



GREAT YARMOUTH
BOROUGH COUNCIL

Policy and Resources Committee

Date: Tuesday, 16 October 2018

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 MINUTES 3 - 6**
- To confirm the minutes of the meeting held on the 11 September 2018.
- 4 FORWARD PLAN 7 - 8**
- Report attached.
- 5 MARKET PLACE REDEVELOPMENT - DESIGN OPTIONS 9 - 42**
- Report attached.
- 6 VENETIAN WATERWAYS PROJECT - PROGRESS UPDATE 43 - 48**
- Report attached.
- 7 EQUINOX ENTERPRISES LTD - UPDATE 49 - 54**
- Report attached.
- 8 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.
- 9 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."

Policy and Resources Committee

Minutes

Tuesday, 11 September 2018 at 18:45

Present :

Councillor Plant (in the Chair) and Councillors Annison, G Carpenter, B Coleman, Flaxman Taylor, Grant ,K Grey, Jeal, Smith, Wainwright, Walker, Williamson and Wright

Also in attendance at the above meeting were:

Mrs S Oxtoby (Chief Executive Officer), Mrs K Watts (Strategic Director), Ms K Sly (Finance Director), Mrs J Cooke (Head of Organisational Development), Mrs M Burdett (Head of Inward Investment), Ms C Whatling (Monitoring Officer), Mr S Ellwood (Interim Democratic Services Manager) and Mrs C Sullivan (Project Manager)

1 APOLOGIES FOR ABSENCE

None received.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES 24 JULY 2018

The minutes of the meeting held on the 24 July 2018 were confirmed.

With regard to the item in relation to the Financial Outturn Report 2017-18 information relating to how re-charges are calculated still needed to be provided.

4 MINUTES 31 JULY 2018

The minutes of the meeting held on the 31 July 2018 were confirmed.

5 FORWARD PLAN

The Committee received and noted the contents within the Forward Plan for Policy and Resources. The description of the item Town Hall Events to be amended.

6 2018-19 PERIOD 4 BUDGET MONITORING REPORT

The Committee considered the report of the Director of Finance on the 2018/19 Budget Monitoring report.

The Director of Finance advised that the figures relating to car park income had improved but were still lower than had been anticipated. Following questions by members it was agreed that further analysis would be undertaken on usage, income, data and trends of car parking including comparison year by year.

RESOLVED :

That the 2018/19 Budget Monitoring report be received.

7 QUARTER ONE KEY PROJECT AND PERFORMANCE REPORT

The Committee considered the Head of Organisational Development's Quarter 1 key Project and Performance report. The report gave an update on current performance for the first quarter of 2018/19 (April to June) where progress is assessed against targets which are set at the start of the financial year.

The report also gave an update to the position of Key Projects that are linked to the corporate priorities from "The Plan 2015-2020" (Appendix 1) and the performance measures (Appendix 2). In respect of the Environment Committee the following updated information was provided :

EN03 - not a new measure 30.5% previous quarter 34.4%

EN04 - not a new measure 597 previous quarter 366

EN05 - not a new measure 99% previous quarter 89%

EN06 - this quarter GYBS independent score 99% - Council GYBC score 90%
ENO7 - not a new measure 20.2% previous quarter 20.2%

Officers undertook to clarify the recycling contamination rates.

RESOLVED :

(1) That all measures continue to be monitored during the next quarter.

(2) That all key projects continue to be monitored over the next quarter with the aim of maintaining a green status and where possible attaining a green status for those key projects which are currently amber.

8 APPROVAL OF REVISED WELFARE FEES FOR ANIMAL LICENCES

The Committee considered the report of the Commercial Team Manager on new legislative changes to animal welfare licensing seeking approval to revised fees and charges payable by applicants for Animal Welfare licenses as set for the period 1 October 2018 to 31 March 2019.

RECOMMENDED TO COUNCIL :

That the fees and charges payable for Animal Welfare licenses as set out in Appendix 2 of the report be agreed for the period from 1 October 2018 to 31 March 2019.

9 GREAT YARMOUTH BOROUGH SPORTS AND ACTIVITY SURVEY

The Committee considered a report from the Strategic Director (KW) requesting approval to carry out a survey within the Borough with key stakeholders and residents on sports and activity participation.

A Sport and Leisure Strategy had been produced in 2014 and this survey will allow the Council to engage with residents and stakeholders to identify potential barriers to activity as well as opportunities to enhance existing facilities alongside reviewing this strategy. It will also help provide vital evidence to potential future funding partners such as Sports England.

Officers then answered a number of points and questions raised by Members.

RESOLVED :

That approval be given to proceed with a survey with key stakeholders and residents on sports and activity participation in the Borough. Further that a budget of £1k from the special projects reserve be approved to support the survey.

10 ANY OTHER BUSINESS

There were no items.

11 EXCLUSION OF PUBLIC

RESOLVED :

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

12 CONFIDENTIAL MINUTES - 24 JULY 2018

The confidential minutes of the meeting held on the 24 July 2018 were confirmed.

