



GREAT YARMOUTH
BOROUGH COUNCIL

Housing and Neighbourhoods Committee

Date: Thursday, 22 June 2017

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.

- | | | |
|-----------|---|----------------|
| 3 | <u>MINUTES</u> | 4 - 8 |
| | To confirm the minutes of the meeting held on the 24 April 2017. | |
| 4 | <u>MATTERS ARISING</u> | |
| | To consider any matters arising from the above minutes. | |
| 5 | <u>FORWARD PLAN - HOUSING AND NEIGHBOURHOODS</u> | 9 - 9 |
| | Forward Plan attached. | |
| 6 | <u>COMMUNITY LED HOUSING - BACKGROUND REPORT</u> | 10 - 18 |
| | An update on the programme will be given at the meeting by Debbie Wildridge, Community Land Trust (East). | |
| 7 | <u>LEASEHOLD SERVICE CHARGES</u> | 19 - 39 |
| | Report attached. | |
| 8 | <u>HOUSING REVENUE ACCOUNT - OUTTURN 2016-17</u> | 40 - 52 |
| | Report attached. | |
| 9 | <u>HOUSING AND NEIGHBOURHOODS PERFORMANCE MEASURES 2016/2017</u> | 53 - 61 |
| | Report attached. | |
| 10 | <u>BUILDING RESILIENT LIVES</u> | 62 - 77 |
| | Update on submission to NCC. | |

11 WELLESLEY RECREATION GROUND

78 - 88

Future options.

12 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.

13 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

Monday, 24 April 2017 at 18:30

PRESENT:

Councillor Carpenter (in the Chair); Councillors Borg, M Coleman, Flaxman-Taylor, Grant, Hacon, Mavroudis, Robinson-Payne, Waters-Bunn, and Williamson.

Councillor Jones attended as a substitute for Councillor K Grey.

Councillor Stenhouse attended as a substitute for Councillor Walch.

Mr R Read (Director of Housing & Neighbourhoods), Mr R Gregory (Group Manager Neighbourhoods & Communities), Mr T Chaplin (Group Manager, Housing Services), Mrs V George (Group Manager, Housing Health & Wellbeing), Mr N Fountain (Senior Strategic Planner) and Mrs C Webb (Member Services Officer).

Mr R Oliver (Norse)

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors K Grey and Walch.

2 DECLARATIONS OF INTEREST

There were no Declarations of Interest declared at the meeting.

3 MINUTES

The minutes of the meeting held on 2 March 2017 were confirmed.

4 MATTERS ARISING

The Chairman requested that in reference to minute number 1, Sustainability & Transformation plan for Norfolk & Waveney, that the Committee be forwarded copies of the power point presentation made by the CCG representatives.

A Member reported that the Forward Plan had been omitted from the agenda, therefore, the Member Services Officer agreed to circulate a copy of the Forward Plan by e-mail to Committee members following the meeting.

5 HOUSING WHITE PAPER

The Director of Housing & Neighbourhoods and the Senior Strategic Planner gave a presentation outlining the recent Government Housing White paper which identified the key challenges and opportunities for the Council and the proposed responses to the consultation on the White Paper and associated document.

The Committee requested the following additional responses:-

- The Council were concerned regarding extending the Right to Buy to Low Cost Homes/Council owned dwellings.
- The White Paper did not address Brownfield Sites - the Council should receive additional funding to ease the Borrowing Cap if the Council could make a firm Business case to do so.
- Penalties for developers for land banking - suggest a tax on each undeveloped plot. The Borough has 800-1000 permissions granted but work had not commenced.
- Extra funding towards Compulsory Purchasing Powers to enable the Council to bring identified brownfield sites forward for development.
- The White paper to include a minimum standard of house/room size to achieve an acceptable form of development to prevent "the slums of the

- future".
- The PDA's response to Development Corporation to help bring the development of difficult sites forward.

The Senior Strategic Planner agreed to amend the Council's response to the White Paper and to circulate copies of the amended response to the Committee, via e-mail, for their approval.

RESOLVED:

That the Committee:

- (i) Note the Housing White Paper, and its significance for Great Yarmouth Borough Council; and
- (ii) Agree the responses to the Housing White Paper, included the additional responses agreed at the meeting, and associated "Build to Rent" consultation.

6 ESTATES REGENERATION

The Director of Housing & Neighbourhoods & the Norse Manager updated the Committee on the plans for the use of grant funding awarded by the DCLG under the Estates Regeneration Programme.

The Director of Housing & Neighbourhoods reported that with reduced revenue and capital resources available within the Housing Revenue Account, competing demands and no major grant funding available, the estates regeneration programme represented an opportunity to explore options for the regeneration of the Middlegate estate and to link it closely to the neighbourhoods that Work programme, wider town centre regeneration and the Council's housing aspirations.

RESOLVED:

- (i) That the Committee note the programme of work agreed with the DCLG; and
- (ii) To include, as part of the quarterly update report, to the Housing & Neighbourhoods Committee.

7 VOLUNTARY SECTOR GRANTS

The Group Manager, Neighbourhoods & Communities, gave an update on the current activity and delivery through the Voluntary, Community and Social Enterprise Sector commissioned services.

The Group Manager, Neighbourhoods and Communities, reported that Internal Audit were still reviewing the processes which had been undertaken resulting in four VCSE organisations being awarded funding to deliver VCSE support services for the period of one year in January 2017.

Members raised the following issues:

- Further clarification regarding small and medium sized organisations. The Group Manager, Neighbourhoods & Communities, agreed to carry out the required amendment.
- That the Committee was expecting two reports, one to the Audit & Risk Committee and one, as a result of an internal review of the processes, by the Committee itself.
- The tight timescale between the final report being considered by the Committee and the process starting in September. The Director of Housing & Neighbourhoods reported that there was an option to extend the four grant awards for a further year.
- That local charities were being left in a vulnerable financial position by the Council which kept moving the goalposts which Members were unhappy with.

The Director of Housing & Neighbourhoods agreed to bring a further report to the next meeting.

RESOLVED:

That the Committee note the report and a further report be received at the next meeting of the Housing & Neighbourhoods Committee on 15 June 2017. The item to be added to the Forward Plan.

8 BUILDING RESILIENT LIVES

The Group Manager, Housing Health & Wellbeing provided a verbal update to inform Members of the Current situation and work being undertaken following Norfolk County Council's decision to reduce housing related support funding across the County.

RESOLVED:

That the Committee note the report.

9 ANY OTHER BUSINESS

(i) Forward Plan.

Councillor Williamson requested that a report on the Leaseholder Service be placed on the Forward Plan. The Chairman requested that this be added to the Forward Plan for the next meeting.

(ii) Street Naming

The Chairman reported that the access to the new Hertford Way development required naming. Three suggestions had been put forward, Homerton Close, Wolfson Close and Robinson Close. The Director of Housing & Neighbourhoods would e-mail the Committee and ask for their choice and the result would be given at the next meeting.

The Chairman thanked the Committee for their hard work and support during her tenure as Chairman of the Committee.

10 EXCLUSION OF PUBLIC

11 CONFIDENTIAL MINUTES

The Chairman reported that the Confidential Minutes were withdrawn from the agenda.

The meeting ended at: 20:30

Forward Plan for Housing & Neighbourhoods Committee

	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Housing & Neighbourhoods	Policy & Resources	Council
1	Housing & Neighbourhoods Performance Data - Year end	Director of Housing & Neighbourhoods	14/06/17	22/06/17		
2	Leasehold Services	Group Manager (Housing Services)	14/06/17	22/06/17		
3	Update on Building Resilient Lives development	Group Manager (Housing Health & Wellbeing)	14/06/17	22/06/17		
4	Update on work with the Community Land Trust	Director of Housing & Neighbourhoods	14/06/17	22/06/17		
5	Voluntary & Community Sector Support Services	Group Manager (Neighbourhoods & Communities)	14/06/17	22/06/17		
6	Wellesley Recreation Ground - Future Options	Director of Housing and Neighbourhoods	14/06/17	22/06/17		
7	ASB Policy	Group Manager (Neighbourhoods & Communities)	19/07/17	27/07/17		
8	Draft Housing Strategy	TBC	19/07/17	27/07/17		
9	Housing & Neighbourhoods Performance Data - Q1	TBC	19/07/17	27/07/17		
10	Using Social Impact Bonds to deliver housing	TBC	19/07/17	27/07/17		
11	Private Sector Stock Condition Survey	Group Manager (Housing Health & Wellbeing)	18/10/17	26/10/17		
12	Review of Garden Maintenance Charges	Group Manager (Housing Services)	TBC	TBC		

Subject: DCLG Estates Regeneration Programme

Report to: Housing & Neighbourhoods Committee

Report by: Robert Read, Director of Housing & Neighbourhoods

Date: 24th April 2017

SUBJECT MATTER/RECOMMENDATIONS

To update Housing and Neighbourhoods Committee on the plans for the use of grant funding awarded by the DCLG under the Estates Regeneration Programme

1. INTRODUCTION/BACKGROUND

The Estates Regeneration Programme was launched in January 2016, when the then Prime Minister announced a programme to improve the life chances of the most disadvantaged by working with a large number of housing estates across the country to radically transform them.

On 26th May 2016, The Council submitted an Expression of Interest in the Government's Estates Regeneration programme, with a view to looking at Estates near the Town centre as they most closely matched the criteria for the scheme.

Following a report to Housing & Neighbourhoods Committee on 28th July 2016, the Council undertook a self-assessment and this was followed up by a visit by the DCLG's team of experts.

At the beginning of 2017, following the publication of the Government's National Strategy for Estate Regeneration, the Council was encouraged to put in an application for a £32m pot of money to fund preparatory and feasibility work on the Middlegate Estate.

A summary of the Government's strategy accompanies this report.

In February 2017 a bid was put in for £320k of funding and on 17th March 2017 it was confirmed that the Council had been successful. Some of the aspects of the proposals that the DCLG were particularly interested in were:

- The strong links between physical and social regeneration represented by neighbourhood management and the Neighbourhoods that Work Programme
- The strong track record of Great Yarmouth in community engagement
- The regeneration being part of a wider programme to improve place, local economy and life chances, e.g. the link to town centre regeneration
- Potential links to housing growth and improvement, represented by the nearby waterfront development prioritised in the Local Plan and potential for an improvement programme for private sector stock

2. Outline of work to be undertaken

The DCLG have identified three stages of the regeneration process.

- Preparation
- Planning
- Delivery

The Middlegate project is at the 'Preparation' stage and as such all options for regenerating the estate are open to being considered. The following programme has been agreed with the DCLG and will be delivered through the Housing Assets Joint Venture Company, GYN:

Deliverable	Commencement/ Completion date
Establish (Internal) Project Team Appoint Development Manager	April 2017
Initial Appraisal & Information Gathering	May 2017

Commence Tenant/Resident Liaison and Member engagement	May 2017
Preparation of tender package for appointment of design and Viability consultants	July 2017
Design/Define project Brief	August 2017
Appoint Design Team (following Resident/member/Project Team interviews)	November 2017
Undertake Area Assessment (Including Thermal Imaging)	December 2017
Area Assessment submission to residents and members	March 2018
Initial Appraisal Options	March 2018
Evaluation and refinement of design and viability appraisal by project team.	April 2018
[Based on reduced options] Explore delivery route options	May 2018
Draft Final Options Report	August 2018
Final Feasibility & Options Appraisal submission	October 2018

In addition to the £32 million released for the preparation stage, the Government has also made £140 million in loan funding available over the length of this Parliament to encourage investment in regeneration from the private sector.

3. **FINANCIAL IMPLICATIONS**

The key financial implication at this stage is the requirement to ensure that the £320k is spent in line with the programme above. No match funding is required, however, there will be a call on officer's time to contribute to the delivery of the programme.

Further financial implications will be assessed as the scheme progresses and indeed one of the key deliverables will be an appraisal of financial models to help bring about the regeneration.

4. **RISK IMPLICATIONS**

The key risk issue at this stage is ensuring that the scheme is seen in a positive light and that communication and community engagement is managed carefully in order to prevent any unsettlement amongst residents of the estate.

This can be managed through the expertise of the neighbourhood management team working with housing staff and local Members.

5. **CONCLUSIONS**

With reduced revenue and capital resources available within the Housing Revenue Account, competing demands and no major grant funding available, the Estates Regeneration Programme represents an opportunity to explore options for the regeneration of the Middlegate Estate and to link it closely to the Neighbourhoods that Work Programme, wider town centre regeneration and the Council's housing aspirations.

6. **RECOMMENDATIONS**

- To note the programme of work agreed with the DCLG
- To include as part of the quarterly update report to Housing & Neighbourhoods Committee.

