestoft Inclusive Growth Group, which is led by East Coast College. A "Skills" intern started in Economic Development to better understand gaps in skills locally	
Strategic Land Allocations	To bring forward strategic land allocations as per the Local Plan	Following the road infrastructure investment linking Beacon Business Park to the A143, the wider growth ambition to the west is being delivered through a series of housing developments. The waterside regeneration in the heart of Great Yarmouth is being progressed through technical studies.	

Housing

There are seven projects within this priority (one designated as a 'Key Project').

One project - the transition of sheltered housing service to new service model - has been completed.

	Green - Project completed or on-going and on target	5
	Amber - Project on-going some slippage within tolerance	2
	Red – Project not progressed	0

Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Beacon Park housing development	Through the Local Authority Trading Company, Equinox Enterprises Ltd, the council will develop site 25 Beacon Park. The overall aim is to deliver an improved revenue position by building housing directly on council-owned land to generate a capital receipt.	Contract signed with the developer (Lovells) in August 2018. Groundworks began in October 2018. Work is underway on 47 plots, with the first 7 plots aiming to be completed by July 2019. An estate agent partner has been appointed. Project is within timescale and budget.	
Implement Housing Strategy Action Plan	Implement the Year 1 actions in the Housing Strategy Action Plan	First annual update on progress reported to Housing and Neighbourhoods Committee in March 2019. GYN Improvement Group formed in 2018 and progressing an action plan with 42 actions. Key improvements delivered in 2018/19 include a reduction in the GYN overhead and a reduction in void times.	
Growth of new homes	To promote the growth of new homes through: a) Reviewing the different delivery models. b) New housing development. c) Progressing the Local Plan, notably new housing site allocations.	Three Community Land Trusts (CLTs) have been created with a fourth expected to be incorporated in 2019/20. These CLTs will create affordable housing for local people by local people. Officers have had discussions with providers about the potential for Modern Methods of Construction (off-site construction) to assist with the development of particular sites. Strategic meetings have been held with Registered Providers to ascertain the type and size of sites they would be interested in. The Developers' and Agents' Forum was re-instated in 2018/19. Pre- application	




Corporate Plan Objective	Action	Progress during 2018/19	Status
		charging was introduced from October 2018 to give potential applicants a clear steer as to the acceptability of their proposals and improve the quality of applications. Consultation on the emerging Local Plan Part 2 took place from Aug-Sept 2018, and work on preparing the Draft Local Plan Part 2 is continuing into 2019/20.	
Transition of sheltered housing service to new service model.	Successful transition of sheltered housing service to new service model.	This action is complete. A recent satisfaction survey undertaken with service users compares favourably with surveys completed in previous years.	
Empty Homes Programme	To bring empty properties back into use and reduce the overall number through the ongoing work of the Council's Property Enforcement Task Group.	Approval has been given for the Empty Homes Project. The project offers options to owners of empty homes to enable them to bring them back into use through a loan option and a grant and lease scheme. In addition, a matching service has been introduced to match investors with owners looking to sell. Empty properties are also being purchased and brought back into use as affordable housing through the Retained Receipts Policy Properties which have been empty for more than two years are subject to the increased Council Tax Levy, now at 200%. The introduction of two new posts has enabled Enforcement activity to be increased. The HMO and Guesthouse Purchase and Repair Scheme targeting empty properties was approved by Full Council in April 2019.	
HRA Stock Improvement Programme	Reduce the number of voids and void turnaround times and improve the conditions of properties in 2018/19.	Void periods have been reduced and work continues through the GYN Improvement Working Group to further improve timescales and reduce costs. The timescale for the turnaround of regular voids reduced from 33 days in 17/28 to 20 days in 18/19. The Void Policy has been updated and the new Void Standard was introduced in	

Corporate Plan Objective	Action	Progress during 2018/19	Status
		November 2018 to improve the property standard delivered when dwellings are let to new tenants. The Capital and Planned 5-year programme has been launched with delivery in relation to kitchens, bathrooms, heating improvements, roofs, windows and doors continuing.	
Housing Deal for Great Yarmouth	<p>GYBC in partnership with Norfolk County Council to author The Treasury Green Book Housing Deal grant funding bid for Great Yarmouth.</p> <p>Investigate and action potential GYBC funded interventions into the housing market for regeneration outcomes.</p>	Good progress has been made here: WSP have been appointed to lead on this work, with the first stage received in draft for officer review. The second stage will build the business case for the deal looking at a number of individual interventions. Work on bringing forward these interventions is being twin tracked with work on preparing the Green Deal with the Middlegate feasibility study completed in draft and Beach Coach station options appraisal ongoing.	

Neighbourhoods, Communities and the Environment

There are eight projects within this priority (three designated as 'Key Projects').

✓ Partnership working to create a corporate anti-social behaviour strategy was developed and signed off by the Housing & Neighbourhoods Committee.

	Green - Project completed or on-going and on target	5
	Amber - Project on-going some slippage within tolerance	3
	Red – Project not progressed	0




Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Middlegate Estate Regeneration	Complete feasibility and option appraisal for Middlegate Estate	Extensive stakeholder engagement has taken place and as a result a master plan and feasibility for the area has been completed.	
Key Project: Licensing programme for	Implementation of a selective licensing	The project is now completed and was delivered on time. The Selective Licensing Designation	

Corporate Plan Objective	Action	Progress during 2018/19	Status
private sector housing	programme for private sector housing	commenced on 7 January 2019, with the inspections due to start from April.	
Key project: Wellesley Road Recreation Ground	Complete feasibility and option appraisal for uses and management of the recreation ground.	Following a procurement process the member's steering group appointed Sporting Assets. Meetings took place in July 2018, including stakeholders with options discussed with members in August 2018. Sporting Assets continue to work on developing a full business case.	
Improve levels of recycling and reduce contamination levels	Reduce level of contamination for dry waste and increase level of recycling across the borough	Work continues locally and county wide to increase good quality recycling which includes; new work streams have been introduced within the Norfolk Waste Partnership including targeting communal bins, waste related enforcement. Garden waste service has now reached approximately 80% of potential take-up. Work undertaken by Community Recycling Assistants saw a reduction in contamination of 50% in targeted areas. Work has been undertaken by Environmental Services to look at how contaminated bins are reported by GYBS and bin refusal tags have been introduced for use by the crews.	
Review Neighbourhoods that Work programme	Delivering and examining options for longer term sustainability of neighbourhood working.	Work underway to ensure the Neighbourhoods Team is focused on the borough's priorities, linked to the developing Locality Strategy and The Plan.	
Neighbourhood Management Delivery Plans	Delivering three Management Plans.	Ongoing delivery against community led plans. New Neighbourhood Manager being recruited.	
Partnership working to create a corporate anti-social behaviour strategy	a) Working with the GYBC Enforcement Board members to design a new ASB strategy for the Council. b) Working with Board members and their teams to turn strategy into operational processes	ASB Strategy was developed and signed off by the Housing & Neighbourhoods Committee. The detailed action plan under this strategy is now monitored by the enforcement group.	

Corporate Plan Objective	Action	Progress during 2018/19	Status
GYB Services	To deliver the improvement plan from GYB Services.	The council has been working with GYB Services to improve the strategic approach to the joint venture. In 2018/19 this has included a clear understanding of the cost of services and agreement of a Business Plan for 2019/20. This has taken considerable time and whilst there have been some improvements in waste collection and grounds maintenance challenges remain for 2019/20 in improving street cleansing. The appointment of a new Director for GYBS is also being brought forward.	

Tourism, Culture and Heritage

There are five projects within this priority (three designated as 'Key Projects').

	Green - Project completed or on-going and on target	3
	Amber - Project on-going some slippage within tolerance	2
	Red – Project not progressed	0




Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Marina Centre	To further progress this project and to commence the planning permission process for development in Spring 2019.	RIBA stage 2 completed and presented to full council in December 2018. RIBA 3 commenced immediately with focus on the designs of the preferred option, with Sport England being part of the process. Public engagement has been undertaken.	
Key Project: Winter Gardens	Investigate the options around the redevelopment/ restoration of the Winter Gardens.	Meetings held with a number of potential commercial operators in 2018. A procurement tender was launched in January 2019 and closed on 20 March 2019. Awaiting the HLF grant round announcement for 2019.	
Key Project: Delivery of the regeneration of the Waterways scheme	Project to develop, restore and revive the Waterways.	Work completed during 2018/19, with 80 individuals and groups participating. The Waterways opened at Easter. An operator has been chosen to run the café	

		and boating concession after a tender process.	
GYBC to work with Greater Yarmouth Tourism & Business Improvement Area	To work in partnership with the Tourism BID to sustain and enhance the visitor economy and support the Tourism BID in its renewal during 2019.	<p>The Council has been supporting the Greater Yarmouth Tourism and Business Improvement Area company (GYTABIA) as part of its first 5-year term. With its first term ending in 2019. Work is underway by GYTABIA Board to prepare plans for a second BID term.</p> <p>GYTABIA uses its income raised from the BID levy to support local organisations and to deliver tourism-related events in line with its Business Plan. Deliverables include the Maritime Festival, summer fireworks and live entertainment, decorative lighting and a series of local projects aimed at supporting the visitor economy.</p>	
Tourism & Cultural Strategy	Review and update the Tourism Strategy.	A new Culture, Heritage & Tourism Strategy is under development and will be brought forward for approval in 2019/20. Work in 2018/19 included stakeholder workshops, focus groups, survey work and meetings together with a scoping review to ensure the new strategy aligns with partner aspirations and will enable the borough to thrive and grow its visitor economy.	

Great Yarmouth's Town Centre

There are six projects within this priority (one is designated as a 'Key Project').

✓ Town Centre Master plan: Creating a sense of arrival at the town centre has been delivered.