The meeting ended at: 20:00

Forward Plan for Policy & Resources Committee

	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Policy & Resources	Economic Development	Environment	Housing & Neighbourhoods	Council
1	Asset Management Strategy 2018-2022	Head of Property and Asset Management	08/10/18	16/10/18				
2	Equinox Enterprise Update	Strategic Director (NS)	08/10/18	16/10/18				
3	Foundation Living Wage Accreditation	Head of Organisational Development	08/10/18	16/10/18				
4	Market Redevelopment - Options	Head of Property and Asset Management	08/10/18	16/10/18				
5	Venetian Waterways Project Update	Strategic Director (KW)	08/10/18	16/10/18				
6	Council Tax Reduction Scheme	Head of Customer Services	19/11/18	27/11/18				13/12/18
7	Financial Strategy	Finance Director	19/11/18	27/11/18				
8	Marina Centre Project	Strategic Director (KW)	19/11/18	27/11/18				13/12/18
9	Preservation Trust SLA	Strategic Director (KW)	19/11/18	27/11/18				
10	Revenues Update on Cliff Hotel	Head of Customer Services	19/11/18	27/11/18				
11	Revenues Write Off Report	Head of Customer Services	19/11/18	27/11/18				
12	Review of Unbuilt Housing Permissions/Allocations	Head of Planning & Growth	19/11/18	27/11/18				
13	Sponsorship of Corporate Assets (To consider opportunities to generate income from commercial sponsorship)	Head of Property and Asset Management	19/11/18	27/11/18				
14	St George's Trust - DCA Consultants Report	Head of Inward Investment	19/11/18	27/11/18				

15	Taxbase	Head of Customer Services	19/11/18	27/11/18				
16	Waste Exception Payment Report	Head of Environmental Services	19/11/18	27/11/18		21/11/18		
17	Winter Gardens Update	Head of Inward Investment	19/11/18	27/11/18				
18	Development of Empty & HMO Properties through Investment Opportunities	Housing Growth Manager	28/01/19	05/02/19			24/01/19	
19	Sentinel Partnership Board - Six Monthly Report from Board	Strategic Director (KW)	11/03/19	19/03/19				
20	Customer Services - Customer Care Standards	Head of Customer Services	TBC	TBC				
21	GYBC Planning Charter	Head of Planning & Growth/Monitoring Officer	TBC	TBC				TBC
22	Investment Policy (To agree a policy to develop the Council's inward investment opportunities)	Head of Property and Asset Management/ Finance Director	TBC	TBC				
23	Pops Meadow Business Case	Head of Property and Asset Management	TBC	TBC			TBC	
24	RIPA Annual Usage Report 2019	Head of Organisational Development	TBC	TBC				

Subject: Market Place Redevelopment – Design Options

Report to: Executive Leadership Team – 3rd October 2018

Policy and Resources – 16th October 2018

Report by: - Head of Property & Asset Management

SUBJECT MATTER/RECOMMENDATIONS

The Policy and Resources Committee is asked to recommend to Council the following:

- The approve the design option for the market redevelopment.
- The approval of Capital Funding of £1.2m to be allocated toward the delivery of Phase 1 of the market redevelopment to be financed by borrowing along with the associated revenue budget as detailed at section 3. This being subject to the identification of external funding to develop preferred £2.7m scheme.

1. BACKGROUND

- 1.1 The Town Centre Masterplan identified the Market Place as one of the key priority areas for the town. To progress this opportunity the procurement and appointment of an Architectural Design Team was undertaken and work commenced by Hudson Architects in April 2018 to consider possible options for a redevelopment of the 6-day Market.
- 1.2 The current 6-day market is based on the 1992 design and although functional if now has a number of challenges and does not offer the flexibility to make changes to enhance the customer/visitor experience. The canopy is in extremely poor condition due to corrosion and poor design with a total lack of any high level ventilation.
- 1.3 In June 2018 the Policy and Resources Committee approved the commencement of a week-long engagement event to be undertaken with traders, customers and stakeholders as an early opportunity to share concepts and outline initial challenges.
- 1.4 The overall strategy in relation to the engagement sessions for the 6-day market included some of the following areas for discussion:
 - In introduction of new contemporary stalls
 - A new signature sculptural market roof
 - A covered eating area
 - Easy to maintain and fit for purpose canopy
 - Flexibility for the space to expand
 - Change from owned stalls to rented facilities
 - Fully enclosed service areas to be located within each unit
 - New opportunities for retail innovation – pop ups, short term leases.

2 CURRENT POSITION

- 2.1 The week long engagement session was well attended and the information gathered from the event used to inform the design process. The attached presentation outlines the feedback collected as part of the engagement week, appendix 1.

2.2 A number of concerns raised at the engagement session have been addressed as part of the overall design and these are outlined in the attached document however the non-design questions are registered and responded to below:

- Market Location- Traders raised concerns regarding any change to location of the 6-day market. The Architects as part of their considerations have looked at overall space utilisation on the Market Place it is clear that the Market Square is heavily used at present and offers a positive outside dwell space and that any reduction of this would limit the ability to offer this area for events but also limit the potential to use this area to create a larger market space with the relocation of the 2-day and special markets. It was however very clear that by moving the 6-day market south would also be detrimental to the central town so the overall move is very small the start location would be less than three metres north of the current location but by undertaken this move would enable alignment with the Rows, provide the opportunity for an internal eating area within the structure and utilise some current utilities connections.
- Ownership of the permanent stalls – currently 6-day market traders own the units from which they trade and licences/leases are based on a payment for ground rent. Traders feel strongly that the value of their stall for onward sale stems from the ownership of the unit. Future reassignment of a lease will still be possible and is recommended through a rental model and the value of the business is very much based on the fixtures, fittings and good will/trading return of the business rather than the specific ownership of the unit. By using a rental model as opposed to an ownership model repairs and maintenance standards can be maintained and the long term provision of a high quality market can be assured.
- Breaks in trading and business losses – with any redevelopment there is a period of uncertainty however the plan for this redevelopment includes a commitment to continued operation of both the 6-day and 2-day markets during the redevelopment period. The design proposal highlights the opportunity to relocate traders to a temporary 6-day market area for the period of the works, relocating to the new unit which would be manufactured off site to minimise disruption with one move to the new unit followed by the complete unit being relocated to the new location once works are completed. The temporary location would use the Market Square directly next to the 6-day market and full signage would be installed to identify the individual stall locations.