7. **BACKGROUND PAPERS**

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:	Through EMT
Section 151 Officer Consultation:	Through EMT
Existing Council Policies:	Corporate Plan
Financial Implications:	As above
Legal Implications (including human rights):	None identified at present though these are likely to arise and will need to be appraised as the

	scheme progresses
Risk Implications:	As above
Equality Issues/EQIA assessment:	The scheme is designed to improve the life chances of all residents and equalities issues will need to be appraised as the scheme progresses
Crime & Disorder:	The scheme is designed to have a positive effect on crime and disorder
Every Child Matters:	The scheme is designed to have a positive effect on the life chances of children and young people



Department for
Communities and
Local Government

Estate Regeneration National Strategy

Executive Summary

December 2016

Department for Communities and Local Government
Page 15 of 88

Executive Summary

1. Estate regeneration can transform neighbourhoods by delivering well designed housing and public space, a better quality of life and new opportunities for residents. It provides an opportunity both to improve housing for existing residents and to provide much needed new homes, particularly in urban areas, where estates have been built at relatively low densities. We believe estate regeneration has the potential to deliver thousands of net additional homes over the next 10 to 15 years.
2. We recognise that estate regeneration can often be challenging. This national strategy aims to support local partners to improve and accelerate local estate regeneration to deliver more and better quality housing, drive local growth and improve opportunities for residents.
3. We have seen some excellent examples of regeneration schemes in all parts of the country. Whether finished, in delivery, just getting going or still an idea, it is clear that no two schemes are the same and different places face different challenges. A 'one size fits all' national approach is not appropriate. But we think there are three key principles that underpin successful estate regeneration:
 - a. Community engaged as partners
 - b. Support and leadership of the local authority
 - c. Willingness to work with the private sector to access commercial skills and lever in investment.
4. We have seen many estates in need of regeneration, characterised by poor quality housing, unattractive buildings in physical decline, and large areas of underutilised and degraded open space. They are often inward looking and physically, socially and economically disconnected from their surroundings, leading to higher concentrations of social deprivation and lack of opportunities for communities living there.
5. Through a combination of practical advice and guidance, the national strategy addresses the common elements and challenges that most schemes will need to consider. It is particularly aimed at the early stages of regeneration, as schemes move from aspiration and concept to developing tangible options and plans. We know from our discussions that getting this right is critical to the success of a scheme.
6. We recognise that there is already a considerable body of good practice, published guides and reports. We have sought to draw on and signpost these whilst providing guidance where we have identified gaps. Our intention is to add to this resource as we continue to work with schemes.
7. The national strategy has been developed with the Estate Regeneration Advisory Panel, co-chaired by Lord Heseltine and the Housing and Planning Minister. [A list of panel members is here](#). It has also been informed by our discussions with over 100 areas, from all parts of the country that came forward to work with us. We will continue to work with these areas to help them progress their plans.
8. We are grateful to everyone who has given us their time, hosted visits and shared their experiences and expertise. Their input has been invaluable in ensuring the national strategy is grounded in what works in practice.

-
9. The national strategy comprises:
 - a. **Resident engagement and protection:** sets out Government expectations for ensuring that residents are at the centre of re-shaping their estates, in partnership with authorities and developers, and are protected during the lifetime of an estate regeneration scheme.
 - b. **Role of the local authority:** sets out the importance of wider place making, strategic use of public sector land, design and effective use of the planning system.
 - c. **Financing and delivering estate regeneration:** provides options for building a sound financial base, including setting out the key challenges, advice on particular aspects and de-mystifying the processes and terminology.
 - d. **Good practice guide:** steers schemes through all the key stages, from developing the initial idea through to build out and delivery; includes checklists on process design and quality to ensure important issues or stages are not overlooked; provides a framework for overall sequencing.
 - e. **Better social outcomes:** reports on Government's work with four estates on mapping public spend in estates, in the broader context of looking at how estate regeneration schemes can be part of a place based approach to tackling poor life chances.
 - f. **Alternative approaches:** provides advice on community-led housing development as an effective means of putting the community at the heart of housing delivery.
 - g. **Case studies:** illustrate and highlight particularly positive elements from a range of schemes, including design and quality, community engagement and strategic and innovative financing.
 10. Government recognises that without some public investment early on, many schemes will not get off the ground. The estate regeneration funding prospectus enables areas to bid for a share of £140m of loan funding, £30m of enabling grant, and £2m of capacity building funding. This financial support from government is directly targeted at de-risking the early stages of regeneration schemes and providing support to areas for such activities as community engagement, feasibility studies, scoping of proposals and masterplanning. There is also support available for preconstruction activities such demolition and moving residents. More information is in the Funding Prospectus.
 11. Alongside this, where appropriate, estate regeneration schemes can make use of other government measures designed to boost delivery of new homes, particularly in areas of high need. These include the £7 billion that the government has made available to support delivery of new affordable homes, including Shared Ownership, Rent to Buy and Affordable Rent and the £2.3 billion of housing infrastructure funding. Schemes can also benefit from the government's commitment to release land from the government estate and to work with local authorities to release their land, offering the potential to cross-subsidise development at a local level. Local authorities will also be able to make use of changes to planning policy and benefit from the Housing Zones programme.

Subject: LEASEHOLD SERVICE CHARGES

Report to: Housing & Neighbourhoods Committee 22nd June 2017

Report by: Trevor Chaplin, Group Manager Housing Services

SUBJECT MATTER/RECOMMENDATIONS

This report provides details on the legal background and procedures for raising annual service charges and further charges for major works to leasehold properties within the GYCH stock.

Committee are asked to note this report

1. INTRODUCTION/BACKGROUND

- 1.1 When a flat or maisonette is purchased under the Right to Buy (RTB) scheme or on the open market, the council is still responsible for the upkeep of the structure, exterior and communal areas of the block and for providing services.
- 1.2 The lease is a legal contract between the leaseholder and us (the landlord). It sets out the boundaries of their property and their estate (if relevant) and any garden or amenities included in the sale. It also explains rights and responsibilities of both parties.
- 1.3 In accordance with most leases Great Yarmouth Borough Council is legally required to recover costs for responsive repairs and services provided through the annual service charge mechanism in the lease.
- 1.4 All leaseholders are required to pay a share of the cost of these services, called a service charge. These are billed annually in arrears by 30th September each year.

2. SERVICE CHARGES

2.1 Service charges are paid to the council to cover a share of the cost of managing, maintaining, improving, repairing, insuring and providing services to the block or estate they live in.

2.2 Service charges are divided into four areas:

- Services
- Block repairs
- Block insurance
- Management costs

2.3 Leaseholders might also have extra charges to pay if they purchase a property in certain blocks of flats that have extra facilities such as:

- caretaking services
- cleaning shared areas
- window cleaning to communal areas
- lift services
- fire equipment
- street cleaning within the boundaries
- electricity and communal lighting
- door-entry system
- communal TV aerial system

2.4 Costs for each block and estate are requested by the end of April each year for the preceding year and take several months to collate and check. Great Yarmouth Borough Council can **ONLY** recover actual costs incurred.

2.5 Leaseholders are sent an annual invoice and a statement of service charges with a breakdown of each area of repair or service to the block, the number in the block, and the total costs.

For example: There may have been 6 separate chargeable repairs over the year with a total spent of £624. The leaseholder's statement of service charges will apportion this as per the lease (number of properties in block) and in this case 6 flats in the block to give a total on the statement of £104.

- 2.6 The leaseholders are also supplied with an information sheet on what type of repairs may have been carried out. We do not and are not required to list every single repair that has taken place in the block. We group them together for example (these are just a few of them) and provide descriptions of each

- Boundary areas/walls/car parks/paths / shed/outbuildings etc
- Communal Electricity
- Door Entry Systems
- Entrances/passageways/Light repairs
- Structural repairs

(See appendix 1)

- 2.7 We also send an invoice, ways on how to pay, a summary of tenants' rights and obligations.
- 2.8 If the leaseholder requires further information regarding specific repairs or how we came to a figure, we are obliged to offer a place that is accessible to the leaseholder to view invoices and repair information, the onus is on the leaseholder to come in and view the information.
- 2.9 As the invoice is served in arrears the time to pay is 28 days. Leaseholders are aware the invoice is coming each year and should prepare for the bill.

3.0 Management Fees

- 3.1 Management fees are charged as per the terms of the lease as the Council are entitled to recover the costs of managing the leasehold service.
- 3.2 We charge a management fee to cover all administration costs of calculating charges, managing accounts, dealing with enquiries, supervising services and so on.
- 3.3 The fees are broken down into two bands and reflect the true cost of managing the leaseholder properties. The first band is a Leasehold Management Fee. All leaseholders were charged a fixed fee of £120.09 for leasehold management, staff & associated costs, and corporate & legal costs for 2015/2016. This covered the leasehold-related costs of the Leasehold Management Team such as calculating service charges, producing annual Estimates and Schedules of Service Charges, issuing invoices, dealing with queries, issuing Ground Rent Notices, payment reminders, producing newsletters, office overheads and so on.
- 3.4 The second band is a Service Management Fee. This is a percentage fee of 15% and is only added to the cost of services such as caretaking and communal cleaning, repairs and grounds maintenance, to cover the cost of managing those services. It is not charged on Building Insurance.
- 3.5 This does not completely cover our costs, however the amount charged is both fair and reasonable.
- 3.6 The costs were apportioned equally between 333 leaseholders in 2015/2016

4.0 Leasehold Consultation on Major Works

- 4.1 Section 151 of the Commonhold and Reform Act 2002 amended the statutory requirements for consulting Leaseholders on Qualifying Works and Qualifying Long Term Agreements. The consultation process is commonly called the "Section 20 Consultation".
- 4.2 If we need to carry out major works (works costing more than £250 per leaseholder) or enter into long term agreements we must consult with our leaseholders
- 4.3 Major Works are any works provided to the building in which the leasehold property is situated that will incur a cost of more than £250 to any one individual leaseholder in one financial year. If this is the case, Great Yarmouth Borough Council must undertake 'Section 20' (S20) consultation. If we do not consult under S20 we will only be able to recover a maximum of £250.00 regardless of how much the work actually cost.
- 4.4 Major works are works to the building for repair or maintenance issues and improvements.
- 4.5 The consultation for Qualifying Work can be carried out under a Schedule 3 One Stage notice (Appendix 2) or under a Schedule 4 Part 2, 3 Stage Notice (Appendix 3)
- 4.6 The S20 consultation process starts with a Notice of Intention: This is sent to all affected leaseholders and any Tenants & Residents Association notifying them of our intention to carry out work. The notice must:
- describe, in general terms, the works proposed
 - invite observations in writing;
 - give the address to which such observations must be sent;

- state that they must be delivered by the due date;
- give the date on which the consultation period ends (30 days);
- inform leaseholders that they have the right to nominate a contractor

4.7 We also send an information leaflet on the S20 process (appendix 4)

4.8 Consultation involves only the pre tender stage but leaseholders are not invited to nominate their own contractor.

4.9 If the Council consult under S20 Schedule 4 part 2 (3 stage process) then the leaseholders are invited to nominate their own contractor. The Council also send

- Tender Stage (consultation): This is where we send the leaseholder details of the estimates we have received for the work and any observations received
- Award of Contract: This is where we will tell leaseholders who has been awarded the contract. We only have to send this letter if we do not choose the lowest quote.

5.0 Major Works Management Fees

5.1 A management fee is charged at invoice to all S20 Major Works. The recommended amount by the First Tier Property Tribunal is up to 20%. Great Yarmouth Borough Council charge 10% for all Major Works above the value of £5000 per Leaseholder. Below this threshold an amount of 15% is added. These fees are inclusive of the GYN management charge. This means that leaseholders are not paying two separate management fees for S20 Major Works.

5.2 Major works are not subject to VAT.

6 FINANCIAL IMPLICATIONS

- 6.1 In 2015/2016, £146,500 was billed for service charges and ground rent.
- 6.2 We estimate that 2016/2017 the service charges and ground rent charges, to be billed by September, will be in the region of £165,000 for service charges. We further estimate that in 2016/2017, Major Works to be billed will be around £200,000

7. RISK IMPLICATIONS

- 7.1 Failure to apportion costs to leaseholders under the terms of the lease will lead to financial loss to the Housing Revenue Account (HRA) and the full burden of costs being born by rent payers.

8. CONCLUSIONS

- 8.1 It is reasonable and appropriate to ensure that leaseholders meet their obligations under their lease and pay any correctly assessed and billed service charges and any contribution to major works to their properties.

9.0 RECOMMENDATIONS

- 9.1 It is recommended that Committee note the report.

10.0 BACKGROUND PAPERS

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

Service Charges & Repairs Information Sheet

Ground Rent – This is a specific requirement of the lease and must be paid on the due date.

By law we must give you notice that your ground rent is due and we will send you a written demand before it is due to be paid.

Communal Cleaning and Caretaker - This is the cost of providing a caretaker or cleaning service to the communal areas of your block or if we carry out a mobile cleaning service. Also includes cleaning communal windows, litter picking and fault reporting.

Communal Lighting – This is the cost of electricity to power lighting to the internal and external communal areas of your block.

Communal Aerial – This is the cost of repairing, servicing and maintaining the communal television aerial.

Door Entry System – The cost of maintaining a controlled entry system, including annual servicing costs and any repairs and call-outs

Grounds Maintenance – the cost of maintaining communal areas of grassed land, car parking areas, weeding pathways and grounds cleansing. Landscaping and tree management. Clearance of rubbish and graffiti.

CCTV – The cost of servicing and repairing CCTV equipment if you have this service

Responsive Repairs – This covers the cost of the day to day general repairs, servicing and maintenance to the structure and communal areas of your block. This includes any boundary walls and fences for which the Council are responsible for maintaining.

These have been broken down further on your annual service charge statement so you can see which area of the block had repairs

- **Entrances, Lights And Passageways** – Repairs To Communal Entrance Doors including frames, Communal Windows, Sills and Lintels, Canopies, Communal Lighting, Passageways, Communal Electrical Repair, Stairwells, Replacing bulbs or tubes, Resetting timers or other repairs.
- **Pipes, Drains and Cables** – Repairs To Gutters, Soffits, Fascia Boards, Dry Verge Caps, Downpipes, Drainage, External Cables, Manhole covers and Gullies
- **Boundaries, Walls And External Communal Areas** – Any Repairs Carried Out To Fencing, Boundary Walls, Car Park Areas, Paved Communal Areas, Bin Stores, Drives, Paths, Entrance Gates, Garage Blocks and Hard Standings
- **Structural** –Structural Repairs to the skin of the building. Covers Brickwork, Roofing Slate and Felt Repairs, Rafters, Purlins, Binders, Roof Trusses External Stairwells, Balconies and Sheds, External Woodwork, Foundations, Joists and Beams, Chimney Stacks and Flues.