	Green - Project completed or on-going and on target	5
	Amber - Project on-going some slippage within tolerance	1
	Red – Project not progressed	0

Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Town Centre Master plan: improving the markets and Market Place	To improve the management and facilities of the two markets and newly-paved Market Place. To create a better event space for an expanded programme of events.	The redevelopment of the Market Place has been challenged by market traders who have raised concerns. Officers have been working with traders and consultation finished on 31 January 2019. A successful bid of £1.5m from Coastal Communities Fund. A first claim to the Business Rate Pool was submitted in March 2019.	
Town Centre Master plan: Transforming the Conge	Transform the Conge with new mixed-use development lining both sides of the lower half of the street, with following phase connecting the Conge to the renewed Market Place.	£2million investment in public realm improvements connecting Great Yarmouth rail station to the market place completed. Market analysis underway regarding The Conge redevelopment and funding secured to progress. Homes England engagement to progress alternative funding options. The Project Team have formulated a strategy to take this scheme forwards. A Sales and Marketing analysis has been commissioned and this will tie in with a soon to be appointed architectural works to RIBA stage 1+.	
Town Centre Master plan: Creating a sense of arrival at the town centre	Enhance the gateway into the town at Fullers Hill, Acle New Road, the roundabout, train station and quayside	Fullers Hill roundabout capacity/landscaping; right turn out of the rail station; public realm at The Conge/North Quay; rail station forecourt; wayfinding signage, £500,000 Great Yarmouth bus station investment and improvements to A47 roundabouts all delivered.	
Town Centre Master plan: Unlocking the potential of Hall Quay	Refurbish and regenerate buildings fronting onto Hall Quay for leisure-based uses, ensuring existing buildings are conserved and developed appropriately.	Hall Quay Planning Brief well advanced to guide future investment decisions; improved public realm/landscaping plans advanced with funding secured; leisure-based	

Corporate Plan Objective	Action	Progress during 2018/19	Status
		interest being courted and improvements to buildings delivered.	
Town Centre Master plan: Linking it all together	To develop an approach to wayfinding and public realm through the historic core of the town centre that can enable people to discover and experience its unique character and structure	The wayfinding project is currently being rolled-out with new directional finger posts and signage to improve navigation around Great Yarmouth. New car parking signage and consolidation of signage clutter being implemented.	
Christmas festival	To develop an annual Christmas Festival and link with Go Trade	Mixed success in relation to the Christmas Festival with increased visitor numbers over three of the four weekends but limited success in securing additional traders over the period.	

Transport and Infrastructure

There are six projects within this priority.

	Green - Project completed or on-going and on target	5
	Amber - Project on-going some slippage within tolerance	0
	Red – Project not progressed	1




Corporate Plan Objective	Action	Progress during 2018/19	Status
Progression of A47 improvements and dualling	Working in partnership with A47 Alliance, NCC, NALEP, Highways England and others to encourage/lobby/bid for road infrastructure investment along the A47.	Funding secured for Vauxhall roundabout improvements. Harfreys and Garton roundabouts being assessed in light of the advanced Great Yarmouth Third River Crossing. Acle Straight dualling is top of the priority list for the A47 Alliance campaign.	
Championing of Third River Crossing	Working in partnership with NCC, NALEP, Highways England and others to secure planning permission and delivery of the Third River Crossing	The Great Yarmouth Third River Crossing project is well advanced with funding secured, public engagement undertaken, contractors appointed	

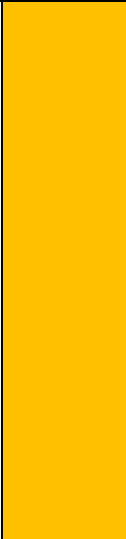

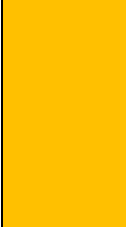
Corporate Plan Objective	Action	Progress during 2018/19	Status
		(BAM Farrans) & the Development Consent Order being submitted at the end of April 2019 for this nationally significant infrastructure project.	
Support community rail partnership, influence rail strategy and delivery of key projects	Working in partnership with NCC, NALEP and others to encourage/lobby/bid for infrastructure investment on rail improvements.	Abellio Greater Anglia will launch new rolling stock across the network in the Summer of 2019. Signalling upgrades have been delivered throughout 2018. Ongoing partnership working with the Wherry Lines and the Norfolk Rail Group.	
Improved flood defences	To work with all agencies to address coastal and river flooding and bidding for NALEP funds.	£8.2million NALEP funding secured to improve the river Yare tidal defences. This £40m project will commence in Autumn 2019.	
Support of Better Broadband for Norfolk Programme	Working in partnership with NCC, NALEP and others lobby for infrastructure investment.	Officers have been working closely with colleagues from Norfolk County Council (NCC) and other Norfolk boroughs to try to attract more broadband infrastructure investment. £8m DCMS funding was secured by NCC in 2019 to roll out fibre broadband upgrades to 372 public sector sites (such as school, libraries and fire stations), including a number in Great Yarmouth.	
Development of surface water drainage programmes throughout the borough	Working in partnership with NCC Flood & Water Management team and local partners to implement surface water plan.	Anglia Water is the lead partner on this project and during 2018/19 works have been progressed inc improvement works to Gorleston. Works are scheduled for completion in 2019/20. A more detailed update is being sought from Anglia Water on each works..	

Changing the way the council works

There are eight projects within this area.

✓✓ Two projects were completed; Corporate Communication Strategy 2017 – 2022; Interactive Voice Response; and Customer Services Improvement Plan.

	Green - Project completed or on-going and on target	6
	Amber - Project on-going some slippage within tolerance	2
	Red – Project not progressed	0




Corporate Plan Objective	Action	Progress during 2018/19	Status
Organisational Development Plan	To design and deliver the Organisational Development Plan.	Delivery of training to staff and managers on the Agreed Behaviours. Development of project management skills. Introduction of a new e-learning system and holding annual Staff Conference. There is a rolling programme of work including actions on engaging staff through surveys and staff briefings and the health and wellbeing of staff at the council. The action plan for Investors in People accreditation remains in place.	
Customer Services Strategy	To launch new customer services standards to drive better and more consistent customer service.	The Customer Services Charter was launched in October 2018. A series of workshops with services has embedded the service standards. Mystery Shopping and customer feedback exercises have started. Work continues to progress to increase customer access through online channels to encourage those who can to access our digital services at a time convenient to them, shortly introducing new council tax services.	
Digital Strategy	To develop a 'Digital Council' strategy improving online access to services.	The council's new Digital Strategy will be brought forward for approval in 2019/20. Work progressed in 2018/19 included a detailed discovery phase service by service and an assessment	

Corporate Plan Objective	Action	Progress during 2018/19	Status
		of the current IT infrastructure, roll out of new devices and the launch of a new intranet site.	
Review role of Building Control in competitive market	Explore the potential of how the service can compete with the commercial market.	Building Control is offering an inspection service for exempt extensions and buildings in 2019/20, as a discretionary service. Initial investigations have taken place about offering a “drop-in” session at various local builders’ merchants for Building Control advice, and this may take place later in 2019.	
Asset Management Strategy 2018-2022	Produce a new Asset Management Strategy for 2018-2022	Asset Management Strategy approved by Policy and Resources Committee in November 2018. An Asset Portfolio has been developed which will provide the opportunity for an annual update in relation to council assets.	
Revenue Services Improvement Plan 2017 to 2019	The Revenue Services Improvement Plan spans improvement activity from 2017/18 through to 2019/20 and includes a number of initiatives aimed at improving performance and reducing overall debt	Overall collection rates continue to improve and be on the increase as well as continued reductions in Council Tax, Business Rates and Sundry Debt arrears. A focus on Business Rates Avoidance tactics and engagement of specialist legal teams have had positive results. Initiatives to improve performance continue to be taken and include a recent successful business case to NCC to fund additional resource to focus on high level debt recovery. Initiatives to work better with debt agencies such as DIAL and CAB to engage with customers who find it difficult to pay is underway.	
Medium Term Financial Strategy – Refresh	Publication of the MTFS along with detailed savings proposals ahead of the budget report process. Taking into	The medium term financial strategy for the period 2019/20 to 2021/22 was updated and presented to	

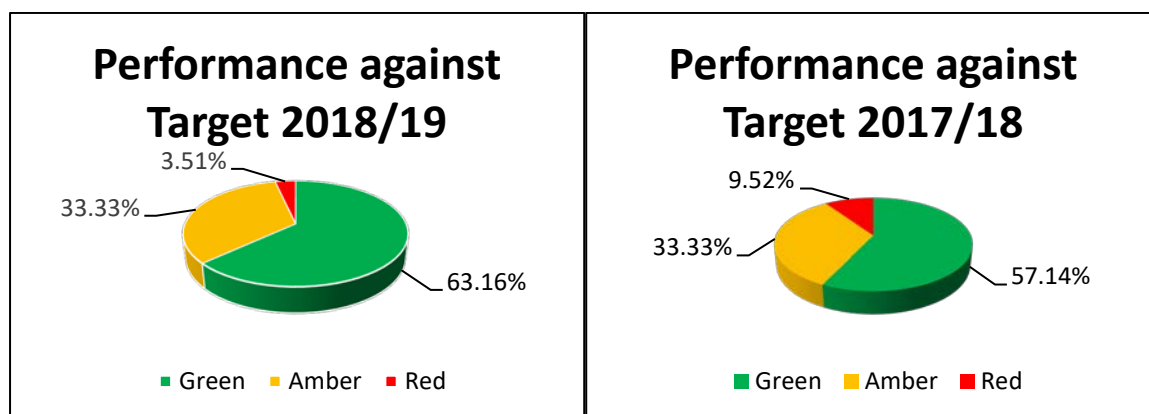
Corporate Plan Objective	Action	Progress during 2018/19	Status
	account future funding and outcomes of the fair funding review and other technical consultations.	Members for approval in November 2018. As part of the detailed work on the 2019/20 budget and future projections detailed savings and additional income proposals were considered and presented to Members as part of approval of the 2019/20 budget process. Further work will be completed during 2019/20 and updated as announcements are made in respect of the national spending review and fair funding review.	
Investment Policy	To bring forward an Investment Policy which will provide a summary business model which will help inform future investment decisions.	An Investment Strategy for 2019/20 was presented for approval which covers investments to support the delivery of public services and those to earn an income for the council. The strategy provides the framework and the process that is followed ahead of the council making such investments and is informed by other strategies including the capital strategy and the asset management strategy.	