3 FINANCIAL INFORMATION

3.1 A funding bid has been submitted to the Coastal Communities Fund for a total of £1.5m. This submission was made in April 2018 however the decision in relation to stage 1 currently remains unknown.

- 3.2 The original design brief requested two designs a £2m and £4m scheme however on appointment of the Architect the Council requested a £2m scheme be provided. The current cost of the overall project including full landscaping of the Market Square area totals £4.1m.
- 3.3 It is recommended that in order to achieve the total redevelopment of the Market Place the scheme is split into phases of delivery with the first phase concentrating on the 6-day market and the provision of covered eating area within the footprint of the market.
- 3.4 The following costs relate to the 6-day market redevelopment with the inclusion of one covered eating area this phase of the works has a total cost of £2.7m and is detailed below for information.

Phase 1 Costs:

	£
• Demolition and site clearance	178,500
• Market Stalls	680,000
• Canopy	271,200
• Groundworks, landscaping and external works	395,950
• Drainage	98,500
• Services	390,000
• On costs – contractor preliminaries, temporary market setup, design development, contingency	696,000
Total	£2,709,900

- 3.5 Grant funding would be required to make any redevelopment scheme achievable. An alternative option has been considered and is included for information within the attached appendices. This would involve the removal of the existing canopy and the replacement of a small number of stalls to enable a central eating area to be formed. The level of regeneration would be significantly reduced and the costs of this option do not include for any replacement canopy therefore changing the overall ethos of the market which would be open to the elements in all weathers. Initial costs associated with this as a possible alternative design are estimated to be £1.2m and therefore not recommended.
- 3.5 Should the Coastal Communities Funding be unsuccessful the Council is recommended to continue investigating funding options to provide for the full £2.7m scheme whilst continuing to undertake any necessary repairs and maintenance to the existing canopy during this time.
- 3.6 This redevelopment is unlikely to achieve additional income which could form a business case for the capital borrowing. It is recommended that this project is recognised as a regeneration cost rather than an income generating proposal. Current licence/lease charges are within the upper quartile of market charges therefore overall income is likely to be similar for a redeveloped market. It should be noted that income and expenditure will be reviewed as part of any future development to ensure that rental charges are fair and transparent and all expenditure scrutinised and reviewed.

- 3.7 The recommended Council allocation of Capital funding for this project would have the following revenue impact to the budget:

Budget Type	£	£
Capital Budget Requested		1,200,000
Revenue Budget Cost		
Year 1	30,000	
Year 2 onward	78,000	

- 3.8 The above figures for the revenue account would be growth to the Council's general fund revenue budget and if approved will need to be reflected in the future budget projections. The costs represent the associated costs of borrowing for financing the capital scheme. Whilst the ongoing revenue implications could be mitigated by the use of capital receipts to finance the scheme currently there are no unallocated capital receipts available.

4. CONCLUSIONS

- 4.1 The need for redevelopment and improvement in the existing market is clear from the information gathered; poor condition of canopy, poor layout, wasted space in service areas, inflexible layout and no covered eating space.
- 4.2 The full redevelopment proposal would see the final location of the market 3m to the north of the current location, all new units would be on a rental lease, integrated service areas tidying up the overall look of the market, a covered eating area with stalls in similar locations although there will be some need for flexibility.
- 4.3 There is likely to be disruption to the 6-day market during both the relocation to the temporary site and the undertaking of the on-site construction. This can be mitigated with good signage and story boards which identify progress for visitors to create an interest point.
- 4.4 To recognise the regeneration potential of the project and note the limited ability to generate additional income through this redevelopment.
- 4.5 The National Market Trader Federation (NMTF) together with representation from both the 6-day and 2-day markets have been part of the Architectural Design Meetings. The NMTF have provided the following quote regarding this project

“The NMTF fully support the efforts and the proposed investment that is attempting to be made by Great Yarmouth Council in order to improve the market offer in the town both to the local community and the would be tourists, in order to make it aesthetically attractive and to maintain its presence in the overall retail offer of Great Yarmouth's town centre. It is also usually appreciated by the NMTF that the two major parties that make up the council see this as not party political but a

genuine improvement to the benefit of the people who will both trade there and shop there. Lastly and by no means least that the approach made in order to keep the project totally honest and transparent that the consultation for the proposal has been genuinely inclusive in its consultation with the important stakeholders, ie it's traders.

Hats to all involved in this project and the NMTF wish the greatest luck to the achievement of the possible funding and for the carrying out of a smooth running process of the proposed development.

Finally the NMTF is happy to be ready to assist in any or all of the above".

Joe Harrison, Chief Executive, NMTF Ltd

- 4.6 If unsuccessful with the current Coastal Communities Funding to continue to bid for funding to undertake the phase 1 redevelopment of the market.

5 RECOMMENDATIONS

- 5.1 To approve the preferred design option for the market redevelopment.
- 5.2 The approval of Capital Funding of £1.2m to be allocated toward the delivery of Phase 1 of the market redevelopment to be financed by borrowing along with the associated revenue budget as detailed at section 3. This being subject to the identification of external funding to develop the preferred £2.7m scheme.