Internal Decorations – The costs of redecoration and associated repairs to the internal communal areas of your block

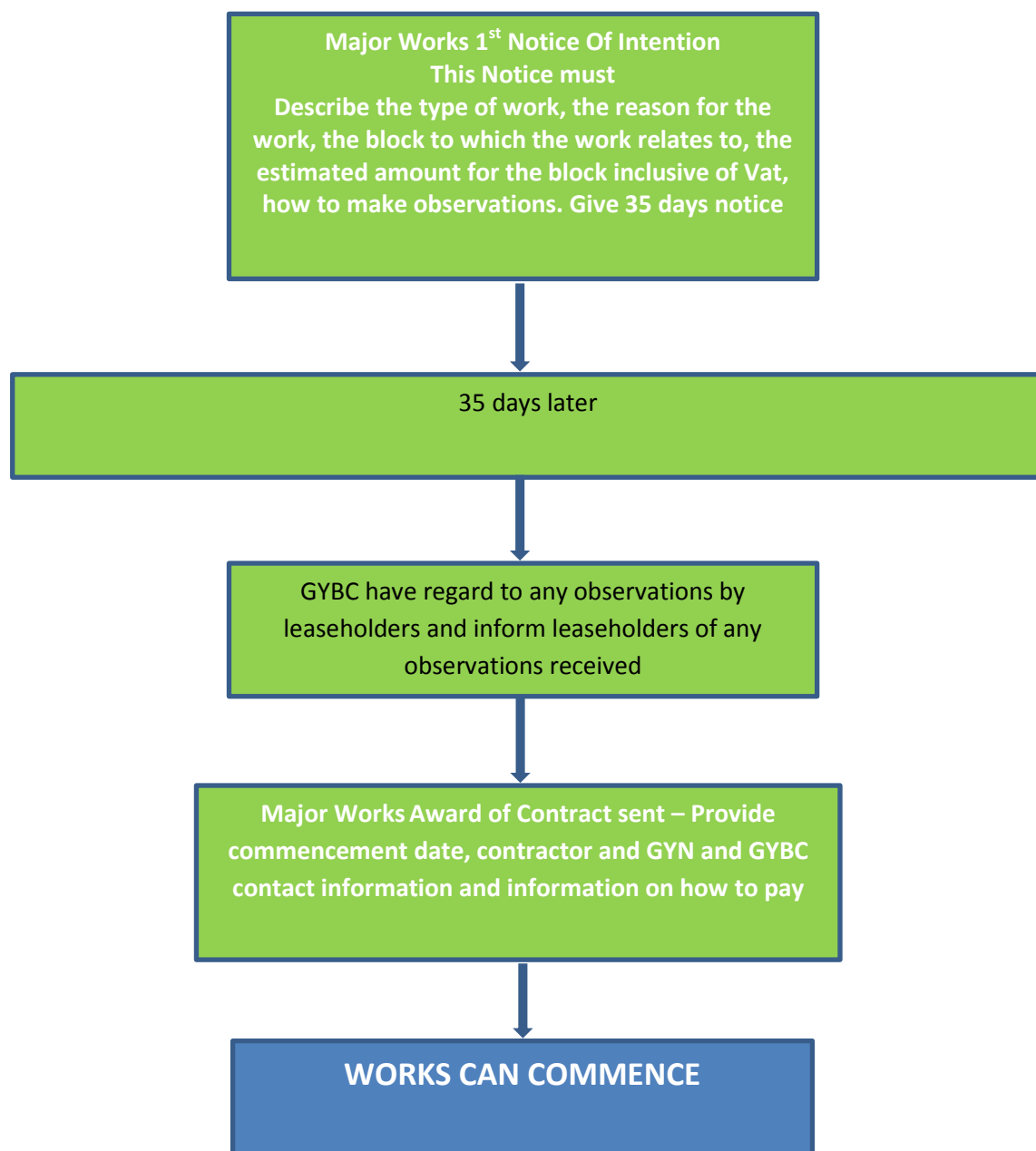
External Decorations – the cost of redecoration and associated repairs of the structure and communal areas of your block.

Fire – The costs of Fire Risk Assessments and Inspections, Emergency Lighting.

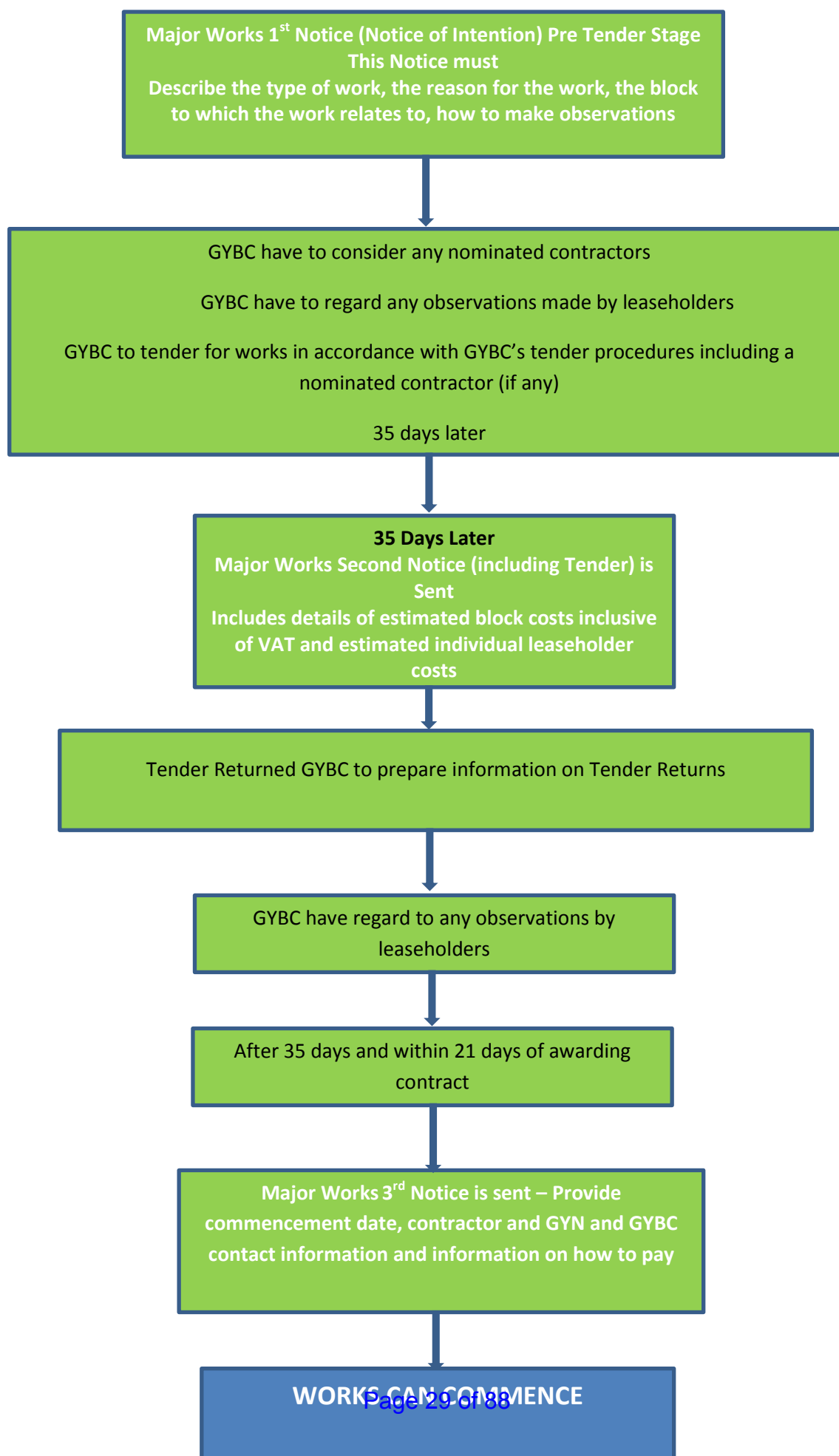
VAT – VAT is not charged on any repairs or services with the exception of Communal electricity where this is charged at the standard 5% rate

Leasehold Management Fees – This is a charge for managing the leasehold service and the services provided to your block. It includes query handling, contract management, staffing and overheads.

Qualifying Works for which public notice is not required (Schedule 3) - Flow Chart



Qualifying Works for which public notice is not required (Schedule 4, Part 2) - Flow Chart



Additional Information – Section 20 Consultation

What is section 20 (s.20) Consultation?

As a Leaseholder or Tenant paying a variable service charge, you are obliged under the terms of your lease / tenancy agreement to pay towards the cost of services, repairs, maintenance or improvements to the building your flat is in or the estate it is on. Section 20 of the Landlord and Tenant Acts (1985 & 1987) requires us to provide you with details and ask for your opinions about the intended or proposed works/services being consulted on. Section 20 sets out the way we must consult, if we do not do this we may not be able to charge you the full cost of the works under this contract.

This leaflet is provided to assist you with understanding the statutory consultation and provide answers to some frequently asked questions.

This leaflet accompanies a statutory Section 20 Notice of Intention to enter into an agreement to carry out Major works. This leaflet is not a substitute for the formal notice which should be read in full.

Why was the notice sent to me?

The notices are intended to be served on:

- Leaseholder/s named on the Lease agreements

Why have you sent a section20 Notice?

As Landlord, we are obliged to serve you with a notice when we intend to enter into an agreement to carry out major works. We have served you the notice to ensure compliance with our legal requirements and the Commonhold and Leasehold Reform Act

(2002) which will enable us to recover the full costs for works or services.

If the contractor doesn't perform well, will they keep getting work?

The contracts will clearly stipulate that if the contractor's service is not as expected or does not provide value for money, we can ultimately end the contract. The contractor will be aware of this so it will be in their interest to ensure they carry out works and services within acceptable parameters for standard and value, the performance indicators for which will be set out in the contracts.

How can I make my observation comments?

Observations must be received within the 30 day consultation period. Please note we allow an additional 5 or more days on our notices to cover mail delays.

You can send written observations about the consultation to:

Project Manager Great Yarmouth Norse Asset Management Services, Novus House, The Conge, Great Yarmouth NR30 1NA. Observations will only be accepted in hard copy in writing by post or hand delivery to the stated office or by email to Ian.Smith@ncsgrp.co.uk and Titled S20 Consultation Observation in the subject heading.

What do you do with my comments?

We will record your comments and discuss them at a specific meeting and our responses will be recorded in a summary chart which will be sent to all Leaseholders/ Recognised Tenant Association Secretaries and Tenants with a variable Service Charge with the Notice of Proposal that will be sent to you.

What happens next?

The s.20 Notice of Intention is the first stage of the process. Once all comments have been responded to, we will close off the consultation and proceed to the tendering stage.

Once the tender stage is completed, we will proceed to the second stage of consultation – Notice of Proposal. At this point, we will advise you of our contract proposals and provide you with the details and costs of the associated works, services or goods. If the information is too large to send, we will make this available to you to view at our local office. You will be made aware of how and where to view any documents within the Notice of Proposal. Where we cannot provide you with costs, we will let you know why and when these will be made available to you.

You will have a further chance to comment during the Notice of Proposal Stage and we will again consider and respond to your observations. You will receive a copy of the full summary of observations from the first consultation stage.

Once we have completed the second consultation stage, we will look to enter in to the contract/s.

When your building is identified as requiring major works you will receive a third stage consultation which will provide you with specific details of the works to be carried out plus an estimate of the cost for these works. Again you will have an opportunity to comment and we will again consider and respond to your observations.

Whilst any reporting, surveying and repairs may commence along with the contract start, the major works may not affect you for a number of months.

Contacting us:

If you wish to have an informal discussion about the consultation please contact Emma Hamilton on 01493 846259 or email at em@great-yarmouth.gov.uk marking your email 'Leasehold Consultation'

Thank you

Grounds Maintenance

This is information about the standard and frequency that you can expect of the communal grounds maintenance service. It also tells you how the service will be monitored. These standards are based on our aim to provide all customers with the best possible service at the most reasonable cost.

What areas are included in the service?

- Communal gardens
- Communal drying/paved areas
- Communal car parks/garage forecourts

What level of service can I expect to receive?

Grass

- Grassed areas will be mown every 3 weeks between March and November (subject to weather conditions)
- Grass cuttings are not collected but they are mulched by the lawn mowers to reduce cuttings left. Any grass cuttings on paths will be blown back onto the lawn

Shrub borders

- Shrub borders are regularly tidied between March and November and receive a major prune between November and March
- Shrubs may also be pruned if they obstruct windows or paths.

Hedges

- Hedges are regularly pruned between March and November subject to bird nesting issues

Trees

- Trees are inspected twice a year and any dead or diseased trees are removed in accordance to risk
- During each inspection, any branches that block paths or are a hazard to pedestrians will be reported and removed by a tree specialist
- Young staked trees will be regularly inspected to ensure good health. Trees will be pruned, staked or tied where considered necessary.

Paths, drying areas, car parks and garage forecourts

- These are regularly inspected and will be swept and cleared of litter as required
- Weeds in excess of 25cm (height/width) will be sprayed during the Summer
- Moss/lichen will be treated when identified as a problem

Leaves

- Leaves are swept, raked and removed once a year between November and March (or more frequently where they become a hazard to pedestrians)

How will the contract be monitored?

Neighbourhood Officers and Caretakers will inspect the grounds on a regular basis.

Service Charges - Summary of Tenants' Rights and Obligations

1. This summary, which briefly sets out your rights and obligations in relation to variable service charges, must by law accompany a demand for service charges. Unless a summary is sent to you with a demand, you may withhold the service charge. The summary does not give a full interpretation of the law and if you are in any doubt about your rights and obligations you should seek independent advice.
2. Your lease sets out your obligations to pay service charges to your landlord in addition to your rent. Service charges are amounts payable for services, repairs, maintenance, improvements, insurance or the landlord's costs of management, to the extent that the costs have been reasonably incurred.
3. You have the right to ask the First-tier tribunal to determine whether you are liable to pay service charges for services, repairs, maintenance, improvements, insurance or management. You may make a request before or after you have paid the service charge. If the tribunal determines that the service charge is payable, the tribunal may also determine-
 - who should pay the service charge and who it should be paid to;
 - the amount;
 - the date it should be paid by; and
 - how it should be paid.