2018/19 Annual Performance Measures

During 2018/19 performance measures were reported to Management Team and the four service committees on a quarterly basis, with Policy & Resources Committee receiving the whole suite of measures. 58 measures are reported in the Annual Performance report (although one measure is reported for contextual information only).

	Green - Performance has met or exceeded target	36
	Amber - Performance is below target but within tolerance	19
	Red – Performance is below target and tolerance	2

The chart below shows comparison data of performance against target between 2017/18 and 2018/19.



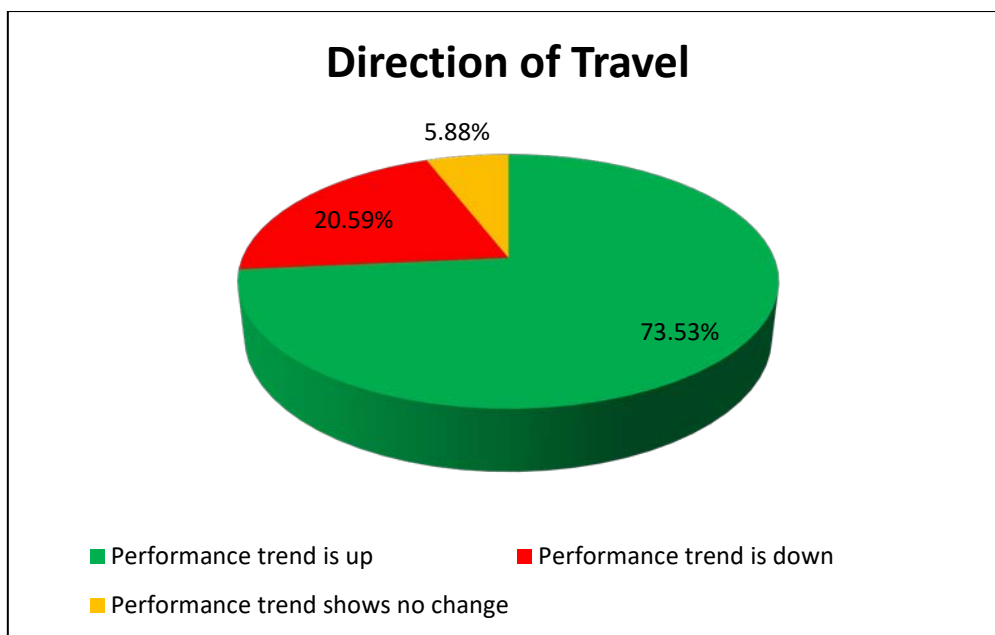
The performance of the council has improved over the last year. Over 96% of measures are performing within an acceptable level or above target. The two measures that are within the Red status are:

- Percentage of FOI and EIR requests responded to within 20 working days
- Average cost of a housing void repair

Reasoning for the measures being designated as 'Red' status is detailed in Appendix 1 and officers are working to improve performance during 2019/20.

34 measures have direction of travel trend data showing where performance has improved or not over a number of years, if data is available. Some new measures, introduced for 2018/19, will not normally have any direction of travel information unless the service has been recording it for internal management information.

25 of the measures, see chart overleaf, show an upward direction of travel; two measures show no change, although one of those was at the highest level i.e. 100% so no further improvement can be made.



The 2018/19 annual performance measures outturn report are shown in Appendix 1. The tables provide the following information:

- Description of measure/indicator
- Corporate priority linked by the measure
- 2018/19 outturn figure
- 2019/19 target
- Status (Outturn against target)
- 2017/18 outturn figure
- Current performance/trend data
- Commentary

Copies in alternative formats will be made available on request.

2018/19 Annual Performance Measures

Performance measures are reported quarterly to the three service committees and Policy & Resources receive the complete suite of measures. The annual report provides annual outturn figures for all the measures, including a small number of yearly reported data.




The performance measures are reported under the relevant service committee, see above, for those measures.

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 2018/19 outturn figure against 2018/19 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 2018/19 and 2008/09, 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	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
PR01 - Average time to assess Housing Benefit & Council Tax Support: New claims	16 days	18 days	G	16 days	↑
<p>Commentary: A good outturn performance for this measure. The working age housing benefit caseload continues to reduce as more customers migrate to Universal Credit, however the pace of migration has started to slow with the majority of eligible cases already on Universal Credit. Workloads have not reduced as the Council Tax Reduction caseload remains similar to previous years.</p>					
PR02 - Average time to assess Housing Benefit & Council Tax Support: Change in circumstances	7 days	10 days	G	8 days	↑
<p>Commentary: A good outturn performance for this measure. The working age housing benefit caseload continues to reduce as more customers migrate to Universal Credit, however the pace of migration has started to slow with the majority of eligible cases already on Universal Credit. Workloads have not reduced as the Council Tax Reduction caseload remains similar to prior years and DWP initiatives like the Verify Earnings and Pensions alert service means that we receive more real time changes in circumstances as earnings and income fluctuate throughout the year.</p>					
PR03 – Collection Rates Council Tax	95.9%	97%	A	95.7%	↑
<p>Commentary: There was a 0.2% (£98,000) increase in Council Tax collected compared to 2017/18. This area continues to be a challenge and reflects some of the ongoing economic difficulties in our borough. With ongoing initiatives to increase high level debt collection and enforcement activity, closer working with debt advice and support agencies to focus on council tax payers who are finding it difficult to pay is a key area to progress this year. With more customers moving onto Universal Credit from legacy benefits we continue to see an impact on billing and collection. Overall fluctuations of household's income have increased in frequency having a direct impact on increased recalculations of council tax support and production of new bills. Work continues to explore potential changes to the Council Tax Support Scheme and billing to help mitigate this effect.</p>					

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
PR04 - Number of long term empty homes (6 months or more)	602	Less than 600	A	569	↓
<p>Commentary: The outturn figure is based on a snapshot as at 31 March 2019 which shows an increase in the number of long term empty homes compared to the same period in 2017/18. During the quarterly reports for 2018/19 this measure has always showed less than 600 long term empty homes and the figure of 602 is just over the target. With the introduction of new premiums from April 2019 for properties empty over 2 years it is expected this will help to encourage property owners to bring these properties back into occupation. For those between 6 months and 2 years, improving ongoing communications with the property owners will be progressed to have a better understanding of future intentions and timescales of activity relating to the property.</p>					
PR05 – Business Rates (NNDR) Collection Rates	98%	98%	G	97.6%	↑
<p>Commentary: Performance of 98% was achieved and was 0.4% (£126,000) increase on the 2017/18 collection rate.</p>					
PR06 - Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered	86.03%	90%	A	78.96%	↑
<p>Commentary: Following the launch of the customer services charter and allocation of funding to increase resource temporarily within the customer service team has resulted in the team consistently achieving over the target of 90% in the second half of 2018/19. Whilst resource is in place to maintain this level of performance through 2019/20 work is also being progressed to improve and implement more digital services where we need to encourage more customers to transact with us through online channels. This together with ensuring we can reallocate resources within the overall service where needed will be key in being able to sustain performance in this area.</p>					
PR07 - Contact centre telephone calls: Average wait time by customers contacting the Contact Centre	2:05 minutes	1:30 minutes	A	2:56 minutes	↑
<p>Commentary: See commentary for PR06</p>					

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
PR08 – Number of new customers signing up to 'MyAccount'	3,612	4,800	A	5,273	↓
<p>Commentary: As we changed our provider for MyAccount last year we took the opportunity to conduct a customer survey. This was to see if customers valued and still wanted a MyAccount. The results did show that customers did value this service but felt it was not required for all services to sit within it. We therefore introduced the new MyAccount putting less emphasis on certain services. Also due to us not introducing any new services online, we did not expect the registrations to continue with the same volumes as previous years.</p>					
PR09 – Visitors to GYBC Website	340,804	260,000	G	170,278	↑
<p>Commentary: The number of visitors to the website has doubled compared to the 2017/18 annual figure of 170,278.</p>					
PR10 - Percentage of FOI and EIR requests responded to within 20 working days	79.39%	85%	R	87.62%	↓
<p>Commentary: During January 2019 new procedures were introduced, including FOI champions in each service area, with full implementation expected to be completed during the first quarter of 2019/20. It is envisaged that once the new procedures are fully implemented and staff become familiar with this approach performance will improve. Additional resources have been brought in to support this work during quarter three of 2018/19 which has seen performance rise to 88.86% for that quarter and the figure for March 2019 was 96.43%.</p>					
PR11 - % of completed Interim Performance Reviews	85%	100%	A	98.17% (Full Review 2017/18)	↓
<p>Commentary: Restructures in a number of service areas has affected the rate of completion. This is expected to improve in 2019/20 now most of these have been completed.</p>					
PR12 - The number of working days lost due to sickness absence per FTE	8.46 days per FTE	8.50 days per FTE	G	10.74 days per FTE	↑