Does this report raise any legal, financial, sustainability, equality, Crime and Disorder or Human Rights issues and, if so, have they been considered?	Issues	
	Legal	Yes
	Financial	Yes - included
	Risk	Yes
	Sustainability	Yes
	Crime and Disorder	Yes
	Human Rights	No
	Every Child Matters	No
	Equality	No
	EqIA Form completed	No



GREAT YARMOUTH
BOROUGH COUNCIL

GREAT YARMOUTH MARKET PLACE

INTRODUCTION

DEVELOPING THE SCHEME

THE MARKET MASTERPLAN

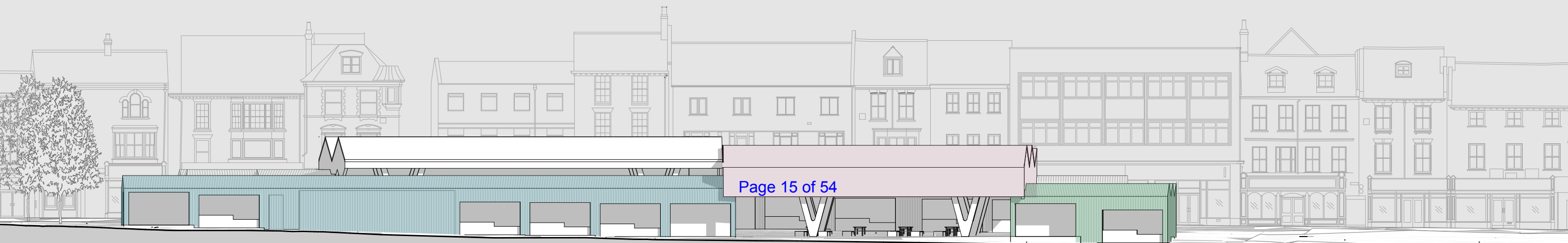
COST PLAN & FUNDING

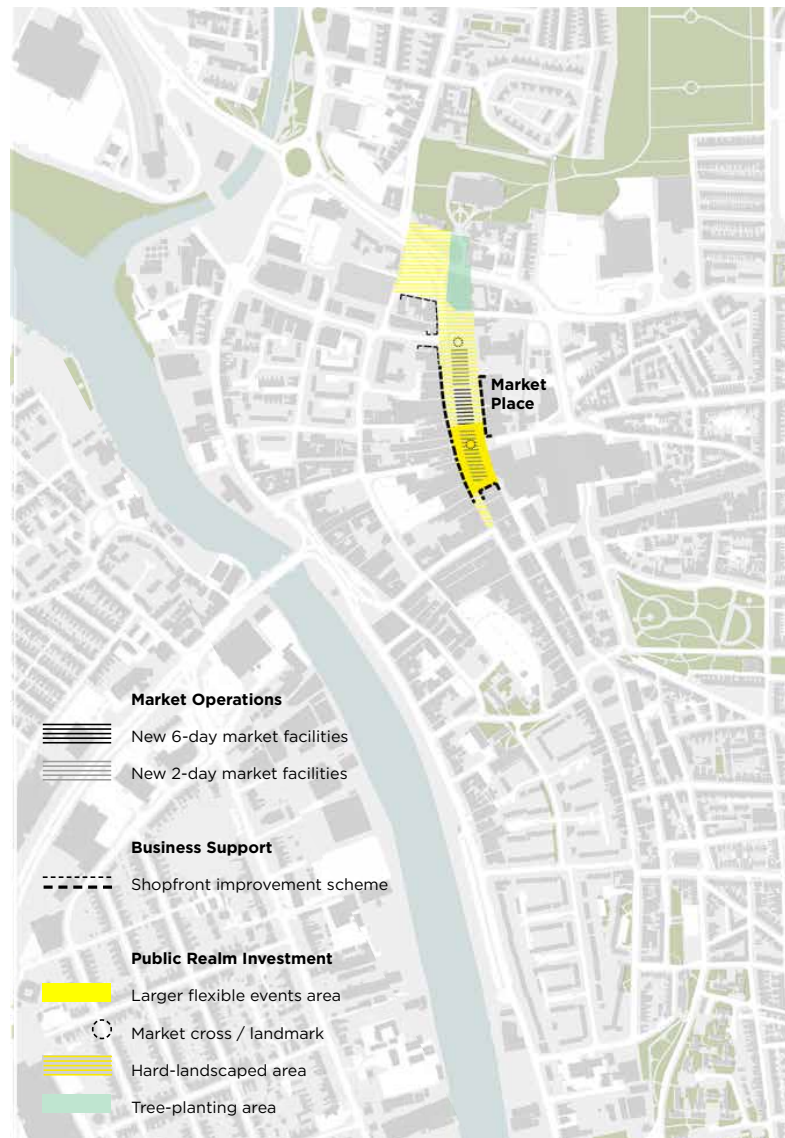
THE PROPOSAL

PROJECT RISKS

NEXT STEPS

GREAT YARMOUTH MARKET PLACE



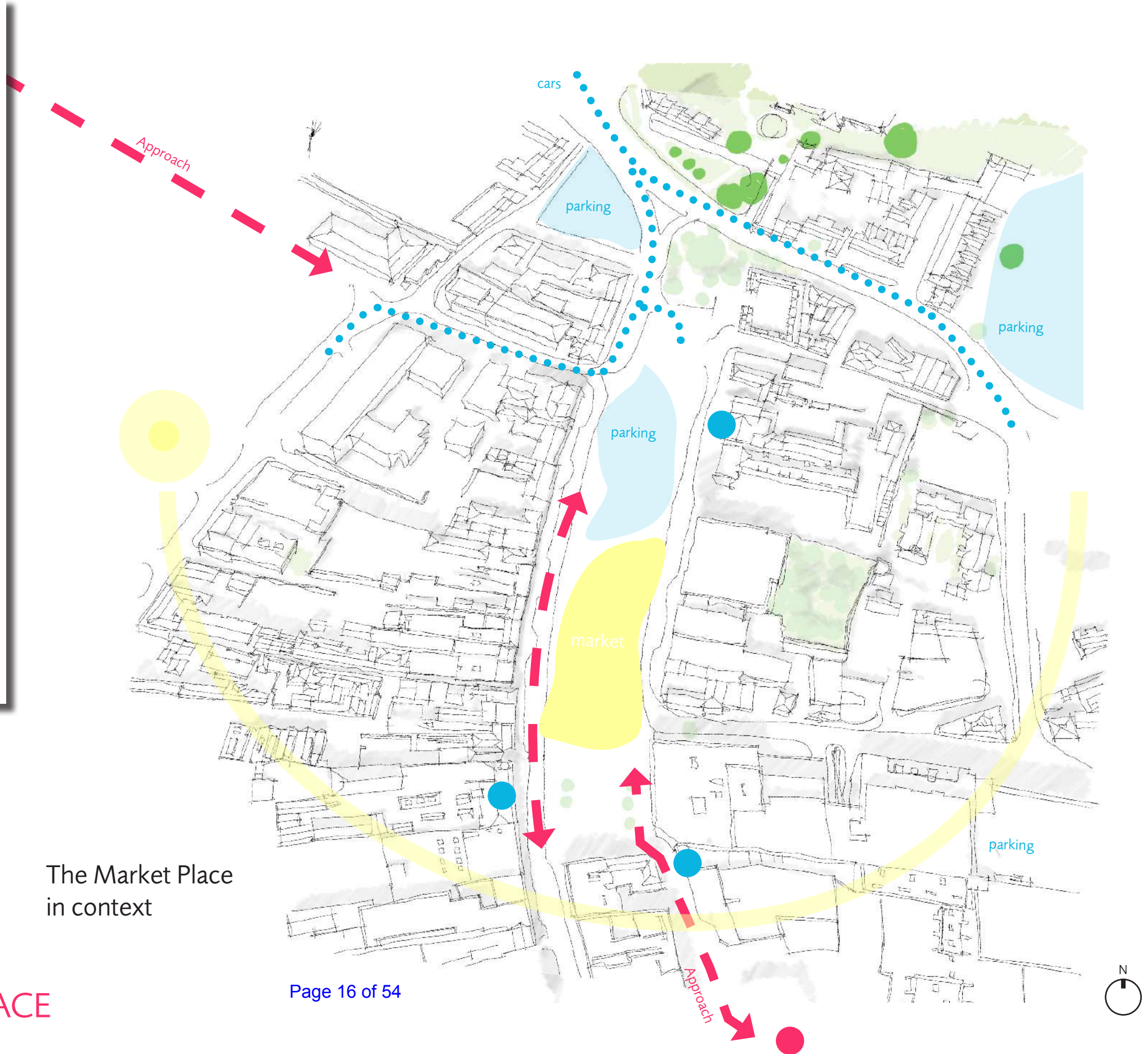