However, you do not have these rights where-

- a matter has been agreed or admitted by you;
 - a matter has already been, or is to be, referred to arbitration or has been determined by arbitration and you agreed to go to arbitration after the disagreement about the service charge or costs arose; or
 - a matter has been decided by a court.
4. If your lease allows your landlord to recover costs incurred or that may be incurred in legal proceedings as service charges, you may ask the court or tribunal, before which those proceedings were brought, to rule that your landlord may not do so.
 5. Where you seek a determination from a First-tier tribunal, you will have to pay an application fee and, where the matter proceeds to a hearing, a hearing fee, unless you qualify for a waiver or reduction. The total fees payable will not exceed £500, but making an application may incur additional costs, such as professional fees, which you may also have to pay.
 6. The First-tier Tribunal has the power to award costs, not exceeding £500, against a party to any proceedings where-

- it dismisses a matter because it is frivolous, vexatious or an abuse of process; or
- it considers a party has acted frivolously, vexatiously, abusively, disruptively or unreasonably.

The Upper Tribunal (Lands Chamber) has similar powers when hearing an appeal against a decision of a First-tier Tribunal.

7. If your landlord-

- proposes works on a building or any other premises that will cost you or any other tenant more than £250, or
- proposes to enter into an agreement for works or services which will last for more than 12 months and will cost you or any other tenant more than £100 in any 12 month accounting period,

Then your contribution will be limited to these amounts unless your landlord has properly consulted on the proposed works or agreement or the First-tier tribunal has agreed that consultation is not required. (Also see [Section 20 Procedures](#))

8. You have the right to apply to a First-tier tribunal to ask it to determine whether your lease should be varied on the grounds that it does not make satisfactory provision in respect of the calculation of a service charge payable under the lease.
9. You have the right to write to your landlord to request a written summary of the costs which make up the service charges. The summary must-
 - cover the last 12 month period used for making up the accounts relating to the service charge ending no later than the date of your request, where the accounts are made up for 12 month periods; or
 - cover the 12 month period ending with the date of your request, where the accounts are not made up for 12 month periods.

The summary must be given to you within 1 month of your request or 6 months of the end of the period to which the summary relates whichever is the later.

10. You have the right, within 6 months of receiving a written summary of costs, to require the landlord to provide you with reasonable facilities to inspect the accounts, receipts and other documents supporting the summary and for taking copies or extracts from them.
11. You have the right to ask an accountant or surveyor to carry out an audit of the financial management of the premises containing your dwelling, to establish the obligations of your landlord and the extent to which the service charges you pay are being used efficiently. It will depend on your circumstances whether you can exercise this right alone or only with the support of others living in the premises. You are strongly advised to seek independent advice before exercising this right.
12. Your lease may give your landlord a right of re-entry or forfeiture where you have failed to pay charges which are properly due under the lease. However, to exercise this right, the landlord must meet all the legal requirements and obtain a court order. A court order will only be granted if you have admitted you are liable to pay the amount or it is finally determined by a court, tribunal or by arbitration that the amount is due. The court has a wide discretion in granting such an order and it will take into account all the circumstances of the case.

Administration charges – summary of tenants' rights and obligations

(1) This summary, which briefly sets out your rights and obligations in relation to administration charges, must by law accompany a demand for administration charges.

Unless a summary is sent to you with a demand, you may withhold the administration charges. The summary does not give a full interpretation of the law and if you are in any doubt about your rights and obligations you should seek independent advice.

(2) An administration charge is an amount which may be payable by you as part of or in addition to the rent directly or indirectly:

- for or in connection with the grant of an approval under your lease, or an application for such approval;
- for or in connection with the provision of information or documents;
- in respect of your failure to make any payment under your lease; or
- in connection with a breach of a covenant or condition of your lease.

If you are liable to pay an administration charge, it is payable only to the extent that the amount is reasonable.

(3) Any provision contained in a grant of a lease under the right to buy under Housing Act 1985, which claims to allow the landlord to charge a sum for consent or approval, is void.

(4) You have the right to ask a leasehold valuation tribunal whether an administration charge is payable. You may make a request before or after you have paid the administration charge. If the tribunal determines the charge is payable, the tribunal may also determine:

- who should pay the administration charge and who it should be paid to;
- the amount;
- the date it should be paid by; and
- how it should be paid.

However you do not have this right where:

- a matter has been agreed to or admitted by you;
- a matter has been, or is to be, referred to arbitration or has been determined by arbitration and you agreed to go to arbitration after the disagreement about the administration charge arose; or
- a matter has been decided by court.

(5) You have the right to apply to a leasehold valuation tribunal for an order varying the lease on the grounds that any administration charge specified in the lease, or any formula specified in the lease for calculating an administration charge is unreasonable.

(6) Where you seek a determination or order from the leasehold valuation tribunal, you will have to pay an application fee and, where the matter proceeds to a hearing, hearing fee, unless you qualify

for a waiver or reduction. The total fees payable to the tribunal will not exceed £500, but making an application may incur additional costs, such as professional costs, which you may have to pay.

(7) A leasehold valuation tribunal has the power to award costs, not exceeding £500, against a party to any proceedings where it dismisses a matter because it is frivolous, vexatious or an abuse of process: or it considers that a party has acted frivolously, vexatiously, abusively disruptively or unreasonably.

The Upper Tribunal have similar powers when hearing an appeal against a decision of a leasehold valuation tribunal.

(8) Your lease may give your landlord a right of re-entry or forfeiture where you have failed to pay charges which are properly due under the lease. However, to exercise the right, the landlord must meet all the legal requirements and obtain a court order.

A court order will only be granted if you have admitted you are liable to pay the amount or it is finally determined by a court, a tribunal or by arbitration that the amount is due. The court has a wide discretion in granting such an order and it will take into account all the circumstances of the case.

**Subject: HOUSING REVENUE ACCOUNT – OUTTURN 2016-17
(SUBJECT TO AUDIT)**

**Report to: EMT (18 May 2017), Policy and Resources (13 June 2017),
Housing and Neighbourhoods Committee (22 June 2017)
Full Council (13 July 2017)**

Report by: Housing Business and Finance Manager

SUBJECT MATTER AND RECOMMENDATION / DECISION REQUIRED:

This report sets out the outturn position of the Housing Revenue Account 2016-17 (subject to Audit review – completion September 2017)

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.

2 HRA Outturn 2016/17

- 2.1 The Housing Revenue Accounts annual outturn was a deficit of £1,377m against a Forecasted deficit of £939k, resulting in a variance of £438k.
- 2.2 The reason for the additional overspend was a higher contribution required from revenue to capital, largely in order to support the rolling programme of estate investment and improvement known as Neighbourhood Plans. The Neighbourhood Plan programme is a rolling programme and so delivery is not contained within single financial years. Spread over a number of estates, these Neighbourhood Plans have, in part, been able to deliver ahead of schedule due to the mild winter meaning less time lost on site than was originally assumed. In addition, final costs can increase or decrease depending on further exploratory works once on site. The works in 2016/17 have largely been carried out in blocks of flats and once scaffolding has gone up, additional works have been carried out due to, for example: existing tile-hangs being decayed and unsafe; and the existing elevation treatments having poor insulation, contributing to internal damp through water penetration and condensation build-up. Funding was allocated for new insulation panels, enabling cleaning and repairs to the external envelope.

- 2.3 The additional works are to be funded from a re-profiling of the 2017/18 Capital Programme and a reduction to the revenue contribution to capital for the financing of the capital programme in 17/18. This will be further reviewed as part of the reassessment of future capital programmes following analysis of the recent stock condition survey.
- 2.4 Table 1 shows a summary of the HRA Income and Expenditure Outturn variances (Full statement in Appendix 1). The Statements of Accounts for Great Yarmouth Borough Council which include the HRA will be presented to the Audit and Risk for approval in September 2017 following the completion of the external audit of the statement.
- 2.5 Table 2 shows the HRA Capital Programme Outturn variance for 2016/17 (Full Capital programme outturn in Appendix 2).
- 2.6 Table 3 details the revised financing of the HRA 2016/17 capital programme.
- 2.7 Table 4 details requested underspent budgets to be cfwd into 2017/18 programmes.
- 2.8 Table 5 shows the revised 2017/18 summary of the HRA 2017/18 Capital programme after the carry forward requests from 2016/17.

Table 1 - HRA Revenue Outturn Variances 2016/17

Income/ Expenditure	2016/17 Forecast Budgets	2016/17 Outturn	2016/17 Variance	Details	Financed from
	£000	£000	£000		
Rents income	(22,090)	(22,160)	(70)	Small increase in actual rent received compared to the rental income budget for the year.	n/a
Non Dwelling income	(1,687)	(1,680)	7	Yare care, sewerage & communal heating below estimated budgets in year.	n/a
Revenue contribution. to capital	4,509	5,485	976	See explanation at 2.2 and 2.3	HRA Revenue Reserves
Depreciation	3,304	3,304	0		n/a
Interest	2,660	2,620	(40)	Saving in year due to interest payments being less than budgeted.	n/a
Repairs & Maintenance	9,105	8,995	(110)	Overall the repairs and maintenance budget is underspent in the year. Responsive repairs and gas repairs works did overspend due to the stock condition survey increasing jobs in the demand led service. Savings in year include payback to the HRA on the GYN contract and fewer adaptations repairs works. The car parks maintenance and electrical remedial budgets were not spent in year. The electrical budget is cyclical and the same budget will be required in 2017/18. The car parks budget has been included in 1718 and will be reviewed at the end of qtr. 1 to ensure this is still needed in 2017/18.	n/a
Supervision, Management, recharges & Pensions	4,817	4,526	(291)	Tenancy Services IT upgrades budget was underspent in year and therefore the unspent budget for IT costs has been requested to be carried forward into 17/18 for £46k. Staff vacancies created savings of £39k in year. Utilities (Energy /Gas/Phone Landlines) estimated budgets were based on 15/16 outturns and the 16/17 outturn has resulted in a £62k saving in year. Savings in year also include an underspend of £64k on consultancy/contingency costs, £18k savings on legal costs recovered from tenant recharges and an extra £7k recovered for Right to	n/a

Income/ Expenditure	2016/17 Forecast Budgets	2016/17 Outturn	2016/17 Variance	Details	Financed from
				Buy Administration costs as sale were over the expected levels in year.	
Rents, rates & Other Charges	321	287	(34)	Overspend of £7k on Empty property rates in year, (dependent on tenants leaving properties), General rates for council buildings were overspend by £7k in year due to 1516 liability charges being paid late in 16/17 financial year. Insurance building costs saw a slight increase in year for the HRA of £5kBad debt provision estimate came in under budget by £54k.	HRA Revenue Reserves
Total	939	1,377	438		

Table 2 - HRA Capital Programme Outturn Variances 2016/17

HRA Capital Programme 2016-17	2016-17 Forecast Budget	2016-17 Outturn	2016-17 Variance	Reason	Financed from
	£000	£000	£000		
Kitchens & Bathrooms	2,081	2,254	173	Of the variance, £155k relates to the final invoice in respect of £255k for works completed at the of the Fosters kitchen contract in 2015/16, for which the accrual in the prior year's accounts was not sufficient. A dispute over the final account was not resolved in time for the final accounts in 2015/16 so an estimate was provided based on the information we had at the time. There was a £90k saving on the Fosters kitchen budget reported in 15/16 outturn. Further £18k overspends on kitchens as a whole.	HRA Revenue reserves

HRA Capital Programme 2016-17	2016-17 Forecast Budget	2016-17 Outturn	2016-17 Variance	Reason	Financed from
Windows & Doors	185	114	(71)	The unused budget into has been carried forward to 2017/18.	n/a
Planned Maintenance	520	828	308	<p>Both the volume and location of work undertaken for rewires in year reflects changes to Electrical (EICR) Tests regulations. Increasing the frequency of EICR electrical test and certification activities from 10 to 5 years resulted in a greater number of defective electrical systems being identified both within individual properties and to communal areas. GYN are obliged to undertake remedial works, and where identified/practicable, these have been combined with other programmes (kitchen/void/neighbourhood plan) to satisfy GYBC's legal obligation, reduce prolonged disruption to tenants and to spread/reduce site administration (prelims etc.) costs – altogether ensuring value for GYBC. Revenue and capital programmes.</p> <p>Adaptations capital works were higher than anticipated - however there was a counter under spend in revenue works to cover this overspend. The remainder £161k underspend has been requested to be cfwd to cover housing extension capital works in 17/18.</p> <p>Lastly an overspend was seen on major revenue works that resulted in being capital works due to the nature of the job, this is estimated budget for the year.</p>	<p>£123k underspend on Electrical revenue remedial works.</p> <p>£48k underspend to cover Adaptation works in year.</p> <p>HRA Reserves used for remaining £136k overspend in year.</p>
Neighbourhood Plans	3,823	4,824	1,001	Capital category's re-evaluated due to the spending of various budgets within the neighbourhood plans estate areas - all budgets involved contribute to the neighbourhood plans works. March saw a higher than forecast spend of £1m in neighbourhood plans works. £400k is due to accelerated 17/18 preparation works and £600k of additional works required in 16/17 programme. The overspend will be funded from Reserves and 2017/18 budgets reduced accordingly. See further explanation at 2.2 and 2.3.	HRA Revenue Reserves (17/18 budgets reduced)
Energy & Efficiency	1,073	856	(216)	On budget for most of the Heating programmes. Dodd major capital works underspend - however revenue works were overspend in year - this is demand led service contract. Budgets are set as estimates at the beginning of the year and also a profit share element (for overall	n/a