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Performance is 2.28 days lower than 2017/18. The improvement is down to Sickness Absence Reviews which have been more consistently carried out in some areas. Absence reported under the category of hospital treatment has been the highest reason for staff absence, followed by mental health and then 'other muscular/skeletal'. There continues to be a focus on provision of support for mental health and a programme for overall wellbeing is in development.</p>					
PR13 - % of Audit days delivered (of the annual plan)	100%	100%	G	100%	↔
<p>Commentary: All audits were delivered in line with the annual plan.</p>					
PR14 - Percentage of priority 1 Internal Audit recommendations completed on time	100%	100%	G	New measure	N/A
<p>Commentary: Two priority 1 recommendations have been raised in 2018/19. Both have been confirmed as implemented.</p>					
PR16: Number of people signed up to 'E Billing'	4,199	3,200	G	3,004	↑
<p>Commentary: There has been a significant increase (nearly 40%) in those signed up for e billing compared to 2017/18 and well above target. This reflects the initiatives taken by Revenues, Benefits and Customer Services are having a positive effect on this indicator.</p>					
PR17: Open Access: Number of unique users accessing their accounts within 'Open Access' (snapshot at Quarter 4 2018/19)	573	375	G	400	↑
<p>Commentary: The target was exceeded and the users for Open Access was steady throughout the year as we did not expect any increase due to the organisation not planning on introducing any new services online. During 2019/20 with the introduction of the next stage of Open Portal the take up for this service should increase.</p>					
PR18: Number of 'Webchat' calls received	1,619	1,200	G	1,694	↔

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
PR19: Corporate Property Portfolio Revenue Growth per annum	2.18%	10%	A	New measure	N/A
<p>Commentary: This indicator measures the growth the Property and Asset Management Department has generated over and above the original budget identified in February 2018. Additional income can be generated through for example new leases, rent reviews and new sales. This is a new indicator for 2018/19 and as such was set at 10%. It was anticipated that this would be a challenging target although it was agreed for a first-year indicator it would then be reviewed as a baseline. The additional income achieved over and above the original budget is £74k which calculates to the additional 2.18% overall growth.</p>					
PR20: Corporate Property Portfolio Arrears per annum	3.46%	3%	A	New measure	N/A
<p>Commentary: Although slightly above target work is ongoing to continue to reduce arrears and can be demonstrated with the previous quarter reporting 5.88%. This indicator measures the level of arrears in relation to the investment portfolio of the Council and is adjusted to take into account when payments fall due. Monthly reports are provided in relation to outstanding payments and a clear arrears policy is followed through consultation with both Sundry Debt and Property and Asset Management.</p>					
PR21: Corporate Property Overall Occupancy levels per annum	95.68%	95%	G	New measure	N/A
<p>Commentary: The Borough has a significant portfolio of property and this indicator represent the occupancy of buildings within that portfolio.</p>					
PR22: % of agendas published in accordance with statutory deadlines (no later than five working days from date of meeting)	100%	100%	G	New measure	N/A
<p>Commentary: The target was met ensuring that the statutory deadline of five working days was achieve.</p>					
PR23: Payment of Invoices within 30 days (%)	93.7%	90%	G	New Measure	N/A

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Performance on this measure is above target. Just over 10,000 invoices were received during 2018/19 with 9,400 paid within 30 days.</p>					

Economic Development Committee

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
ED01 - Planning applications: Major applications determined within 13 weeks or as agreed extension	87.5%	75%	G	96.4%	↓
Commentary: Figure above government baseline figure of 70% of applications to be determined. Beyond the 13 week period applications provision can be made with applicants to extend determination period to allow for satisfactory outcome. Where this provision/agreement cannot be made the applicants have a right to appeal against non-determination. No appeals were made on this basis.					
ED02 - Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension	83.6%	75%	G	77.6%	↑
Commentary: Overall a consistent performance throughout the year above the Government threshold base targets through last quarter outturn shows slight tail off in performance following loss of staff in quarter three.					
ED03 - Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months	87.57%	75%	G	95%	↓
Commentary: Government baseline figure of percentage of applications to be determined in given time scale has changed over the last two years. From previously 60% to 70% March 17 to 70% January 2018 over rolling two year period. The figures have exceeded the figures. Beyond the 13 week period applications provision can be made with applicants to extend determination period to allow for satisfactory outcome. Where this provision/agreement cannot be made the applicants have a right to appeal against non-determination. No appeals were made on this basis.					
ED04 - Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months	81%	75%	G	85.5%	↓

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Government baseline figure of percentage of applications to be determined in given time scale has changed over the last two years. From previously 60% to 70% March 17 to 70% January 2018 over rolling two year period. The figures here exceed the figures. Beyond the 8 week period applications provision can be made with applicants to extend determination period to allow for satisfactory outcome. Where this provision/agreement cannot be made the applicants have a right to appeal against non-determination. No appeals were made on this basis.</p>					
ED05 - Percentage of Major planning applications overturned on appeal over the last 24 months	2.27%	10%	G	New measure	N/A
<p>Commentary: One residential application in the past 24 months which was overturned on appeal.</p>					
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	0.3%	9%	G	New Measure	N/A
<p>Commentary: The percentage of appeals allowed is below the national average and is representative of the quality and consistency of decision making.</p>					
ED07 - Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period.	100%	100%	G	98.1%	↑
<p>Commentary: The 100% performance target was achieved by ensuring all staff were aware of the procedures and timescale to meet this measure.</p>					
ED08 - Percentage of Land Charges search returns sent within 10 working days.	96%	90%	G	90.34%	↑

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Good outturn for the year as a whole. There were a few mid-season IT problems which took some time to resolve and had an effect on performance. The service is also reliant upon both the County Council and Environmental Services to facilitate turn around within 10 working days. The service is also subject to open market completion from private search companies.</p>					
ED09 - Enterprise Zone: Beacon Park Percentage of empty floor space across Beacon Park	14.20%	15%	G	14.55%	↑
<p>Commentary: Beacon Park as one of the Councils Enterprise Zones continues to develop and provide quality office and commercial space for businesses. During the 2018/19 year additional new businesses have moved into the Park including the introduction of a Nursery facility with the year end outturn on target.</p>					
ED10 - Number of new homes built	244	300	A	208	↑
<p>Commentary: 244 dwellings were completed during 2018/19, a 17% increase on the 208 completions from the previous year. Despite the 17% increase, the level of delivery remains below the borough's annual housing target (300 dwellings per annum).</p>					




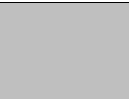



Environment Committee

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
EN01 - % of food premises scoring 3 star food hygiene ratings or above	96.65%	94%	G	96.3%	↑
Commentary: The food safety team have been working hard with our poorly performing food businesses to secure food hygiene improvements and this year this work has resulted in the highest ever percentage of food premises achieving a rating of three or above. There has also been a significant decrease in our zero rated premises. As of the 31 March there was only one zero rated food business.					
EN02 – Garden Waste Service:-			G		↑
a) Number of households taking up garden waste service,	9,588	9,500		8,303	
b) Total tonnage of garden waste recycled	3,457.02	3,650	A	3,178.90	↑
Commentary: Growth of the garden waste service has continued but has now slowed compared to previous years. This is as a result of saturation levels for potential take up of the service now being approached. Analysis 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 80% take up. Work does continue to promote the service through advertising. Garden waste tonnage saw an increase of nearly 300 tonnes.					
EN03 - Percentage of total domestic waste collected which is sent for recycling	33.3%	40%	A	32.8%	↑
Commentary: GYBC'S recycling rate has seen an 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. Whilst there is work being carried out 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. In 2019/20 the Council will develop a new Waste Strategy which will include examining recycling.					

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
EN04 - Number of flytips reported	1,554	1,600	G	New Measure	N/A
Commentary: This is a new measure for 18/19 although this data has been collated in previous years as part of the statutory reporting for flytipping. However, data is not comparable against the previous year due to a change in the method of reporting. Communications work continues around flytipping and GYBC has been involved with the national SCRAP campaign. 2018 was also the most successful year for enforcement of fly tipping by the Environmental Rangers who secured over 25 prosecutions for waste related offences.					
EN05 - Flytips removed within 3 working days	89%	100%	A	99%	↓
Commentary: Great Yarmouth Borough Services operate a scheduled cleansing service within the town with areas having a set collection day. If a flytip is reported a day or two after the scheduled cleanse then it will be removed at the next scheduled cleanse the following week.					
EN06 - Number of streets in the borough meeting street cleanliness levels: a) Litter (formerly NI195a) b) Detritus (formerly NI195b)	96.8%	99%	A	99%	↓
	95.4%	94%	G	95%	↑
Commentary: This figure has historically been recorded based on data provided by GYBS. Environmental Services now carries out its own audits. During 2018/19 the measure has been collated through the collective findings of both GYBS and Environmental Services with an average figure of their audits being provided. Issues remain in key town centre locations and a fundamental review of street cleansing will take place in 2019/20.					
EN07 - Contamination rate in dry recycling	22.2%	19%	A	20.8%	↑

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Contamination of the green bin with inappropriate materials has continued to be an issue in the borough and this trend has been seen generally at a national level. Two Community Recycling Assistants were temporally employed until the end of 2018 to promote the councils garden waste service and better recycling. Work undertaken by them in Caister and Belton saw a reduction in contamination of 50% in the targeted areas. Work has been undertaken by Environmental Services to look at how contaminated bins are reported by GYBS and bin refusal tags have been introduced for use by the crews. Further work has been undertaken by the Norfolk Waste Partnership to address contamination and better recycling.</p>					

Housing & Neighbourhoods Committee

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
HN01 - Great Yarmouth Community Housing rent: GYCH rent collection rate a) % of rent & arrears collected b) Arrears as a % of rent debit c) Total rent arrears	a) 99.34% b) 1.22% c) £271,606	a) 95% b) 1.4% c) £333,000	G	a) 98.82% b) 1.26% c) £276,910	  
Commentary: Performance in rent arrears collection has been maintained. The collection rate shows improvement with arrears slightly reducing overall. Benchmarking rent arrears data with other local authorities and housing providers through Housemark to explore further methods of improving performance. This data demonstrates that we are performing better than most of these other landlords. Universal Credit Full Service Rollout in Great Yarmouth Borough continues and there is no planned rollout date for migration of existing working age claimants from legacy benefits.					
HN02 - Number of a) Social housing applicants in allocation pool b) Social housing new applicants awaiting assessment	440 420	Monitor 350	 A	259 457	 
Commentary: An increased number of applicants in the Allocation Pool will contribute to a lower average void time (HN03) and lower nomination time (HN08) due to the immediate availability of prospective tenants and was an expected outcome following the implementation of the revised Housing Allocation Scheme due to the introduction of Level One priority.					
HN03 - Average Time to Re-let Local Authority Housing	20 days	35 days	G	40 days	
Commentary: Having reduced this measure from 51 days (Quarter 1 in 2017/18) to 33 days (Quarter 4 in 2017/18) following void process review, further significant improvement has been delivered in the void process this year.					