GREAT YARMOUTH TOWN CENTRE | REGENERATION FRAMEWORK & MASTERPLAN

Great Yarmouth Borough Council
Masterplan 2017

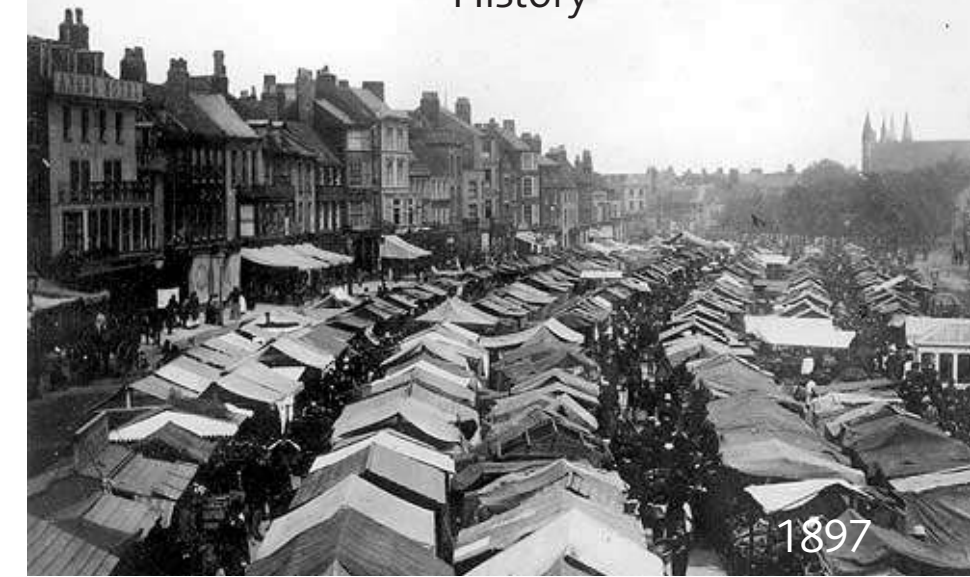
GREAT YARMOUTH MARKET PLACE

The Market Place
in context



INTRODUCTION

History



GREAT YARMOUTH MARKET PLACE

Current Condition

- Stalls owner occupied on a mixture of leases and licenses
- Market layout planned in 1992 around covered walkways and rear service yards
- End of 25 year life span
- Canopy poor condition
- Stall conditions vary and some have been extended over time
- Stalls no longer mobile
- Complex and congested services
- Tired paving and public finishes
- Increasingly problematic maintenance