HRA Capital Programme 2016-17	2016-17 Forecast Budget	2016-17 Outturn	2016-17 Variance	Reason	Financed from
				savings) is applied at year end. Communal Heating budget was not spent in year and this has been requested to be carried forward to 2017/18.	
Specific projects	339	289	(50)	Wherry Way office refurbishment retention payment was an unknown extra spend in year (£10k). GYN management fee is underspent due to the transfer of 3rd party works in year to GYN - savings of £46k. Stock condition survey is on budget in year with slight savings of £5k. Replacement of one off oil tanks is underspend due to the preferred option of replacing properties with other heating system programmes were applicable.(£5k)	n/a
Estate Improvements	5	5	0		n/a
Empty Properties	1,003	1,051	48	Over the past year, GYN have seen both an increase in number of properties made void as well as an increased level of property dilapidation. The volume of work required has increased considerably reflecting the need to; undertake investment that was previously refused, would be required within two years, is identified as Housing Health Safety Rating System failure' and to achieve 'decency' levels. GYN and GYBC are unable to predict either the number or condition of properties that become Void, so it should be expected that budgets established at the beginning of the year come with the aforementioned caution.	HRA Revenue Reserves
New Affordable Housing	2,100	1,486	(614)	On budget, £614k has been committed for 2016/17 year works. This will to be carried forward to 2017/18 and financed from borrowing in 2017/18.	n/a
Total	11,129	11,708	579		

Table 3 - Financing of the Capital Programme

Capital Programme Financing 2016/17	Forecast Budget	Outturn	Variance	Notes
	£000	£000	£000	
Capital Receipts	1,216	1,216	0	On budget
HRA revenue reserves	7,813	8,790	977	Overspend on Capital Programme (as detailed above)
Borrowing	2,100	1,316	(784)	£784 Cfwd to committed spend in 17/18 (£170k to relates to Equinox contribution included below)
Capital Contributions	0	386	386	Leaseholder recharges for 2016/17 Capital Works in year £216k. Equinox contribution owed to the HRA £170k
Total Financing	11,129	11,708	579	

Table 4 - Requests to Carry forward unspent budgets into 2017-18

HRA Programme	CFwd. budget	Reasons
	£000	
Adaptations Capital programme	161	Proposed extensions to adapt to the needs of tenants in council dwellings in 2017-18.
Windows & Doors programme	71	Ongoing one off works to Council Dwellings in 2017-18
Communal Heating programme	160	Works postponed to 2017/18.
New affordable Housing	784	Committed spend in 2016/17 to be financed from borrowing
Tenancy Services Revenue IT Upgrade budget	46	Tenancy service delays in 16/17 to IT upgrades works to carry on into 17/18.
Total Cfwd Budgets	1,222	

Table 5 - Updated 2017-18 Summary Capital programme

Capital programme	2017-18 Budget	Revised 2017-18 budget	Variance
	£000	£000	£000
Kitchens & Bathrooms	1,934	1,934	0
Windows & Doors	225	296	71
Energy & Efficiency	1,168	1,328	160
Estate Improvements	80	80	0
Neighbourhood Plans	3,980	2,980	(1,000)
New Affordable Housing	2,052	2,666	614
Planned Maintenance	200	361	161
Specific Plan Projects	65	65	0
Empty Properties	850	850	0
Revised Programme Total	10,554	10,560	6

3 The significant variances for 2016-17 are set out below in the table by Housing Revenue Service.

Table 6 - Major revenue variances by HRA Service.

HRA Service	Budget 2016-17	Variance Forecast Budget	Comments
<u>Housing Services</u>	<u>£000</u>	<u>£000</u>	
GYN Repairs & Maintenance	3,420	329	Demand led service on Responsive Repairs. Impact from Stock condition survey.
GYN Empty Properties	1,185	0	Demand led service
GYN Planned Maintenance	1,726	(242)	Planned maintenance services to dwelling stock and council buildings. Unspent & underspends on planned maintenance budgets in year.
GYN Services	2,200	(286)	Unspent budgets returned from GYN. Overestimated recharge budget.
Environmental Services	538	28	Tree cutting, fly tipping clearance works.
Estate management	22	(311)	Housing area offices Grant income received for Middlegate Sustainability review.
Tenancy Services	2,374	31	Tenancy services & staff costs. Decant costs, subscriptions, training and

			internal recharges all overspent in year.
Tenant Participation	34	(15)	Tenant Group and tenant magazine publication savings.
Landlord Services	469	(59)	Utilities, Rents and Rates Communal Areas savings.
Housing Income	(22,618)	(73)	Housing Rental Income, charges for services & contribution to income.
Capital Finance	10,565	3,264	Financing of Capital Exp. & Loan interest payments. Asset revaluations & depreciation estimates
Year-end adjustments	91	(1,956)	Year-end accounting adjustments - Asset revaluation reversals.
Total	6	710	
<u>Housing Health & Wellbeing</u>	£000	£000	
Adaptations	433	(211)	Savings on revenue adaptation works – used for capital works and cfwd to 1718.
Landlord services	122	(22)	Sheltered housing General costs – Rates, Insurance & Utility costs.
Outreach Services	11	(7)	Sheltered Housing Support
Supporting people	220	(45)	Management, Staff and associated costs savings in year to vacancies.
Yare care Alarms Service	147	13	Yare care alarm Scheme & out of hours Service.
Total	933	(272)	
Overall HRA Total	939	438	

4 HRA Reserves balances

As a result of the 2016-17 deficit in year, the HRA is holding a lower balance moving into 2017-18 than originally anticipated, as shown in Table 7.

Table 7 – Housing Revenue Account - Reserves Summary.

Housing Revenue Account Balances – Movement 2016-17	£000
Opening Balance - 1 April 2016	9,435
Add Expected forecast Surplus/ (Deficit)	(939)
Forecast Balance	8,496
Actual Surplus/ (Deficit)	(1,397)
Balance Carried forward – 1 April 2017 (subject to Audit)	8,038

5 Right to Buy Receipts Outturn 2016-17

5.4 There were a similar number of RTB sales during 2016-17 compared to the last two years (2015/16 – 39, 2014/15 – 40).

5.5 The Council had 40 Right to Buy Sales during 2016-17 against an estimated figure of 35.

5.6 The Council was responsible for managing stock of 5,863 dwellings as at the 31 March 2017 (5,903 in 2015-16).

5.7 Table 5 shows a summary on the movement and breakdown of the Housing Stock during 2016-17.

Table 8 – Housing Stock summary 2016-17

	2015-16	2016-17
<i>Stock as at 1 April</i>	5943	5903
Less:		
- Sales	-40	-40
- Conversions	0	0
- Demolished	0	0
Add		
- New dwellings	0	0
- Repurchase/Purchase	0	0
<i>Stock as at 31 March</i>	5903	5863

<i>Summary of Housing Stock</i>		
Houses	2352	2325
Flats and Maisonettes	2661	2649
Bungalows	890	889
	5903	5,863

Departmental reference: <G:\HRA\2016-2017\201617 Year end\Year end Outturn reports\HRA Outturn Report 16-17.docx>

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 1 – HRA Income and Expenditure 2016-17 (subject to Audit)

Income / Expenditure		1617 Forecast	1617 Outturn	Variance
Income	Charges for Services and Facilities	(1,316,664)	(1,284,647)	32,017
	Contributions towards Expenditure	(133,207)	(138,320)	(5,113)
	Dwelling Rents	(22,090,000)	(22,160,575)	(70,575)
	Interest and Investment Income	(5,000)	(20,605)	(15,605)
	Non Dwelling Rents	(232,503)	(237,614)	(5,111)
Income Total		(23,777,374)	(23,841,761)	(64,388)
Expenditure	Depreciation and Impairment of Fixed Assets: Dwellings	3,169,896	5,498,712	2,328,816
	Depreciation and Impairment of Fixed Assets: Non - Dwellings	134,323	134,323	0
	Provision for bad and doubtful debts	150,000	96,340	(53,660)
	Rents, Rates, Taxes and Other Charges	170,579	190,844	20,265
	Repairs & Maintenance	9,145,470	8,994,264	(151,207)
	Supervision and Management	4,686,579	4,383,316	(303,263)
Expenditure Total		17,456,847	19,297,799	1,840,952
Operating income and expenditure	(Gain) / Loss on Sale of HRA non-current Assets	0	(370,724)	(370,724)
	Interest Payable and Similar Charges	2,659,979	2,620,418	(39,561)
	Revenue Grants & Contributions receivable	0.00	(320,000)	(320,000)
	Capital Grants & Contributions receivable	0.00	(386,678)	(386,678)
Operating income and expenditure Total		2,659,979	1,543,017	(1,116,963)
Movement on the HRA	Employer's Contributions Payable to or from Norfolk County.	716,039	529,834	(186,205)
	HRA Earmarked reserves	0	320,000	320,000
	Impairment of Fixed Assets	0	(2,328,816)	(2,328,816)
	Net Charges made for Retirement Benefits in accordance with IAS 19	(625,495)	(386,164)	239,331
	Reversal on gain of sale of HRA non-current Assets	0	370,724	370,724
	Capital Grants & Contributions applied	0	386,678	0
	Capital Expenditure funded by Revenue	4,509,241	5,485,408	1,362,845
Movement on the HRA Total		4,599,786	4,377,664	(222,122)
Grand Total		939,239	1,376,718	437,479

Appendix 2 – HRA Capital Expenditure 2016-17 (subject to audit)

Capital Programme 2016/17	Project description	1617 Forecast Budgets	1617 Expenditure Outturn	1617 variance
Kitchen & Bathrooms Improv.	Bathroom Planned replacements	380,000	257,737	(122,263)
	Bathroom Void Replacements	90,000	72,203	(17,797)
	Kitchen Planned replacements	1,160,000	1,205,242	45,242
	Kitchen Void replacements	451,000	718,898	267,898
Kitchen & Bathrooms Improv. Total		2,081,000	2,254,080	173,080
Improvement Window & Doors	Windows & Doors	185,000	113,689	(71,311)
Improvement Window & Doors Total		185,000	113,689	(71,311)
Energy & Efficiency Improvements	Replacement VOKERA Boilers	300,000	292,761	(7,239)
	Air Source Heat Pumps	40,000	40,379	379
	Communal Heating 1415 & 1516	160,000	0	(160,000)
	Dodds Major Capital works	315,000	268,261	(46,739)
	Inefficient and Partial Heating	225,000	220,062	(4,938)
	Open Flue Boilers	33,000	34,976	1,976
Energy & Efficiency Improvements Total		1,073,000	856,438	(216,562)
Estate Improvements	New Sewerage Schemes	5,000	5,466	466
Estate Improvements Total		5,000	5,466	466
Neighbourhood plans	Neighbourhood planned works	2,000,000	3,403,398	1,403,398
	Neighbourhood plans - car parking	50,000	3,332	(46,668)
	Neighbourhood plans - Concrete works	100,000	99,419	(581)
	Neighbourhood plans - Finlock gutters	50,000	5,677	(44,323)
	Neighbourhood plans - Firewalls in roofs	18,000	0	(18,000)
	Neighbourhood plans - Loft insulation	100,000	0	(100,000)
	Neighbourhood plans - Roofing	805,000	567,606	(237,394)
	Neighbourhood plans - Stair enclosures	300,000	357,989	57,989
	Neighbourhood plans - Whole house refurbs	400,000	386,559	(13,441)
Neighbourhood plans Total		3,823,000	4,823,980	1,000,980
New Affordable Housing	New Affordable Housing	2,100,000	1,486,198	(613,802)
New Affordable Housing Total		2,100,000	1,486,198	(613,802)
Planned Maintenance	Adaptation works	150,000	198,262	48,262
	GYN MRA Works	50,000	81,736	31,736
	Rewiring Properties	320,000	547,833	227,833
Planned Maintenance Total		520,000	827,831	307,831
Specific Planned Projects	Management Fee	73,460	27,721	(45,739)
	Oil Tanks	16,000	6,150	(9,850)
	Stock Condition Survey	250,000	245,407	(4,593)
	Wherry Way extension	0	10,251	10,251
Specific Planned Projects Total		339,460	289,530	(49,930)
Empty Properties	Major Voids	1,003,000	1,051,105	48,105
Empty Properties Total		1,003,000	1,051,105	48,105
Grand Total		11,129,460	11,708,317	578,857



GREAT YARMOUTH
BOROUGH COUNCIL

The Council's Performance Report 2016 – 2017

Performance Measures

PERFORMANCE MEASURES

Performance and trends

In January 2014 the Council embarked on an accelerated transformation and efficiency programme as the combined effects of government funding reductions and other budgetary pressures meant that the Council would need to make significant further savings for the foreseeable future.

In April 2014, Cabinet agreed a report setting out the work that was already underway to significantly accelerate the Council's approach to transformation and efficiency and to ensure that these challenges were effectively addressed. In July 2014 a further report, updated Cabinet on the work carried out and asked for approval for further work and the next steps to take this forward. This included further work to develop an overarching vision for the borough and a refresh of the Council's Corporate Plan.

In addition to strengthening the Council's approach to corporate strategy this work also identified the need to strengthen the Council's Performance management. Early work commenced on this to benchmark the Council's performance against comparator organisations and a new set of performance measures has been developed alongside the new corporate plan to accurately measure its delivery.

Between July 2014 and October 2014 the Council undertook a series of consultation, including a detailed public questionnaire and talking to and listening to a much larger group of residents, Members and stakeholders.

As a direct result of the public consultation six key priorities for the borough have been developed. These priorities are:

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

Performance Measures

In September 2015 the Council, alongside the transformation programme, agreed “The Plan 2015 - 2020” which sets out its strategic vision and priorities for up to 2020. This establishes the framework against which the Council should measure its performance at both officer meetings (through regular management reports) and Member meetings (through performance reports).

The framework was considered as part of a review of the transformation programme, moving this programme into a business strategy, which maximises income streams, whilst at the same time meeting the Council's stated objectives in ‘The Plan 2015 - 2020’.

The framework comprises three elements:

Annual Activity Report - this document will outline all of the projects and activities which will be taken forward by the Council during 2016/17 that support the delivery of The Plan and the Council's business strategy. In most cases these projects and activities will be non-service specific and will require a collective effort and monitoring to ensure that the Council's aims and priorities are being met. However a lead responsible officer will be assigned to a work stream, with each project and activity then being assigned to a Committee.