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
HN04 - Average cost of a void repair	£3,163	£2,540	R	New measure	N/A
<p>Commentary: The full year indicator is significantly above target with data provided by HouseMark. Work with GYNorse has been successful in reducing timescales in relation to voids but additional measures have now been taken to address costs which are high for replacement kitchens and bathrooms when undertaken through the voids process. GYBC and GYNorse meet bi-monthly to review both Strategic and Operational issues with void performance and cost continually reviewed and revised to address this issue. Cost reduction will be an area of focus for the group in 2019/20.</p>					
HN05 - Percentage of residents very or fairly satisfied with the repairs service they received	97.7%	95%	G	New measure	N/A
<p>Commentary: The target represents the HouseMark average for the country.</p>					
HN06 - Time taken for GYNorse to complete standard voids	9.2 days	10 days	G	New measure	N/A
<p>Commentary: The target represents the HouseMark average for the country. Standard voids as defined by the national indicator exclude all major component replacement i.e. new kitchen or bathroom.</p>					
HN07 - Time taken for GYNorse to complete all voids	28.1 days	24.5 days	A	New measure	N/A
<p>Commentary: This indicator represents only the time taken by GYNorse to complete voids this indicator is measured from delivery of keys through to completion of works. Performance in relation to this indicator has improved over the year however it is still recorded as amber as the year end position remains 3.62 days above target. Work continues with GYNorse through the Improvement Group.</p>					
HN08 - Time taken for Housing Options to match property	2 days	18	G	12 days	↑

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: As council tenants normally have to give four weeks' notice it is possible that the Housing Options team can match a new tenant to the property before the current tenant moves out. The implementation of a revised allocation scheme in November 2018 has seen an increased number of applicants in the pool (HN02).</p>					
HN09 - Disabled Facilities Grants - number of calendar days from initial request to works complete	249 days	240 days	A	261 days	↓
<p>Commentary: Following a dip in performance in Quarter 2 (July 19 – September 19), performance has steadily improved in the second half of the year. Performance continues to be monitored closely as there continues to be issues with available Occupational Therapy resource and Technical Officer resource.</p>					
HN10 - Wherry Way Control Centre call handling: a) Alarm Calls answered within 30 seconds b) Alarm Calls answered within 60 seconds	86.61% 93.90%	80% 98%	G A	84.45% 93.38%	↑ ↑
<p>Commentary: Performance continues to exceed target for calls answered in 30 seconds and performance remains good for calls answered in 60 seconds. The 60 seconds target is for alarm response centres with a minimum of two call handlers where the Council operates with one call handler.</p>					
HN11 - Neighbourhoods That Work programme a) Number of new self-help groups formed. b) Number of residents entering sustained employment. c) Number of residents with complex needs receiving adequate support to address their needs	36 36 76	25 150 (by end of project) 85	G A	50 74 77	↓ ↓ ↓
<p>Commentary: All targets were on track against the five year outcomes, with community development objectives overperforming. Annual report to the National Lottery has been signed off, with year four funds released.</p>					

Subject: Property Rental Company

**Report to: Housing & Neighbourhoods Committee – 20 June 2019
Full Council – 11 July 2019**

Report by: Neil Shaw, Strategic Director

RECOMMENDATIONS

- 1. Members consider the scope and strategic objectives of the Property Rental Company contained in this report and that these be incorporated within the Equinox Enterprises business plan.**
- 2. a) Members consider that a ‘sister’ company to Equinox Enterprises be established to hold rental properties.**
b) Members consider the appointment of the existing Directors of Equinox Enterprises as the Directors of the new Property Rental Company.
- 3. Delegate authority to the council’s Strategic Director who, in conjunction with the Monitoring Officer, will establish the new company and engage a letting partner to undertake tenancy management for the rental properties.**
- 4. That the Housing & Neighbourhoods Committee refer the report onto Full Council for consideration and approval.**

1. INTRODUCTION

- 1.1.** The Housing & Neighbourhoods Committee on 6 December 2018 agreed that work be undertaken seeking to establish a property management company to enable the council to hold rental properties. The Policy & Resources Committee meeting on 19 March 2019 agreed that the council progresses a HMO and Guesthouse purchase and repair scheme. This included agreeing an initial £2m capital budget to be used to deliver the scheme.
- 1.2.** Legal advice has been sought from nplaw and Trowers Hamblins and the council has also examined the approaches taken by other local authorities who have set up such a company. This report outlines the process for establishing the company, seeking member discussion at the Housing & Neighbourhoods Committee with referral onto Full Council for consideration and approval to do so.

2. BACKGROUND

- 2.1.** The council is keen to establish a vehicle to enable it to hold properties which it can then rent to meet a wider range of strategic objectives and to deliver a revenue

stream. The council is currently able to hold rental property as part of its housing stock and this is held within the Housing Revenue Account. The council is seeking to widen its role as part of the 'Housing Deal for Great Yarmouth' approved by the committee in July 2018 to hold properties which it can then offer at market rent. The Deal sets the strategic context for how the council is seeking to use housing, alongside other levers, as a force for positive place-making in the borough.

- 2.2. On 6 December 2018 the committee approved the Empty Homes policy, that the council progresses two approaches – a loan scheme and an 'invest and lease' scheme. The loan scheme is being progressed but to deliver the 'invest and lease' option and to be able to purchase, repair and then retain properties for market rental (whether these are existing empty properties or not) a Property Rental Company is required.
- 2.3. The Policy & Resources Committee on 19 March 2019 agreed both an updated Acquisition & Disposal Policy and that the council progresses a HMO and Guesthouse purchase and repair scheme. This included agreeing an initial £2m capital budget to be used to deliver the scheme.
- 2.4. Properties to be offered at market rent require the council to establish a company to hold the rental properties. Equinox Enterprises is currently set up as a development company but, in its current form, cannot yet hold the rentals. It is therefore proposed that a new Property Rental Company within Equinox Enterprises is established.

3. SCOPE AND OBJECTIVES OF THE PROPERTY RENTAL COMPANY

- 3.1. The company can be established to achieve a wide range of objectives. The council is seeking to establish the company to provide a degree of flexibility to meet current and possible future objectives it may wish to achieve. The council wishes to achieve the following objectives by establishing the property rental company:
 - To hold and manage market rent properties:
 - to provide a more sustainable mix of local communities, particularly in the town centre
 - to provide a commercial revenue return for the council's General Fund
 - to set a high standard for the quality of and management of private rented homes
 - To manage properties and offer assured shorthold tenancies at intermediate rent:
 - to provide a wider range of rental properties available to local people struggling to access the local rental market
 - to offer targeted local people access to rental properties at below market rent levels

The council intends to focus on the first of these objectives immediately. The second objective provides the council flexibility to undertake this activity if it the business case for a property is financially viable. This is explored later in this report. It is intended that the Property Rental Company will only seek to acquire homes within the Great Yarmouth borough initially, although the company will have the power to obtain properties in a wider geographical location if this is desired in the future.

- 3.2. The council is seeking to avoid setting up a completely new company and governance structure so proposes that the new structure to hold the rental properties be held under the Equinox umbrella as a 'sister' company and incorporate a separate company for the property rental business. The company functions will be subsumed within Equinox - one company with two 'arms': a development arm and a property rental arm. The development arm will be able to sell completed homes to the property arm. In addition, the property arm will be able to acquire homes more widely on the open market.
- 3.3. The council is seeking to hold the properties and engage a letting partner to undertake tenancy management and manage the lets. This approach may change over time when the second objective of the company is delivered or when the company has sufficient homes to undertake the management of the homes and letting process within the council if this becomes more cost efficient than a letting partner or the council wishes to exert more control over the lets.
- 3.4. It is not proposed that the company will acquire any affordable/social homes as such homes which would exclusively be for those households on the council's allocation list. These are more appropriately held within the Housing Revenue Account or owned by a Housing Association.
- 3.5. The company will also be able to hold properties at sub-market rental (generally defined as 'intermediate rent') accommodation. Although the primary focus of the company will be on providing a more sustainable mix of local communities and a commercial income stream for the General Fund, at some point in the future the council may wish to have the ability to hold a small proportion of properties which it can decide to let at sub-market levels.
- 3.6. Intermediate rent means lower cost accommodation which is provided on an assured shorthold tenancy to a tenant who is not a person nominated by the council under section 159(2)(c) of the Housing Act (1996) i.e. someone who is ineligible or low priority for local authority housing. Such properties cannot be held in the Housing Revenue Account. The council may wish to be able to provide intermediate rental properties to:
 - local people struggling to access the local rental market,
 - to offer targeted local people access to rental properties or
 - seek to support key workers
 - meet a particular sub set of private rental demand which is not being met whilst still meeting the commercial purpose of the company
- 3.7. Overall, the company would have the ability to link in with empty homes and HMO/guesthouse work including property acquisition with a view to holding rental properties.
- 3.8. The key issues to clarify to establish the 'sister' company are:
 - Examining existing local authority powers for these functions
 - Governance structure
 - Finance (including tax liability)
 - Legal issues (including the relevance of the Teckal exemption and state aid)