The Market Place

GREAT YARMOUTH MARKET PLACE

INTRODUCTION

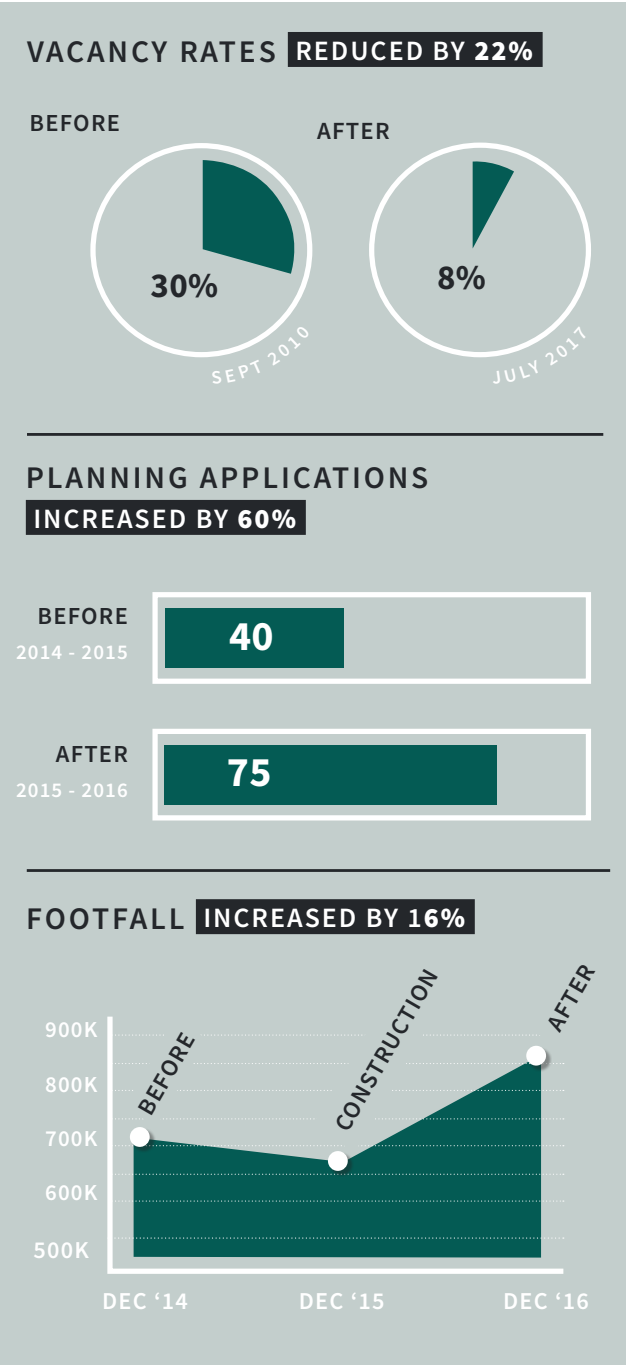
Current Condition



ALTRINCHAM TOWN CENTRE

GREATER MANCHESTER

Sector Public Realm
Client Trafford Council
Location Greater Manchester
Size 4 ha
Value £2.2m to date
Status Phased construction
Date 2009 - ongoing
Collaborators Civic Engineers