Key Projects— Some of these projects and activities will be identified as 'key projects' and for each of these there will be a more detailed project reporting framework including financial monitoring, which will be reflected in the budget monitoring reports to ensure consistency of approach and improved accountability. This is because each of these key projects will be required to deliver a financial saving or additional income for which a target will be set. Existing transformational projects will also move to key project status.

Performance Measures – Outside the monitoring of financial targets for the key projects the ability to monitor performance and take corrective action against both the annual activity report and day to day service delivery is essential. Whilst performance measures on their own do not always give a full picture of the issues, combined with the activity report and key projects, they will help inform decision-making and resource allocation. Some measures are already being collated and these have been reviewed to ensure they remain relevant alongside identifying additional measures.

Performance Measures

2016/17 Performance and Trends

The following performance measures are meant to give a comprehensive overview of how the authority as a whole is performing and cover most Council functions.

The tables provide the following information:

- Description of measure/indicator
- Corporate priority linked by the measure
- 2016/17 outturn figure
- 2016/17 target
- Status (Outturn against target), see key below
- 2015/16 outturn figure
- Current performance/trend data, see key below
- Commentary

Key:

Key to 'Status'

RAG status comparing 2016/17 outturn figure against 2016/17 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 2016/17 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

Performance Measures**Housing & Neighbourhoods Committee**

Performance Measure	2016/17 Actual	2016/17 Target	Status	2015/16 Outturn	Trend
HN01 - Net cost of B&B	£56,074	No target set	N/A	New measure	N/A
<p>Commentary: Performance in this area was impacted by the introduction of Universal Credit (UC). Along with most other local authorities, the collection rates fell substantially as applicants were not in receipt of UC during their stay in B&B. In many cases, applicants had left the accommodation by the time they received their payments and therefore did not pass this on. Although recovery is attempted, given the client group, this will not be successful in most cases.</p> <p>Government have indicated that homeless applicants in temporary accommodation will revert to housing benefit which should lead to an improvement in recovery rates if and when this is implemented.</p>					
HN02 - Number of households in temporary accommodation	45	50		52	↑
<p>Commentary: The number of households in temporary accommodation has fallen from 52 to 45. This is in line with expectations under the Temporary Accommodation Reduction Plan which covers the transition period while long term leases were terminated. More use is made of GYBC owned properties and non-secure GYCH properties which has substantially reduced the cost of providing temporary accommodation.</p>					
HN03 - Number of					
a) Homeless acceptances	95	No target set	N/A	101	↑
b) Homeless preventions	103	No target set	N/A	129	↑
<p>Commentary: The number of homelessness acceptances has fallen from 101 in 2015/16 to 95 in 2016/17. This is despite the total number of decisions rising from 777 in 2015/16 to 843 in 2016/17. The data reflects robust management of cases whilst ensuring that a duty is taken to those in statutory need. The increased rise in total decisions is as a result of higher demand. Of the 843 formal decisions, 392 were that the applicant was 'not homeless'. The number of homelessness preventions has fallen from 129 in 2015/16 to 103 in 2016/17. This reflects the increased challenge in persuading landlords not to take possession action, whether the tenant is at fault or not and a reluctance to accept new tenants in receipt of Universal Credit. The Homelessness Reduction Bill will place further duties on the service to provide advice assistance and, in some cases, accommodation when it is enacted, possibly later in 2017/18.</p>					

Performance Measures

Performance Measure	2016/17 Actual	2016/17 Target	Status	2015/16 Outturn	Trend
HN04 - Great Yarmouth Community Housing rent: GYCH rent collection rate					
a) % of rent & arrears collected	a) 98.84%	a) 95%		a) 99.65%	↓
b) Arrears as a % of rent debit	b) 1.51%	b) 1.4%		b) 1.03%	↓
c) Total rent arrears	c) £355,025	c) £333,000		c) £244,184	↓
Commentary: As anticipated, the impact of the roll out of full service Universal Credit (UC) has increased arrears by around £111,000 over the full year. Procedures have been adapted to mitigate as far as possible the impact of UC. DWP processes appear to be running with more efficiency and less unexpected problems. We anticipate reducing these arrears in 2017/18.					
HN05 - Number of					
a) Social housing applicants in allocation pool	248	250		220	↓
b) Social housing new applicants awaiting assessment	342	400		465	↑
Commentary: Applicants in the allocation pool have increased by 28 compared with last year. The number of applicants awaiting a decision has fallen from 465 to 342.					
HN06 - Average Time to Re-let Local Authority Housing	45	48		54	↑
Commentary: The outturn of 45 days is an improvement on 2015/16 figure of 54 days. GYN have initiated an end to end process review in order to continue the improvement.					
HN07 - Time taken for Housing Options to match property	16	20		21	↑
Commentary: Performance continues to improve from the 21 days from 2015/16.					

Performance Measures

Performance Measure	2016/17 Actual	2016/17 Target	Status	2015/16 Outturn	Trend
HN08 - Number of complaints of ASB received (includes flytipping; dog fouling; noise; smoke and accumulations)	10,235	No target set	N/A	New measure	N/A
Commentary: The measure is set around environmental ASB and does not include any personal impact ASB for example hate crime or domestic abuse.					
HN09 - Number of DFGs a) Recommendations received b) Approvals c) Completed	158 134 115	No target set No target set No target set	N/A N/A N/A	New measure New measure New measure	N/A N/A N/A
Commentary: Increase in Better Care Fund allocation for 2016/17 to £941k compared to £567k in 2015/16. The overall spend increased to £900k from £688k in 2015/16.					
HN10 - Number of Handyperson jobs completed	532	No target set	N/A	556	↓
Commentary: The number of jobs completed is slightly down on last year.					
HN11 - Number of alarm calls received at Control Centre Wherry Way	50,982	No target set	N/A	New measure	N/A
Commentary: Call volumes have increased by approximately 15% on the previous year so the team had dealt with an increase in calls and still remained within the tolerance level target.					
HN12 - Number of out of hours call received at Control Centre Wherry Way	4,369	No target set	N/A	4,096	↑
Commentary: Out of hours calls have decreased by 273 calls compared to 2015/16 figures – this service is very much demand led.					

Performance Measures

Performance Measure	2016/17 Actual	2016/17 Target	Status	2015/16 Outturn	Trend
HN13 - Wherry Way Control Centre call handling: a) Alarm Calls answered within 30 seconds b) Alarm Calls answered within 60 seconds	85.83% 94.24%	80% 98%	<div></div> <div></div>	New measure New measure	N/A N/A
<p>Commentary: A good achievement from the team on the calls answered within 30 seconds, this was nearly 6% above the target. Calls answered within 60 seconds were within the tolerance levels and slightly down on 2015/16. Call volumes however had increased by approximately 15% on the previous year so the team had dealt with an increase in calls and still remained within the tolerance level target. There is only ever one operator on at any time; therefore they can only deal with one call at a time, calls that come in together wait in a queue to be answered. The average call handling time for calls in is 1 minute and 10 seconds.</p>					
HN14 - Number of Yare Care Alarm a) Referrals b) Installations c) Removals	264 262 277	No target set No target set No target set	N/A N/A N/A	New measure New measure New measure	N/A N/A N/A
<p>Commentary: Yare Care installations have increased significantly from 2015/16 figures, we have also had a slight increase on cancellations compared to last year. Cancellations are very much determined by clients circumstances and we had a much higher number of cancellations in March 17 which was not expected. Yare Care referrals are currently measured on referrals from other agencies and self-referrals into the service. These figures do not represent any general enquiries that are received that then don't result in an installation.</p>					
HN16 - 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	59 46 212	Targets set Oct to Sept 15 – 16, 16-17, 17-18, 18-19, 19-20	All targets exceeded for period		N/A N/A N/A
<p>Commentary: NTW has exceeded each of these targets for its first year and half of operation. Our Year 2 six month report has been signed off by the Big Lottery who are very pleased with project progress. It is expected that there will be agreement to release the 2018 – 2020 funding based on current performance level.</p>					

Performance Measures

Performance Measure	2016/17 Actual	2016/17 Target	Status	2015/16 Outturn	Trend
New for 207/18 (2016/17 data for information)					
Evictions for rent arrears	23	N/A	N/A	9	N/A
Evictions for	3	N/A	N/A	5	N/A
Commentary: This data has been provided for information as evictions from GYCH tenancies will be reported in future performance reports. Total evictions have increased from 14 to 26; however this represents 0.44% of our housing stock.					

Subject: Building Resilient Lives: Reshaping Housing Related Support

Report to: Housing & Neighbourhoods Committee 22nd June 2017

Report by: Vicky George Group Manager: Housing Health & Wellbeing

SUBJECT MATTER/RECOMMENDATIONS

This purpose of this report is to provide a short update on the Building Resilient Lives work in particular the development of the locality investment proposal matrix, which Norfolk County Council asked district councils or other lead organisations in localities to complete in partnership.

This report is for information.

1. INTRODUCTION/BACKGROUND

Norfolk County Council (NCC) undertook a consultation exercise on the future funding of housing related support called Building Resilient Lives – Reshaping Housing Related. One of the four recommendations concerned investment of approximately £1.3 million in a new community outreach model that will provide support to both older people and those at risk of homelessness.

NCC produced guidance together with a matrix which localities were asked to complete setting out proposals for reinvesting a share of the £1.3 million. The guidance set out that proposals needed to relate to one or more of the needs that will impacted by the decommissioning of services: older people with support needs, young people including care leavers, people who have been homeless, people who are at risk of homelessness in particular people with serious mental health problems, single parents with support needs. Proposals should be designed to support recovery and independence.

2. DEVISING A LOCALITY INVESTMENT PROPOSAL

- 2.1 Great Yarmouth's locality board met on 28th March and received a short presentation on the impact of the funding decision and agreed to establish a task and finish group that would complete the investment proposal matrix. The group met in April and the final version of the matrix was agreed by the locality board via email at the beginning of June. A copy of the investment proposal matrix is attached.

- 2.2 Broadly the proposal sets out the Locality's intention to invest the resource into a provision that will occupy the gap between acute / statutory service provision and the models of early help and prevention that are currently being delivered in the Borough. The proposal sets out the evidence base for this and identifies that provision will need to be flexible to evolve through what the locality view as three phases, recover, stabilise and innovate. The detail of these is set out in the matrix.
- 2.3 The matrix will now be submitted to NCC who intends to combine it with other evidence and test it with a range of stakeholders to inform the overall approach to delivering edge of care interventions across the County. Evidence based recommendations will then be made to Adult Social Services Senior Management Team which will make the final decision. The aim is to conclude the process by the end July.

3. **RECOMMENDATIONS**

This report is for information.

4. **BACKGROUND PAPERS**

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:	
Section 151 Officer Consultation:	
Existing Council Policies:	Homelessness
Financial Implications:	None – report is for information
Legal Implications (including human rights):	None – report is for information
Risk Implications:	None – report is for information
Equality Issues/EQIA assessment:	None – report is for information
Crime & Disorder:	None – report is for information
Every Child Matters:	None – report is for information

Proposal for interventions to support people on the edge of care / crisis (April / May 2017)

Purpose of matrix

As part of decommissioning decisions made in 2017 about housing support services Norfolk County Council has committed to reinvesting some revenue funding in effective, outcomes based interventions which have a positive impact on people who are on the edge of formal care or crisis. Proposals should relate to one or more of the needs that will be impacted by the decommissioning of services: older people with support needs, young people including care leavers, people who have been homeless, people who are at risk of homelessness in particular people with serious mental health problems, single parents with support needs. Proposals should support recovery and independence.

Proposals should indicate how the investment would reduce demand for formal social care intervention and packages. Where relevant proposals should show how investment would reduce demand for other statutory services.

Completion of matrix

This matrix can be completed by district council leads or by other leads in localities on behalf of a wider partnership.

Process

Currently there are few set assumptions about how the money will be invested. Commissioners will consider information on needs and evidence about what works, alongside locality proposals. This intelligence will be tested at a number of stakeholder workshops to inform the overall approach to delivering edge of care interventions across the county.

Evidence based recommendations will then be made to Adult Social Services Senior Manager Team which will make the final decision. Commissioners may come back to the proposal lead for further discussion and information as part of the decision making process.

Depending on the financial value and nature of the interventions proposed it may be necessary to undertake a procurement process.

Types of proposals

The proposal may be for investment in a new service or for the expansion of an existing service. Alternatively it may not be for a formal service at all, but to enhance existing collaborative / partnership approaches.

Investment

Broadly the amount potentially available for investment in edge of care / crisis interventions is around £1,300,000. If this were to be distributed between 5 proposals (reflecting the 5 CCG localities) this would amount to around £260,000 annually per locality. This is to provide some guidance in developing locality proposals.

A strong proposal would probably need to demonstrate additional investment to the amount required from Norfolk County Council in addition to making a convincing case about the likely effectiveness in achieving outcomes. A strong proposal is likely to show good partnership and support from a range of organisations within the locality or localities that the proposal is seeking to cover, such as making use of existing community networks or infrastructure. The funding will be available to invest from March 2018 at the earliest. Norfolk County Council is likely to seek to make this investment for an initial period of three years.

Please contact Jo Clapham, jo.clapham@norfolk.gov.uk, 01603 224061, if you wish to discuss what is required in this matrix.