4. LOCAL AUTHORITY POWERS

- 4.1. Whilst council companies have existed for many years, with trading powers set out in Section 93 of the Local Government Act (2003), more recent diversification of new companies has been enabled by the General Power of Competence introduced in the Localism Act (2011). Whereas previously councils could only trade their existing activities, this legislation in essence allows a local council to undertake any commercial activity that an individual or private company can lawfully undertake, provided this activity is not explicitly ruled out or constrained for councils by another piece of legislation. This opens up purely commercial trading in services not provided by councils before, such as building homes for open market sale and full private market rent.
- 4.2. In terms of powers the council is therefore permitted to establish a local authority wholly owned company to develop, deliver, own and manage property as well as new development providing loan funding sourced from either Public Works Loan Board (PWLB) funding or external financing. The renting of housing at market rents would be pursuing a "commercial purpose" even if the council's ultimate purpose was to create mixed, economically active communities. The council's intention to seek a commercial return from its participation in the company, for example through dividend distribution, is likely to be deemed a commercial purpose and will be a fundamental requirement of the Property Rental Company.
- 4.3. Under Section 4 Localism Act (2011) the council can exercise its general power of competence for a commercial purpose but it must do so through a company. Therefore the "commercial" nature of the enterprise would justify the council's establishment of the company. All land and property transactions between the council and the company must comply with Section 123 of the Local Government Act (1972):
- "Except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained."*
- 4.4. The council will be using the general power of competence in Section 1 of the Localism Act (2011) to establish the Property Rental Company. Legally, the use of the powers under the Act can be justified as a reasonable use of that power.

5. GOVERNANCE ARRANGEMENTS FOR THE PROPERTY RENTAL COMPANY

- 5.1. The council is keen to streamline the overall governance arrangements of Equinox and the new Property Rental Company so to avoid unnecessary duplication and ensure that both companies have agile and responsive decision-making processes. To ensure effective governance but minimise unnecessary additional bureaucracy, the current governance arrangements of Equinox will be replicated for the Property Rental Company. This means that the current Board members of Equinox will be appointed as Board members of the new Property Rental Company. This will necessitate holding separate board meetings which can be on the same day and probably increasing the frequency of meetings of the Property Rental Company's Board so it can consider proposals for acquiring a rental property and enable the company to move quickly if required. The Board would then report into the Policy & Resources Committee as Equinox does currently.

- 5.2. The Policy & Resources Committee on 19 March 2019 agreed that the Acquisition & Disposal Policy. This included clear parameters of delegated authority for Strategic Directors in consultation with the Section 151 Officer to approve the acquisition of property purchases from the open market (and the disposal of properties) in line with agreed budget and strategy. The Policy also outlined the financial considerations which will be undertaken when a rental property for potential acquisition is identified.
- 5.3. Where homes are transferred from Equinox (as developer) to the Property Rental Company they will be classed as intragroup transfers (Equinox and the Property Rental Company would have the council as a common parent). Legal advice has confirmed that this should not cause any conflict of interest, even if both entities have the same Board members.
- 5.4. In summary, as part of the arrangements to establish the new company this report is seeking approval to agree the appointment of the existing Directors of Equinox Enterprises as the Directors of the new Property Rental Company.

6. FINANCE

- 6.1. The new company will be funded in the same way as Equinox currently is. This will be a mix of 50% share capital (equity) and 50% loans (debt). The Policy & Resources Committee on 19 March 2019 agreed an initial £2m capital budget to be used to deliver the HMO/guesthouse scheme and this will be used as the initial loan and capital for the company.
- 6.2. Section 1 of the Local Government Act (2003) gives the council power to borrow capital to fund the company if it so wishes in the future. It is unlawful for the council to borrow to on-lend to a Property Rental Company to fund revenue expenditure. Regulation 25 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (SI 2003/3146) stipulates the circumstances in which a loan made by a local authority to a third party (such as the Property Rental Company) is treated as capital expenditure. In effect, Regulation 25 ensures that the capital funding will be used for the same purpose as the Property Rental Company would under the loan. When providing a loan the council is required to act as a market lender and lend at a commercial rate (as is the case with the loans the council currently provides to Equinox).

7. LEGAL

Teckal exemption

- 7.1. In addition to the relevant local authority powers explored in Section 4 of this report, as with Equinox Enterprises, the Property Rental Company will operate under Regulation 12 (the "Teckal exemption") of the Public Contracts Regulations (2015). The company meets the "control and function tests" under the Teckal exemption as the council will exercise control which is similar to that which it exercises over its own services and there is no direct private capital participation in the company. More than 80% of the activities of the company will be carried out in the performance of

tasks entrusted to it by the controlling contracting authority (the council) or by other legal persons controlled by that contracting authority.

State aid

- 7.2. Loans to the Property Rental Company which are to be used for a commercial purpose, must be on the terms (including financing terms) which a market lender would require. Provision of the loans from the council to the company on commercial terms avoids any claim the council is providing state aid.
- 7.3. Any loans given by the council to the company for intermediate housing do not necessarily have to be on market terms as the state aid exemption is available for the provision of affordable/sub-market housing.

Tax

- 7.4. Efficient tax management is important in establishing the most appropriate structure for the new company. If Equinox Enterprises operates the property rental business from the properties it develops (or through further acquisitions) under the existing company structure, the corporation tax treatment of Equinox is likely to be less advantageous. For example, any acquisitions of property from trading stock (as a developer) to investment (for long term rental purposes) may incur a tax charge for Equinox (as Equinox will not have realised any cash from the deemed disposal on appropriation to fund the tax liability).
- 7.5. A separate investment holding company for the rental investment properties may also be more attractive to any future buyer of the rental property portfolio who could save stamp duty by purchasing shares in the Property Rental Company. The buyer would be liable to 0.5% of stamp duty on the value of the shares rather than stamp duty (with a potential top rate of 15%), on the value of the portfolio.
- 7.6. As such, incorporating the Property Rental Company as a separate business company is preferable and more tax efficient. The Property Rental Company will pay stamp duty when purchasing from third parties i.e. on the open market but should be able to claim stamp duty group relief on any property purchases from the council and Equinox.
- 7.7. The Property Rental Company will pay corporation tax on its rental profits and any chargeable gains.
- 7.8. Short-term renting of residential property is exempt from VAT. Therefore, the Property Rental Company will not have to account for VAT in respect of the rents it receives (whether sub-market or full market rent). As VAT is only generally recoverable to the extent it relates to VATable supplies the Property Rental Company will not be able to recover any VAT it incurs in relation to its letting activities. The company will incur VAT on legal fees, letting fees, repair and maintenance costs and also management fees charged by the council. The refurbishment of existing dwellings is generally standard-rated (a rate of 20%) although in some cases the

work may be reduced-rated (a rate of 5%). The purchase of completed dwellings is either zero-rated or exempt from VAT.

8. CONCLUSIONS

- 8.7. The council is keen to establish a company which can hold residential properties which it can let. Equinox Enterprises is not currently established to undertake this function and the council is seeking to establish a 'sister' company to Equinox Enterprises. This will enable Equinox Enterprises (wholly owned by the council) to hold rental properties and it will then seek to engage a letting agent to undertake the day-to-day tenancy management .
- 8.8. The Policy & Resources Committee has already agreed a mechanism through which the council will purchase the properties. This is set out in the Acquisitions & Disposals policy agreed at Committee in March 2019. This same meeting also agreeing an initial £2m capital budget which will be used to provide an initial tranche of funding for the new company to purchase the properties.
- 8.9. The council has sought independent legal advice from both nplaw and Trowers Hamlins who have considerable experience advising local authorities setting up their own property rental companies. Establishing the new company as a 'sister' company to Equinox ensures it is legally compliant and the more tax efficient vehicle to hold the properties. This report is seeking member approval to now proceed and establish the new company.

9. RECOMMENDATIONS

- 9.1. **Members consider the scope and strategic objectives of the Property Rental Company contained in this report and that these be incorporated within the Equinox Enterprises business plan.**
- 9.2. **a) Members consider that a 'sister' company to Equinox Enterprises be established to hold rental properties.**
- b) Members consider the appointment of the existing Directors of Equinox Enterprises as the Directors of the new Property Rental Company.**
- 9.3. **Delegate authority to the council's Strategic Director who, in conjunction with the Monitoring Officer, will establish the new company and engage a letting partner to undertake tenancy management for the rental properties.**
- 9.4. **That the Housing & Neighbourhoods Committee refer the report onto Full Council for consideration and approval.**

Area for consideration	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Acquisitions & Disposals Policy
Financial Implications:	Yes
Legal Implications (including human rights):	Yes
Risk Implications:	Yes
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

Subject: Review of Right to Buy Sales 2017-2019

Report to: ELT, 3 June 2019

Housing & Neighbourhoods Committee, 20 June 2019

Report by: Housing Director

SUBJECT MATTER / RECOMMENDATIONS

This report provides a case study of the financial and other impacts of the sale of homes through the Right to Buy in 2017/18 and 2018/19.