PRECEDENT



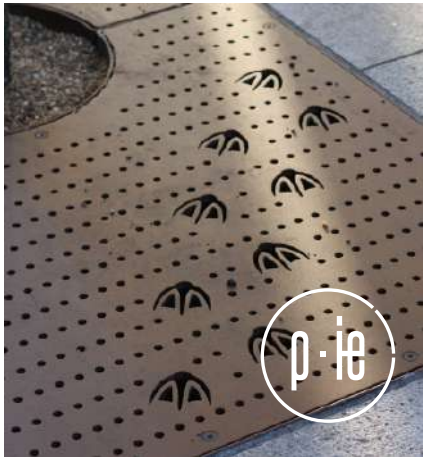
INTRODUCTION

Improving the offer

Innovative highway



Working with Artists



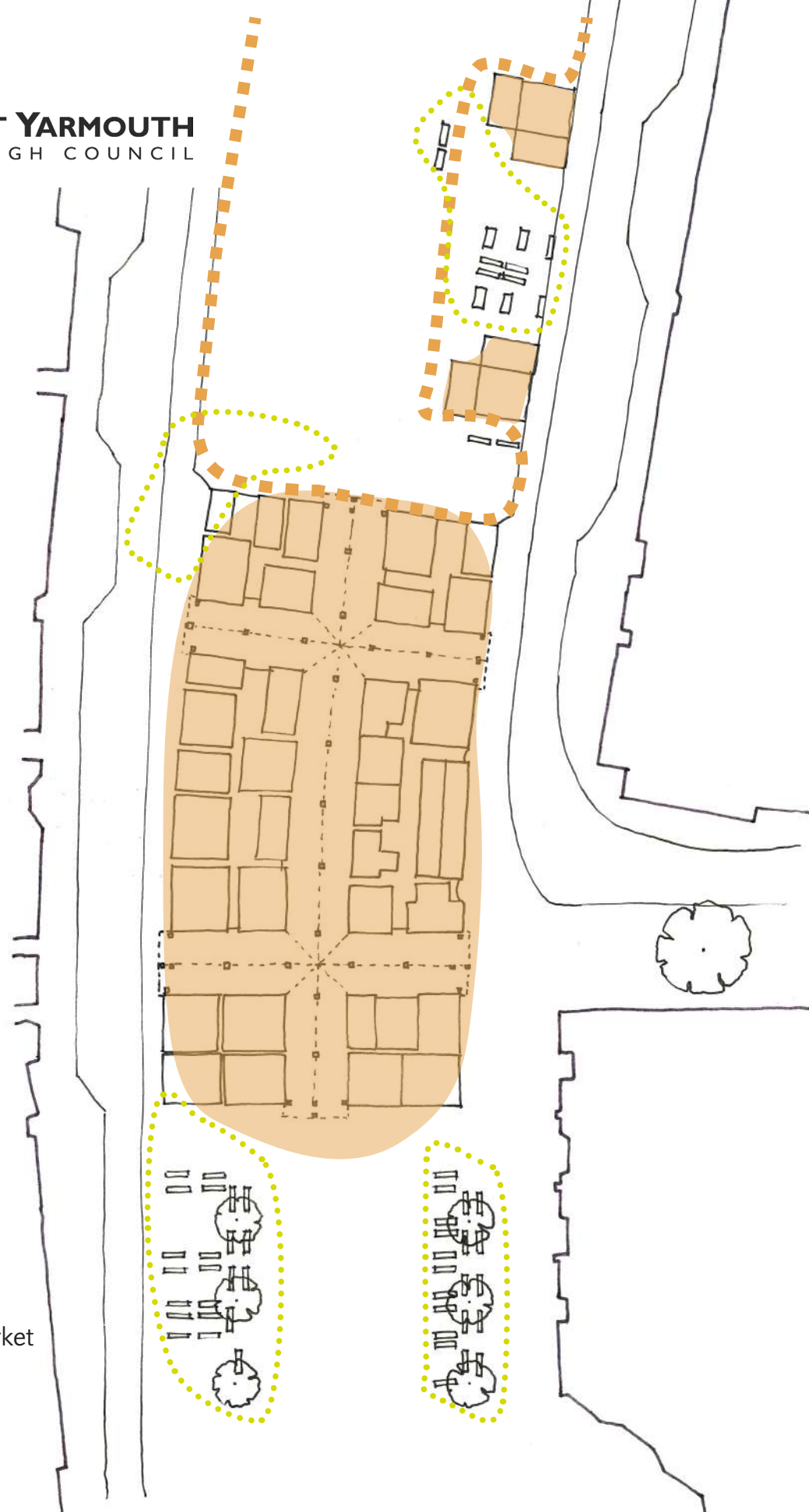
ALTRINCHAM TOWN CENTRE
GREATER MANCHESTER



Before



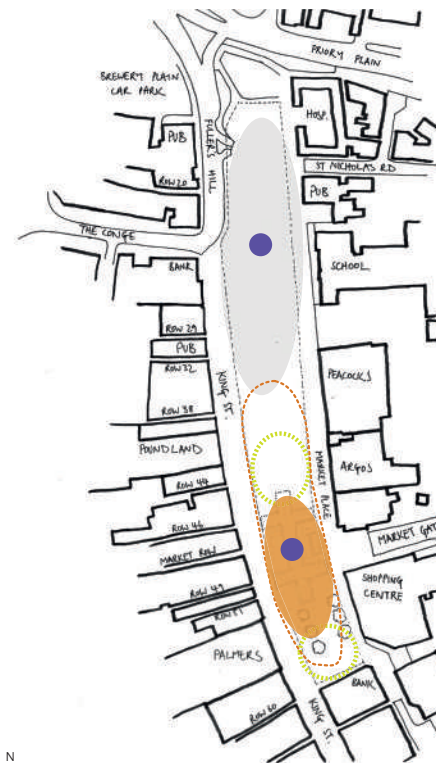
After



- Permanent market
- Big market
- Dwell spaces
- Features

The Market Place GREAT YARMOUTH MARKET PLACE

Moving the permanent market south

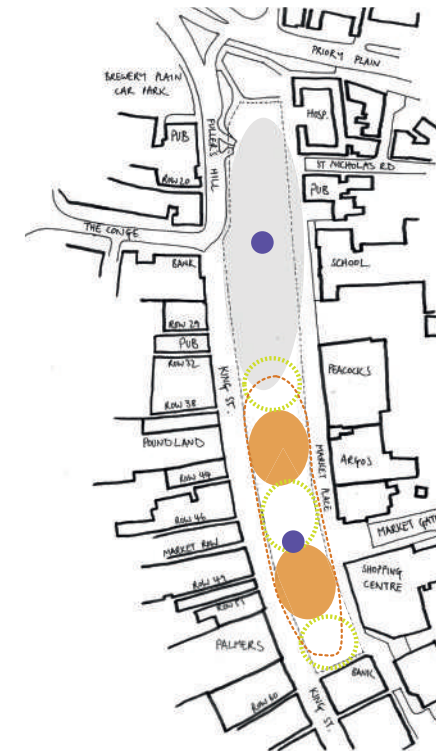


HUDSONArchitects

DEVELOPING THE SCHEME

Market Strategies

Splitting the permanent market



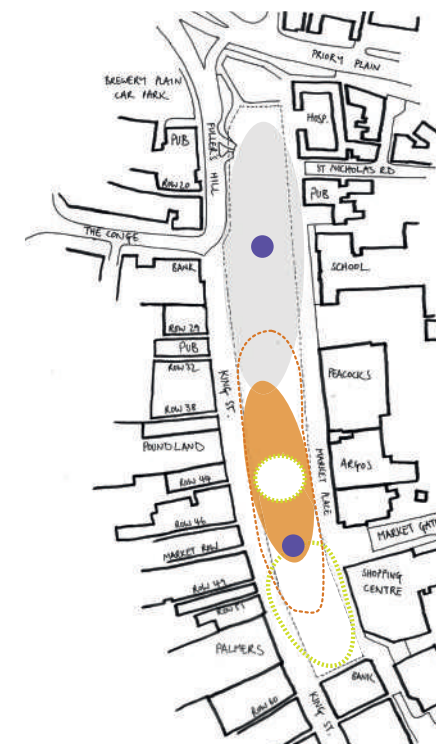
HUDSONArchitects

Adding a dwell area



HUDSONArchitects

Combining the offer



HUDSONArchitects

POLICY & RESOURCES COMMITTEE

The project development was presented to the Policy & Resources Committee in June 2018. Hard questions which needed approval ahead of the public engagement sessions included the headline items below.