Proposal for interventions to support people on the edge of care / crisis (April / May 2017)

1.	Proposal title	
2.	Briefly describe what is proposed (what needs will be met and how will needs be met)? What evidence is that show these needs are a priority?	<p>The proposal as set out below will evolve through three phases.</p> <ul style="list-style-type: none"> • Recover – this is about understanding now the current gaps in provision and taking a view on the impact of the funding decision. Once funding ceases there will be a period of recovery while services and client adjust. This is why we state the proposal must be able to flex. • Stabilise – this is about understanding demand and delivering on the collaborative opportunities that we express in the proposal • Innovate – this is about exploring and developing models for services that can deliver differently and continue the move from a fixing agenda to one that is about living well. The locality has focused on developing the necessary infrastructure to support people to live well and independently. This allows for innovation to happen and we would want to use this funding to support potential innovation opportunities. Those opportunities would be on an ‘invest to save’ basis, to ensure ongoing sustainability of a project/ service beyond this funding. We would want to co-produce ideas with key stakeholders in the locality but examples of what we might want to explore initially include: <ul style="list-style-type: none"> • <i>Time-banking</i> – supporting the development of the voluntary and community sector through this innovative approach. • <i>Home Share</i> – a scheme that matches Older People with spare bedrooms with people who need accommodation. The benefits include a reduction in social isolation and being able to provide alternative accommodation for people who need it. • <i>Buurtzorg Model</i> – very simply put the model establishes neighbourhood teams (in Holland these are primarily nurses) that know the area and the networks that exist and can work across the patch to bring together formal and informal support. Working in this way the focus can be on what the client can learn to do for themselves again, how the service can empower the client and how the service can make itself not needed anymore. Taking this model and embedding it in the local well-being and prevention agenda, bringing in the voluntary sector, could provide a sustainable solution for the future.

The Proposal

The intention is to allocate the resource to a provision that will occupy the gap between acute / statutory service provision and the models of early help and prevention that currently being delivered within the locality. The provision will work with vulnerable people who are on the edge of care or experiencing crisis that will if not appropriately support result in demand on acute frontline services.

The provision will form part of the broader offer of information, advice and low level support that is being developed via collaborative working with a range of providers and organisations. This opens up opportunities to use funding and assets that exist across the system for example neighbourhoods that work, social prescribing, GP practices development of care navigator roles as well as linking into voluntary sector provision.

There is a recognition that the provision will need to flex to meet changing demand particularly as it will be difficult to quantify with any degree of confidence when and where demand will be experienced once the funding ends.

The locality already has in place significant infra-structure to support an integrated solution and it would be prudent both in terms of cost and time to build on this.

Building on the connector and navigator roles the proposal will introduce a set of specialist facilitator roles that will provide a 'hand-holding' interventionist service. This will be supported by a 'can do' budget that can be used to unblock situations where there is no other alternative funding routes. An example could be facilitating decluttering.

Specialist facilitator support would be time limited, intensive and delivered on one to one basis. It would intervene and deal with the current crisis situation, build resilience for the future and manage a step-down towards self-help.

The provision will blend with and enhance existing early help, prevention and intervention services.

We are aware that existing floating support services such as the community

outreach service regularly attend MDT meetings in support of individual patients and clients providing invaluable information and advice to aid discussion and decisions.

Targeted specialist provision is likely to focus on the following cohorts:

- Older people,
- Single homeless
- Young people at risk including care leavers and young parents
- People who are at risk of homelessness

Evidence Base

Great Yarmouth has a population of 98,000. The health of people in the borough is generally worse than the England average. Great Yarmouth is one of the 20% most deprived districts/unitary authorities in England and life expectancy for both men and women is lower than the England average.

Headline Data for Great Yarmouth

- 23% of the population aged 65 or over
- 7.1% describe their health as bad or very bad (Norfolk 5.6%)
- 10.9% report their day to day activities being limited by long-term conditions or disability.

Older people living in sheltered housing:

- 812 live alone of which,
- 164 are over 85 years old of which,
- 112 have a known mental health issue, of which
- 11 have safeguarding concerns that are being monitored.
- 544 have no support other than the sheltered housing support
- 50 are over 85 years old.
- 359 identified at risk of social isolation

114 are over 85 years old

- 108 tenants over the age of 85 rely on informal care of which
- 9 have a known mental health issue
- 92 tenants are visited daily

Older people outreach:

- 144 older people currently supported
- 37 are over 85 years old, of which
- 6 have high needs
- Source of referrals
- 15 p/m adult social care
- 10 p/m health
- 6 p/m voluntary sector
- Activity includes monthly attendance at MDT meetings at Shrublands and regular joint visits with the DWP.

There is a growing need to support new tenants in order to sustain their tenancies. This work begins when applications are made for housing from those in housing need, including those who meet the criteria as statutory homeless. The Homelessness Reduction Act will lead to increased demand for services as those in housing need are identified earlier and are supported for a longer period.

The supply of social housing has reduced at a time where demand is rising. Along with other local authorities, GYBC are only able to house those in greatest need. In turn, those tenants who are housed, tend to have support needs in order to establish a tenancy, particularly first time tenants. New tenants with mental health issues are being identified as a growing cohort. Ongoing support is required in order to sustain these tenancies.

Tenancy Support

- Referrals currently made for support for tenants entering their first tenancy or where previous tenancies have not been sustained.
- High level of referrals for support with mental health issues
- Tenants where hoarding is an issue are increasing in number.

Housing Options

- 95 Statutory Homeless Acceptances
- 93 decisions of intentionally homeless leading to support need to secure accommodation
- 242 applicants homeless but not in priority need therefore no housing duty however require support to secure accommodation
- 53% of households accepted as homeless are lone parents with children, predominantly female.
- 48% of households accepted as homeless are where the lead applicant is aged 25 - 44
- 453 Households rehoused in the social sector

Homelessness

Housing First/Pathway Project – 27 individuals approached for support from a variety of sources both self-referrals and from other agencies. These individuals are generally the more chaotic known to a wide number of statutory and voluntary services and if not currently rough sleeping, their next step would be to rough sleep. They would have all had issues which affect their ability to sustain accommodation on different levels which in turn impacts on the amount of time that needs to be spent with each client. Once the immediate issues have been dealt with such as securing accommodation, the other influencing factors can then be dealt with i.e. engagement with other services. Of the 16 individuals placed in accommodation 10 have sustained their tenancies for over 6 months, 2 have only recently secured tenancies and 4 have failed due to continued behaviours that were not conducive to community living or had a lack of life skills to sustain a safe living environment.

Early Help Hub

Great Yarmouth's Early Help Hub was launched in 2015 to provide better, early support for people in need across the borough. NCC Children's Services, Great Yarmouth Borough Council and Norfolk Police jointly fund a Co-ordinator post to drive early help responses and facilitate a daily collaboration meeting to enable practitioners to resolve issues for people far more quickly and appropriately.

- Over 50 organisations are attending collaboration meetings
- 72 cases per month, on average are presented to the Early Help Hub

Jan-March 2017

- 18% of cases related to housing issues.
- 15% of cases were specifically in relation to vulnerable adults/older people.
- 14% of cases related to health of which 8% related to mental health.

Social Prescribing

A social prescribing pilot has been launched from the Lighthouse Medical Practice, predominantly serving Nelson and Central and Northgate wards in Great Yarmouth. The pilot is seeking to engage patients in non-clinical interventions recognising the value of social networks, support services and voluntary sector support. The main beneficiaries have been older people and vulnerable adults.

In first month of operation:

- over 20 individuals have been linked into Neighbourhoods that Work provision.
- 5 individuals have noted better outcomes and an improvement in their wellbeing.

Examples such as individuals joining seated exercise classes, bereavement groups, receiving debt advice, being assisted with care needs and volunteering with a local organisation have helped to start to demonstrate the value of a social prescribing approach to avoid costly service intervention.

DWP

Since the introduction of Universal Credit Full Service in Great Yarmouth DWP are

		finding they are working with more vulnerable people who require help around supported housing services e.g. Home Group, MAP, Anchorage Trust etc. DWP funds support from Great Yarmouth BC and its delivery partner, DIAL, to provide personal budgeting support and digital assistance to help individuals make and maintain their UC claim. DWP is also an active partner in the Early Help Hub described above.
3.	What is the geographical area for this proposal?	Borough of Great Yarmouth
4.	What are the objectives / expected outcomes for the proposed investment? How will the proposal prevent, delay or reduce needs for formal care? How will the proposal reduce people undergoing crisis?	<p><u>Older People:</u></p> <ul style="list-style-type: none"> • Sustaining independent living, • Reducing social isolation • Prevent, delay or reduce the need for formal care • Facilitating hospital discharge, admission prevention • Preventing breakdown of informal care arrangements <p><u>Varied Cohorts:</u></p> <ul style="list-style-type: none"> • Tenancy sustainment • Homelessness prevention • Hospital admission prevention • Reduced A&E attendance • Appropriate access to primary health. • Addressing hoarding and self-neglect <p>The proposal will prevent, delay or reduce the need for formal care by intervening to provide intensive short-term support. Working collaboratively across the system vulnerable individuals can be identified and directed to the most appropriate level of support. There will be a cohort of frequent flyers that are known to a range of services so key to this intervention will be collaborative working facilitated through the Early Help Hub. This proposal will add to that blend of specialists.</p> <p>Outcomes will include:</p>

		<ul style="list-style-type: none"> • Reduced demand on crisis services – social care, housing & health • Supporting people to take greater control of their health • Supporting people to make decisions and develop self-help strategies • Improving mental health including decreasing levels of depression and anxiety • Improving physical health • Improving quality of life and emotional wellbeing • Reducing social isolation • Improving employability and access to employment.
5.	What is the proposed number of individuals and activities which would be supported through this intervention?	<p>Based on the model of funding for the community outreach service we estimate that the £260,000 funding could support between 300 and 380 live cases. The lower amount of live cases allows for the establishment of a crisis intervention budget where a small amount of revenue spending could be needed to unlock an issue. For example decluttering a property.</p> <p>The proposal would be integrated into the broader offer and early intervention type services that currently exist (NTW, social prescribing) and will exist (Care Navigator roles linked to GP surgeries)</p> <p>Activity will be part of place based support and intervention working with partners to provide a service that provides 121 crisis intervention and support for the boroughs most vulnerable residents. Activity will include home visits where necessary to provide tailored support to deal with the immediate issues to enable people to help themselves in the future by connecting them with local support in the community.</p>
6.	How does the proposed intervention make use of partnerships / collaboration with a range of different organisations?	<p>The locality has an excellent track record of working collaboratively to deliver the best outcomes for the residents of the borough.</p> <p>This proposal will blend with, complement and enhance the current work within the locality. This proposal will align with social prescribing, neighbourhoods that work, the GP practice care navigator role (funded via transformation monies through STP), enhanced housing management for GY community housing tenants and a range of voluntary sector provision from the specialist advice provided by DIAL to grass roots Page 74 of 88 groups.</p>

7.	Is this a new proposal or is the proposal to extend an existing intervention or service or enhance existing community networks / infrastructure? Has a provider or providers been identified? Please give details.	<p>Proposal is a mixture of new provision that will combine to enhance existing work and provision.</p> <p>As described earlier there is an existing infra-structure that could support the work and has experience of delivering the outcomes being sought.</p> <p>We would see this proposal sitting within our Neighbourhoods that Work programme. Neighbourhoods that Work is a commitment to partnership working in a more effective and joined up way to support communities in Great Yarmouth. This is underpinned through Big Lottery investment to build stronger communities and support the voluntary sector to be more responsive to community needs. The approach is being trialled nationally as a more effective mechanism for supporting people across the voluntary sector. The infrastructure provides support for community development and building social capital and support for individuals with complex needs and those needing support with life-skills. There are 6 existing commissioned providers providing a delivery framework for future targeted investment.</p>
8.	How will the outcomes be captured and shared?	The outcomes will be captured and reported on a quarterly basis to the Locality Board.
9.	Which other organisations have been consulted / involved in making this initial proposal?	<p>Great Yarmouth Locality Board</p> <ul style="list-style-type: none"> • Great Yarmouth Borough Council • Norfolk County Council <ul style="list-style-type: none"> ○ Responsible Director ○ Adult Services ○ Children's Services ○ Public Health • HealthEast – Clinical Commissioning Group • Head of Integrated Commissioning • Department for Work and Pensions • Police • Fire Service
Investment Page 75 of 88		

10.	<p>What funding is required from Norfolk County Council? 2018/19 2019/20 2020/21</p> <p>Please give some detail about how it will be spent?</p>	<p>£260,000 for each of the three years</p> <p><i>Staff costs</i></p> <ul style="list-style-type: none"> • New roles (Facilitator) • Support / enhance exiting roles?? <p><i>Non-staff costs</i></p> <ul style="list-style-type: none"> • 'Can do' revenue budget • Training & development • Publicity and promotion • Back office costs
11.	<p>Does the proposal include any match funding? If so please give detail.</p>	<p>There are no formal agreements about match-funding but as a system the locality board would want to align this funding to other pots of funding within the borough. For example:</p> <ul style="list-style-type: none"> • NCC place based social prescribing bid £40k • GP Forward View transformation funding for care navigator roles • Big lottery – Neighbourhoods that Work • Future supported housing funding
12.	<p>Will the proposal depend on any funding which has not yet been secured? If so please give details.</p>	<p>No</p>
13.	<p>Is there anything else you wish to add?</p>	<p>As a direct provider of services GYBC is suggesting that rather than use the small amount of reserves within the outreach budget to pay redundancy for the outreach staff, it is used to make the proposal operational ahead of the March 2018 start date. This would make use of existing skilled staff and mitigate the need for extensive training and orientation.</p> <p>As a locality board we believe that we have described a model that can be funded</p>

		through existing local collaborative arrangements mitigating the need for more formal commissioning processes.
14	Please give the name and contact details of the lead proposer.	Vicky George Great Yarmouth Borough Council Vicky.George@great-yarmouth.gov.uk 01493 846369

Please return this completed proposal to jo.clapham@hotmail.co.uk by close of play **31 May 2017**.

Subject: Wellesley Recreation Ground

Report to: Housing and Neighbourhoods Committee

Report by: Daniel Hastings- Neighbourhood Manager

Date: 22nd June 2017

SUBJECT MATTER/RECOMMENDATIONS

To consider the current issues and options for the future development and operation of the Wellesley Recreation Ground and approve the development of a detailed business case.