Housing & Neighbourhoods Committee are recommended to note the report and approve the following variations to the Use of Retained Right to Buy Receipts Policy:

- 1. To introduce a new price limit of £350,000 for acquisitions of homes which will meet specific needs for adapted or adaptable homes and for the acquisition of homes with 4 or more bedrooms**
- 2. To amend the payback period for these acquisitions from 30 to 40 years.**

1. INTRODUCTION

- 1.1 The Right to Buy was introduced through the Housing Act 1980 (as amended by the Housing Act 1985) creating a statutory right for most secure tenants to buy their home at a discount. When the Right to Buy was reinvigorated in 2012, government (via the now Ministry of Housing, Communities and Local Government (MHCLG)) allowed councils to enter into an agreement through which they could retain a larger proportion of the receipts from Right to Buy sales than had previously been the case as well as providing a specific ring-fenced amount of retained receipts. The retained receipts can only be used to support the delivery of additional affordable housing. The retention of more of the Right to Buy receipts was also designed to provide some mitigation of the negative impact on HRA business plans of increased sales, as HRA business plans had been based on previous (lower) levels of sales when the self-financing arrangements went live in 2012.
- 1.2 A requirement of the new funding agreement means that the Council must spend the retained Right to Buy receipts within three years and any unused

receipts are required to be paid to government with interest. This report uses the 2017/18 and 2018/19 financial years as a case study of the Right Buy.

2. RIGHT TO BUY SALES IN 2017/18

- 2.1 During 2017/18, there were 47 Right to Buy sales. The table below shows the types and sizes of homes sold.

Property Type	Number of Bedrooms				Total
	1	2	3	4	
Flat		6	1		7
Bungalow					0
House		8	29	3	40
Maisonette					0
Total	0	14	30	3	47

3. RIGHT TO BUY SALES IN 2018/19

- 3.1 During 2018/19, there were 50 Right to Buy sales. The table below shows the types and sizes of homes sold.

Property Type	Number of Bedrooms				Total
	1	2	3	4	
Flat	2	8			10
Bungalow	1	1			2
House		12	24		36
Maisonette		1	1		2
Total	3	22	25	0	50

4.0 Receipts from Right to Buy Sales

- 4.1 The 47 sales in 2017/18 generated a total receipt of £2,526,890. In accordance with the Council's agreement with MHCLG this receipt is split and used in a number of ways:

Total receipt from sales	£2,526,890
Admin fee (£1,300 per home)	£61,100
Debt allowance	£966,816

Assumed income allowance	£149,599
Payment to MHCLG	£365,289
Retained Right to Buy receipt	£984,086

- 4.2 The 50 sales in 2018/19 generated a total receipt of £2,630,332:

Total receipt from sales	£2,630,332
Admin fee (£1,300 per home)	£65,000
Debt allowance	£969,041
Assumed income allowance	£151,095
Payment to MHCLG	£365,289
Retained Right to Buy receipt	£1,079,907

The admin fee, debt allowance and assumed income allowance are retained by the Council and are used to support the Council's HRA capital programme. The payment to MHCLG relates to 75% of the receipt from the number of Right to Buy sales of homes expected when the self-financing arrangements were introduced.

- 4.3 The average receipt per property received by the Council was £53,763.62 in 2017/18 and £52,606.64 in 2018/19. The slightly lower average receipt in 2018/19 reflected an increase in the percentage of flats and maisonettes sold in this year.
- 4.4 In 2018/19, the average discount was £57,393 representing an average discount of 54%. For 12 of the sales, the maximum discount of 70% was applied, of which one discount was capped at the maximum discount of £79,800.

5 Spending the retained Right to Buy receipts

- 5.1 The Retained Right to Buy receipt for any year is made of receipts received in each of the four quarters in the year. The three years period for spending or committing the receipts on delivery of additional affordable housing is directly linked to the quarter in which that part of the receipt was received. The Council therefore closely monitors the spending of the retained receipts to ensure that the required spend is achieved for each quarter.

- 5.2 As the purchase of homes on the open market or the construction of new homes can be delayed this did mean that in 2017/18, £80,656.89 of retained receipts were not spent in time and had to be paid to MHCLG along with interest of £13,438.83. The applicable rate of interest charged on any receipts paid to the MHCLG is base rate plus 4%. The applicable rate is currently 4.75%. This level of interest is above the average rate of return made across the Council's investments. Interest is charged by the MHCLG to act as an incentive for authorities to pay any receipts it expects to be unable to spend to the MHCLG before the end of the three years. During 2018/19, the Council "overspent" the retained receipts requirement by fully committing the spend of retained receipts received in 2015/16 and bringing forward the spend of some receipts received in 2016/17. This flexibility helps the Council to manage the uneven pattern of when retained receipts are received and mitigates any impact from an acquisition or new build being delayed.
- 5.3 On 6 September 2018, Housing and Neighbourhoods Committee agreed the Use of Retained Right to Buy Receipts policy. This policy sets the framework for how the Council will spend the retained receipts within the following priority areas:
- Development of new homes by the Council
 - Provision of grants to Registered Providers
 - Acquisition of homes by the Council.
- 5.4 In developing new homes or acquiring existing homes on the open market, the Council can use retained Right to Buy receipts for a maximum of 30% of the costs of construction or acquisition and refurbishment costs with the remaining 70% of costs funded from other HRA sources. As the Council's reserves are being used to contribute to the improvement of the condition of the Council's housing stock, borrowing is used to match fund retained receipts. The borrowing used to support retained receipts expenditure has been affordable as it is borrowed over the short term at low rates (around 1%). Over time, these loans will need to be repaid or consolidated into longer term loans. If the Council chose to use all of the 2017/18 and 2018/19 retained receipts to replace homes lost through the Right to Buy by acquiring or building new affordable homes it will need to borrow £4,816,076 to match fund the available retained receipts.

- 5.5 If the Council chooses to use the retained receipts to give grants to Registered Providers for the provision of affordable homes, the Council can spend the retained receipts without increasing its borrowing. However, the additional affordable homes provided as a result will be owned and managed by the Registered Provider.

6 The use of retained Right to Buy receipts in 2017-18 and 2018-19

- 6.1 During 2017/18 and 2018/19 the Council spent £1,013,365 of retained Right to Buy receipts. In addition, the Council has borrowed £2,364,518 resulting in a combined spend of £3,377,883. No grants were provided to Registered Providers to deliver affordable housing, recognising the preference to spend the receipts to provide additional Council homes and the fact that currently Registered Providers can access higher levels of grant from Homes England and Registered Provider activity in the borough was limited across the two financial years.

- 6.2 The spend of £1,013,365 of retained receipts has resulted in the delivery of the following affordable homes:

2017/18 – Acquisition of 5 affordable homes.

2018/19 – Acquisition of 7 affordable homes and construction of 1 home.

It should be noted that the expenditure noted at paragraph 6.1 above includes expenditure on new build homes and acquisitions which were not completed in the same financial year.

- 6.3 The affordable homes were delivered were:

2017/18

Property Type	Bedrooms			Total
	1	2	3	
Flat				0
House		2		2
Bungalow		1	2	3
Total	0	3	2	5

The average cost of the homes acquired in 2017/18 was £178,017, with the most expensive property a 3-bedroom bungalow at £249,995 (new build).

When the costs of purchase and refurbishment are taken into account, the average cost of an acquisition was £199,720.

2018/19

Property Type	Bedrooms			Total
	1	2	3	
Flat		1		1
House		1	2	3
Bungalow	1		3	4
Total	1	2	5	8

The average cost of the homes acquired in 2018/19 was £149,571 including the flat. Excluding the flat and one-bedroom bungalow, the average price paid was £165,400. When the costs of purchase and refurbishment are taken into account, the average cost of the 7 acquisitions was £171,441.

- 6.4 Across 2017/18 and 2018/19, acquisitions have been the main route to spending the retained receipts with a focus on purchasing empty homes, Right to Buy “Buy Backs” (where a property is offered back to the Council for purchase during the first 5 years after purchase, as in such cases retained receipts can be used for up to 50% of the costs of purchase subject to a limit on total spend on such purchases) or occupied homes market homes. Acquisitions have been targeted at homes which meet specific housing needs which cannot readily be met in the existing affordable housing stock. The Use of Retained Right to Buy Receipts Policy sets a limit of £250,000 on the maximum purchase price for an acquisition and this limit is impacting on the ability to purchase larger homes and increasingly homes which can be or are already adapted to meet the specific need for adaptable homes which includes the need for wheelchair accessible homes. This cap is compounding the lack of supply of larger homes and accessible homes within the Council’s own housing stock and wider Registered Provider stock and contributing to significant waits for families who require a larger and/or accessible home. It is therefore recommended that this cap is increased to £350,000 for homes with 4 or more bedrooms and for homes with 2 or more bedrooms which are or can be adapted to meet the specific need for adaptable and accessible homes. Where the cap is increased, the overall cost of purchase and refurbishment should be considered over a 40-year payback period, reflecting the additional social value these homes provide.