1. INTRODUCTION/BACKGROUND

- 1.1 The Wellesley Recreation Ground was opened in 1888 in order to provide formal facilities for sports in Great Yarmouth. By 1890, local architect, JW Cockrill, had erected a tennis pavilion, ticket office and grandstand on the site. All three buildings are now listed with Grade II status. Cockrill was responsible for a variety of iconic buildings throughout Great Yarmouth and has contributed significantly to the town's distinctive architectural heritage. Furthermore, the grandstand is now considered to be the oldest football stand in Britain and possibly the world. The Recreation Ground is also protected by a 'Fields in Trust' covenant.
- 1.2 Today, the ground is utilised by Great Yarmouth Town Football Club and Great Yarmouth Athletics Club, with community use on the co-located Multi Use Games Area (MUGA) and Tennis court. The site has however, been underutilised and appears somewhat neglected, with a recent spate of criminal damage and burglaries to site buildings and ASB across the site. Furthermore, the significance of the ground's heritage, primarily that it features the oldest grandstand in Britain, is largely unknown and underappreciated.
- 1.3 In 2015 Great Yarmouth Borough Council undertook a Sport, Play and

Leisure Strategy to provide an evidence-led approach to the future provision of leisure and sport facilities for the borough's population. The strategy outlined continuing demands in relation to football as the most popular sport in the borough in terms of participation, with 160 teams operating across the district. Pitch provision meets current demands with an over-supply of adult pitches and an under supply of youth and junior pitches. It has been recommended that these could be reconfigured through changes to pitch markings on existing sites. The need for further artificial grass pitches (3G/4G) in the borough was also identified with 1x 3G pitch available at Lynn Grove High School and a subsequent development at Flegg High School last year, leaving a requirement of at least 1 further artificial grass pitch to serve the borough's needs moving forward. A pitch needs assessment was undertaken as part of the Sport and Leisure Strategy and it identified that 52.4% of clubs found access to training facilities difficult. This was noted as being due to poorly lit facilities, weather disruption to grass pitches and pitch availability in evenings. The Wellesley is mostly used for 'casual' users as it isn't suitable for club training in its current format.

- 1.4 The recreation ground was also identified in the sport, play and leisure strategy as a key site that would benefit from a trust model of management, recognising the opportunities for dedicated site management and external funding.

2. CURRENT ISSUES

- 2.1 In recent years, the site has been subject to an increase of antisocial behaviour which has contributed to the deterioration of the ground and its assets. As part of the 'Fields in Trust' status, the Wellesley recreation ground is required to be open and accessible to the public for the majority of each day. The shelter offered by some of the buildings has lent itself to attracting young people who have been known to cause anti-social behaviour and criminal damage on the site, all of which cause operational issues and additional financial costs for the repairs and maintenance. In 2016, hundreds of pounds worth of equipment was stolen from the athletics storage sheds and

the roof of the purpose built 'Bloaters Bar' clubhouse, continues to attract young people to skate on it; often whilst it is in use. The West stand of the ground has also become a 'hangout spot' for street drinkers and although a number of cost efficient security measures have been taken, authorities still continue to receive reports of damage and ASB. An immediate solution with CCTV is being scoped with Great Yarmouth Community Safety Ltd and budget provision has been made in the capital programme for 2017/18.

- 2.2 The repairs and maintenance of the site is delivered through the GYBS contract. Whilst GYBS do not have a planned program of maintenance (PPM) for the site, both the Athletics club and Football club have ongoing concerns with the condition of the pitch and athletics track. This has led to a number of contract management discussions over the maintenance of the site. It is clear that the current fees for usage will not fund the aspirations to improve the site. There are also still some additional financial implications for buildings maintenance for urgent structural repairs which is at separate cost to the council.
- 2.3 Following recent condition surveys undertaken by construction services, it has been identified that the Grandstand, that last had major structural repairs and redecoration undertaken in 2009/10, is now again in poor decorative condition. This building should ideally be cyclically redecorated every 5 years and is now into the 7th year without any redecoration since the major repairs. Further to this, paint is failing and flaking off in numerous locations and as the deterioration is occurring rapidly. There are also brick repairs and repointing required due to weather erosion as the building was constructed with very soft Norfolk red bricks. The brickwork will be ongoing maintenance issue in future years. It is deemed, by construction experts to be a matter to attend to with urgency before rot becomes established once again and major repairs are once again required.
- 2.4 The Grade II listed Tennis pavilion ticket office is redundant and continues to be at risk of loss. It is currently structurally supported internally by scaffolding and fenced off to the public. A previous Big Lottery programme was secured

to deliver a youth led improvement scheme here in 2007, although the programme was not delivered due to the cessation of the associated youth club.

- 2.5 The Bowls Ticket office also of Grade II listing, and a Cockerill building, is currently boarded up and would collapse if the internal supporting scaffold holding up the roof was removed. The timber frame supporting structure has rotted away and is in such bad condition it fails to support the structure. The building has also be subject of antisocial behaviour and had an arson attack in 2016.
- 2.6 The West Stand also has suffered from a lack of redecoration thus leading to rot. Lights have been vandalised beyond repair and building needs re-roofing.
- 2.7 The most recent addition to the site is the public toilets approximately 15 years ago. These are by far in the best condition, although they were recently hit by an ambulance which damaged the roof, fascia's and gutters.
- 2.8 From a leisure management perspective the Wellesley Recreation Ground remains a significant cost to the council. The costs to GYBS far outweigh income received on the site at present, particularly as the pitch needs to be maintained to FA standards to accommodate GYTFC.
- 2.9 The table below details the Wellesley's current operational fiscal deficit for the financial year 15/16, based on estimates provided by GYBS and analysis of leisure income.

Income Vs Expenditure

Income	£ P/A	Expenditure	£ P/A
Athletics	£4,745.65	Grounds Maintenance	£28,300
GYTFC Grass Pitch	£5,777.50	Managers Costs	£1,200
Multi Use Games Area	£12,595.51	Other Costs	£190
'Bloaters' Club House	£2,100	Utility Costs	£7,330
Storage	£135	Repairs and Maintenance	£8,600

'Other' Grass Pitch Fees	£299	Central Overheads	£1,825
		Internal Overheads	£2,120
		Surplus (1%)	£490
Total Income	£ 25,652.66	Total Expenditure	£50,060

3. CURRENT OPPORTUNITIES

- 3.1 Following recent positive conversations with the Football Association (FA), brokered through the sports development officer, a development opportunity has arisen for 3G provision at the ground. After a site visit with officers the FA are keen to support a bid for a 9v9 3G football provision with additional changing facilities and have encouraged an application for funding. They have also asked us to consider in addition, their stadium development fund and Sport England Facilities funding.
- 3.2 The overall cost of the project is estimated at £1 million. At this stage, The FA has indicated that they would require partnership funding of 50% of the overall project costs. However, with a reassuring, strong and sustainable forward plan for the site, based on experience elsewhere the FA have been known to fund in excess of 50% costs. Great Yarmouth is also a target area for intervention, which strengthens the case for FA investment. The opportunity for funding is time limited and Norfolk FA have asked for an early indication from the borough council as to whether a submission will be forthcoming to enable a nominal allocation for 2018/19 planned delivery. Norfolk FA has also asked as to whether Great Yarmouth Sports and Leisure Trust could also be approached about potential match-funding to the scheme.
- 3.3 This unique opportunity is timely for the council, as officers have been working with a stakeholder group, 'The Wellesley Working Group'; made up of club committees, site users and elected members to discuss future options for shaping the offer of the site. There is a real willingness within the group to see

future provision develop to provide new opportunities on the site for sport and recreation.

- 3.4 Other external funding opportunities also need to be explored. These will include the recently launched Sport England programmes. In addition there are further opportunities to secure Heritage Lottery Fund investment on the site given the listed building status it offers. An initial expression of interest to the 'Kicking the Dust' fund was made in November 2016 but was not successful however a number of other opportunities may become available.

4. 3G PITCH MODELS

- 4.1 As a comparison, Barnards Centre Point, Lowestoft, offers a floodlit full size, 3G FIFA approved playing surface. It also offers four team changing rooms, two separate referee changing rooms, snacks and hot and cold drinks. As an outdoor leisure provision it can be used to help forecast potential financial returns for a similar offer from the Wellesley.
- 4.2 Typically, a well-maintained natural turf pitch can offer six to eight playing hours of football a week; however 3G pitches can easily accommodate that volume on a daily basis therefore massively increasing the number of playing opportunities and offering activities at flexible times in-keeping with the demands of the modern day sporting need. The current Wellesley 'MUGA' can only be used by one user at any one time where as a typical 9v9 pitch can offer up to 3 separate simultaneous users. This has clear obvious financial advantages.
- 4.3 A typical weekly offer of available 3G pitch hire would provide 83 ½ hours of availability. The usage can be shared amongst community/ casual users, adult and junior club use as well as educational access from schools in the borough.
- 4.4 Using indicative income projections based on the fees and charges model for Barnards Centre Point, and the pitch demand as identified in the 'pitch needs

analysis' conducted in 2015 we can begin to project a combined income model for the site. The potential financial position could shape up as below.

4.5 Modelled additional income based on additional 3G provision.

Income	£p/a
Athletics	£4745.65
GYTFC Grass Pitch Fees (based on 16/17 Fees and Charges)	£5777.50
'Projected' 9v9 3G Pitch	£27,600
'Bloaters' Club House	£2100
Storage	£299
'Other' Grass Pitch Fees	£135
Total Income	£40,657.15

4.6 In this example we can see an increase of £15,004.49 in annual income of against the current offer. This is a very cautious estimate and does not take into account the potential for increased usage of other parts of the site.

4.7 3G models can also include football development and scholarship programmes which can also generate greater income. This report gives the financial impact against a **basic** offer. It is envisaged that a Soccer Scholarship programme could also be introduced as part of the new Skills Academy vision. It would entail using the 3G facility from Monday – Friday, term time and will be supported by other educational use and additional elements such as walking football.

- 4.8 Coaching schemes could take place as part of an after school programme as well as birthday parties, with the evening sessions dedicated to club training and community use, including leagues Football and Rugby training.
- 4.9 Saturday mornings could be used for junior coaching and development with birthday parties and adult football, possibly a senior match in the afternoons, reverting to parties and community use in the evenings.
- 4.10 Holiday times could provide coaching academies and junior activities, tournament football during competitive close season to supplement the programme.

5. FUTURE SITE MANAGEMENT

- 5.1 Norfolk FA's funding commitment will depend on a sustainable site operating model for the Wellesley. Norfolk FA has suggested that a community-led trust model involving Great Yarmouth Town FC would present some concerns based on the current financial viability of the club. In other parts of Norfolk, the FA has directly managed 3G provision, although they are not proposing to do that for the Wellesley site. They have encouraged the council to consider a future operating model that is managed by a larger trust or organisation, providing the ability for dedicated site management and future development opportunities. There is an option for the Council to vary the existing Sentinel Leisure contract to include the Wellesley site. Central to any site management arrangement will be the involvement and participation of current site users and the wider community.
- 5.2 Following a report provided to the Executive Management Team (EMT) in May, principle endorsement was given, subject to committee approval and a robust business case, to progress the site development options. This included permission to develop alternative match funding solutions and to greater 'scope' future site management options.
- 5.3 Following discussion with the Norfolk FA, the Group Manager for Neighbourhoods and Communities has since written a letter to the Great Yarmouth Sport and Leisure Trust for the consideration of investment in the

site. It was also recognised by EMT that approval of additional capital funding would be required in the future to further progress the sites development.

- 5.4 GYBC can also use the partnering agreement with Pulse Leisure and receive operational model design as part of a feasibility study free of charge. This will give a clearer picture as to the financial implications of the improved offer.

6. RISK IMPLICATIONS

- 6.1 There are some risks for the council when considering how it responds to the needs of the site. The issues relating to the longer-term viability of the Wellesley Recreation Ground will bring some reputational risk to the council as the ground is unsustainable and outdated in its current operational format. This will include the implications for the recreation grounds protection through Fields in Trust covenant and the potential loss of grade II listed buildings and historic associations.
- 6.2 There is a continued risk that the present and future demand for pitches will overstretch beyond availability for team and community use.
- 6.3 There is a relationship risk with the council's strategic leisure partner Pulse, if the council uses the Pulse partnering agreement to draw up plans and modelling for the pre-planning phase of the works and then doesn't proceed with site development. Whilst no costs would be incurred at this stage an early indication from the council, based on a business case would help to mitigate any relationship risks.

7. CONCLUSIONS

- 7.1 On the current operational model the site runs at a £24,407.34 P/A deficit. It is clear that the site is rich in sporting history which needs to be valued and protected. The site needs investment to offer a combination of modern sporting opportunities to clubs and communities in order to deliver against some of the ambitions of the leisure strategy. The current work developed with the Norfolk FA provides a significant opportunity to enable that

investment to happen. A clear business plan on investment options and future operating models for the site needs to be fully explored. There is an opportunity to start developing site plans modelling some of these options through the Pulse partnering agreement for strategic leisure development at no cost to the council.

8. RECOMMENDATIONS

8.1 The Housing and Neighbourhoods Committee is asked to:

- Consider the content outlined in this report and approve the development of a full business case for the site, to include options around site management arrangements to be considered at a future committee.
- To note that the business case may lead to a proposal to the capital programme for 2018/19 for council match-funding to the scheme.

Area for consideration	Comment
Monitoring Officer Consultation:	Through EMT
Section 151 Officer Consultation:	Through EMT
Existing Council Policies:	Corporate Plan/ Sport, Play and Leisure Strategy
Financial Implications:	Outlined in report
Legal Implications (including human rights):	Outlined in report
Risk Implications:	Outlined in report
Equality Issues/EQIA assessment:	Will need to be considered as proposals develop.
Crime & Disorder:	None identified at this stage.
Every Child Matters:	None identified at this stage- but will impact on play and recreational provision.