7 Impact of Right to Buy sales

- 7.1 Over the two financial years the Council sold 97 affordable homes let on social rents through the Right to Buy and generated a total receipt of £5,157,222 of which £2,063,993 is within the retained receipts budget for future years spend. Across the 2 years, 13 additional affordable homes were acquired or built. Overall the net impact is a reduction of 84 homes.
- 7.2 The Council is unable to replace the homes it sells through the Right to Buy on a one for one basis due to the costs associated with new provision or acquisitions. Whilst the Council retains more of the receipts from Right to Buy Sales as a consequence of the agreement with MHCLG, the level of sales being experienced from 2013/14 at a minimum of 40 sales per annum means the Council will only be able to replace lost homes on a one for one basis by significantly increasing the spend on new affordable homes beyond the level which can be supported by retained receipts.
- 7.3 With sales at current levels, the impact is twofold, firstly the inability to replace sold homes on a one for one basis is reducing the supply of affordable homes overall and the number of relets available each year to meet housing need. Secondly, the reduction in the number of homes owned and managed by the Council has a negative impact on the average cost of managing and maintaining the Council's homes.
- 7.3 It will always be preferable for the Council to use retained receipts to seek to maximise the number of replacement homes within the Council's own stock. However, the requirement to use borrowing to fund 70% of the cost of replacement homes remains an issue despite the removal of the borrowing cap. The cost of borrowing must be affordable within the rental income generated by the Council's housing stock, income which is declining as a result of the number of sales. Current low interest rates have been beneficial and allowed the Council to afford the cost of borrowing to match fund the spend of retained Right to Buy receipts. However, the continued need for capital investment in the Council's housing stock and potential costs associated with the Middlegate estate improvements are factors which may mean that using retained receipts to provide grant funding to Registered Providers will at times, be a more affordable and appropriate option. To mitigate this risk and ensure that the Council can continue to deliver new build homes, it will enter into discussions with Registered Providers who are

developing 100% affordable or mixed tenure schemes in the borough to discuss the option of purchasing completed affordable homes as this may deliver the types of homes required at a reduced cost reflecting the economies of scale possible when larger schemes are delivered.

8 FINANCIAL IMPLICATIONS

- 8.1 As a consequence of the 97 Right to Buy sales in 2017/18 and 2018/19, the Council received a net receipt of £5,157,222 of which £2,063,993 represents the Council's retained Right to Buy receipts. If the Council chose only to use these retained receipts to directly build or acquire new affordable homes for rent, it would be required to borrow £4,816,076 to meet the remaining 70% of the cost of replacement homes. The remaining £3,093,229 was used to support the HRA capital programme.
- 8.2 During 2017/18 and 2018/19 the Council used £1,013,365 of retained Right to Buy receipts and borrowed £2,364,518 to match fund this spend. As a consequence of this total spend of £3,364,518, a total of 13 additional homes were added to the Council's housing stock, with other spend related to completions of homes in other financial years.

9 RISK IMPLICATIONS

- 9.1 The sustained level of Right to Buy sales continues to impact on the Council's ability to meet to meet housing need as a result of the reduction in homes available each year to meet housing need. This impact continues to be mitigated as much as possible by targeting the use of retained receipts on homes for which there is the highest need – reflecting both housing need and the supply of homes available to meet that need.
- 9.2 The need to increase the maximum price which can be paid to acquire larger and adaptable homes will ensure that more such homes can be purchased, however, it will potentially reduce the number of homes which can be built or acquired overall using the available retained receipts. This risk will be mitigated by ensuring that delivery of new homes is matched carefully to housing need and by continuing to deliver good value for money for all acquisitions or new build contracts.

- 9.3 The significant increase in the sale of flats in 2018/19 has increased the number of leasehold homes managed by the Council. As the Council is currently part way through a significant investment in its housing stock, there is a risk that some leaseholders will not be correctly billed for works to their home. This risk is being mitigated through appropriate procedures which will ensure timely notification of works to leaseholders and accurate billing which is supported by ongoing discussions with GYN about the capital programme.

10 CONCLUSIONS

- 10.1 The Right to Buy has allowed many tenants to buy their home with sales increasing over the last few years to the current peak of 50 sales in 2018/19. This impact of these sales on the Council is an ongoing reduction in the number of homes owned and managed and consequential negative impact on the Council's ability to meet housing needs. As a consequence of the 97 sales across 2017/18 and 2018/19 the Council accumulated £2,063,993 of retained receipts to part fund the costs of directly replacing sold homes in its own stock or to provide as grants to Registered Providers to deliver new homes over the next three years. Across 2017/18 and 2018/19 the spend of retained receipts received in 2014/15 and 2015/16 resulted in 13 new homes being built or acquired. Whilst the use of retained receipts is targeted at homes for which there is the greatest housing need, the ability to acquire larger or adaptable homes is being constrained by the current limit on the maximum price which can be paid for an acquisition. It is therefore recommended that the Council increases the price limit for acquisitions of homes with 4 or more bedrooms and for homes which are adapted or can be adapted to meet the specific need for adaptable and accessible homes.

11 RECOMMENDATIONS

It is recommended that Housing & Neighbourhoods note the report and approve the following variations to the Use of Retained Right to Buy Receipts Policy:

1. To introduce a new price limit of £350,000 for acquisitions of homes which will meet specific needs for adapted or adaptable homes and for the acquisition of homes with 4 or more bedrooms.
2. To amend the payback period for these acquisitions from 30 to 40 years.

12 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:	Management Team/ELT
Section 151 Officer Consultation:	Management Team/ELT
Existing Council Policies:	Corporate Plan
Financial Implications:	Covered in report
Legal Implications (including human rights):	N/A
Risk Implications:	Covered in report
Equality Issues / EQIA assessment:	Recommendation sees to improve equality by amending the Use of Retained Right to Buy Receipts to facilitate the acquisition of accessible and large family homes.
Crime & Disorder:	N/A
Every Child Matters:	N/A

Subject: Period Poverty

Report to: Housing & Neighbourhoods Committee – 20 June 2019

Report by: Neil Shaw, Strategic Director

RECOMMENDATION

To note the work of the Tricky Period project in response to the council motion.

1. INTRODUCTION

1.1. The following motion was resolved at Full Council on 13 December 2018:

That the Council tasks the Housing and Neighbourhoods Committee to explore how to alleviate Period Poverty in Great Yarmouth. By working with partners and to explore the possibility of approved Local community charities to collect and distribute in the most discrete way, sanitary products to those most in need. That the Council, identifies funds to a maximum of £5,000 per annum for the sole purpose for the purchase of sanitary products for distribution via those identified partners and charities. Welcoming the fact that the Government has made a commitment to abolish VAT on sanitary at the earliest opportunity then the Council further notes that this opportunity will be available upon leaving the European Union.

2. ACTION TO ADDRESS THE MOTION

2.1. The council is aware that some local voluntary organisations are already promoting the 'Tricky Period' campaign to improve access to free sanitary products. In addressing the motion the council identified opportunities to more widely promote awareness of the existing provision, expand the current local approach and engage with more vulnerable residents locally.

2.2. A briefing was circulated to all members on 15 February 2019 and this report provides an update on the progress of the work. The project commenced in March 2019. The project involves the council's Customer Services and Neighbourhoods and Communities teams working with the following organisations:

- GY Library
- DIAL
- Salvation Army
- Citizens Advice Bureau and Revolutionary Roots (an organisation supporting young people based at the CAB)
- MAP (a drop in and advice centre for young people)
- Great Yarmouth Minster and Minster Mission (Pathways)

2.3. The council have gained the support of In Kind Direct – a national organisation who receive supplies of a wide range of free cosmetic and sanitary products direct from manufacturers. A number of the local organisations identified are registering with In Kind Direct to receive free supplies of sanitary products. GY Library and the

Salvation Army already receive donations from other sources and have been running the 'Tricky Period' campaign for some time. Tesco have agreed to support the project by supplying a number of free products for a 12 month period and the project funding agreed by members has provided products at wholesale prices for distribution. It is hoped that other local organisations can be encouraged to donate to the programme locally, thus reducing the need for continued purchasing of products from a wholesaler.

- 2.4. The council is also participating in the project directly by providing distribution points for the free items at Greyfriars House, Comeunity and MESH Neighbourhood offices.
- 2.5. Numbered vouchers are provided which entitle the bearer to enough products to cover one month's menstrual cycle. The vouchers have been distributed at locations around Great Yarmouth including the key partner organisations. Women and girls will be able to come to these places (which will be advertised on posters around the town) to redeem their vouchers and receive free products. Distribution partners are keeping a log of voucher numbers redeemed and the date.
- 2.6. Partners are making their staff and volunteers aware of how the scheme will work, and whilst they will not record any information about the women receiving the products, they will need to be able to keep an eye on whether there are any regular recipients and be able to open a conversation with them about whether they need other support or help.
- 2.7. The council has designed and printed vouchers, posters and distribution bags. A copy of one of the posters is attached as an appendix. The posters will be put up around Great Yarmouth and Gorleston to promote the project, particularly in ladies toilets. Posters have been sent to all local schools. Posters will also be distributed in Portuguese. The project is being promoted on social media to help raise awareness. Partners were called together for a meeting on 3 June and positive initial feedback has been received so far.

3. FINANCE

£213 has been used to fund the production of the posters, vouchers, leaflet holders and bags. £297 has been used to bulk purchase products. Funding will be provided up to a maximum of £5,000 to support the project if additional demand is identified by the distribution partners during 2019/20.

4. LEGAL

None

5. RECOMMENDATION

To note the work of the Tricky Period project in response to the council motion.

Area for consideration	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	No
Financial Implications:	Yes
Legal Implications (including human rights):	No
Risk Implications:	No
Equality Issues/EQIA assessment:	Yes
Crime & Disorder:	No
Every Child Matters:	No

HAVING A TRICKY PERIOD?

If you're struggling to afford sanitary pads and liners then you can get free sanitary products under the **Tricky Period Scheme**.

It's as simple as

Pick up a free voucher.



Hand in your voucher.



Pick up your free sanitary products.



COLLECTION POINTS

FOR VOUCHERS AND FREE PRODUCTS

Great Yarmouth Library,
Tolhouse Street,
Great Yarmouth

Citizens Advice Bureau,
Revolutionary Roots,
2 Stonecutters Way,
Great Yarmouth

Salvation Army,
Tolhouse Street,
Great Yarmouth

Comeunity,
135 King Street,
Great Yarmouth

DIAL,
Kingside,
26 King Street,
Great Yarmouth

Greyfriars House,
Greyfriars Way,
Great Yarmouth

MAP,
52a Deneside,
Great Yarmouth

Great Yarmouth Minster,
Church Plain

MESH,
Magdalen Way,
Gorleston