There was some discussion around the potential location of the 6-day market but it was stressed that it was the principles of the market under engagement and that no designs would be being presented.

Policy & Resources Committee agreed to the presentation of the following principles to the public, including the market traders in the June engagement event.

OVERALL STRATEGY

PERMANENT MARKET

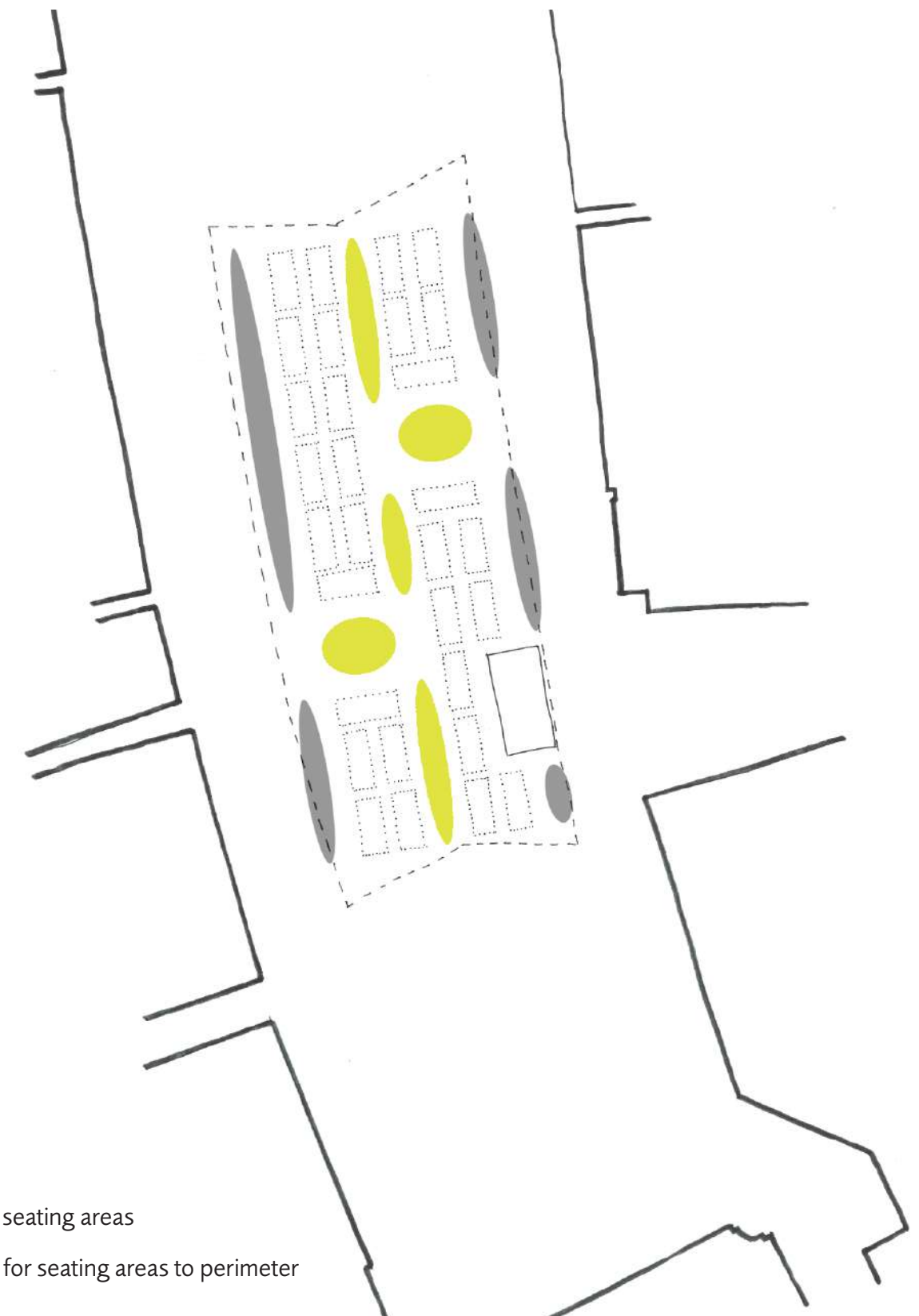
- New contemporary stalls
- A signature sculptural market roof
- Covered top lit central eating areas - all year round
- A variety of spaces and market experiences
- Opportunity for individual stall forefront treatments
- Natural ventilation
- Easy to maintain

BIG MARKET

- Flexible
- Extending the market towards King St & Market Gates
- Encourage new stall holders on smaller pitches
- Extended offer with visiting markets & events

MARKET SQUARE

- Re-designed for extended market use, daily eating, gathering, cultural and arts events



- Covered seating areas
- Potential for seating areas to perimeter

OVERALL STRATEGY

MANAGEMENT

- Stalls available on a long term lease
- Service charge includes sub-metered gas, water & Electricity
- Flexible stall design in line with a new graphic & material palette
- Internal and off market storage
- Full accessibility desired
- New opportunities for retail innovation - pop-ups, training & short terms leases.

PUBLIC ENGAGEMENT

Market traders, local retailers and the public were given the opportunity to engage with the redevelopment of the market.

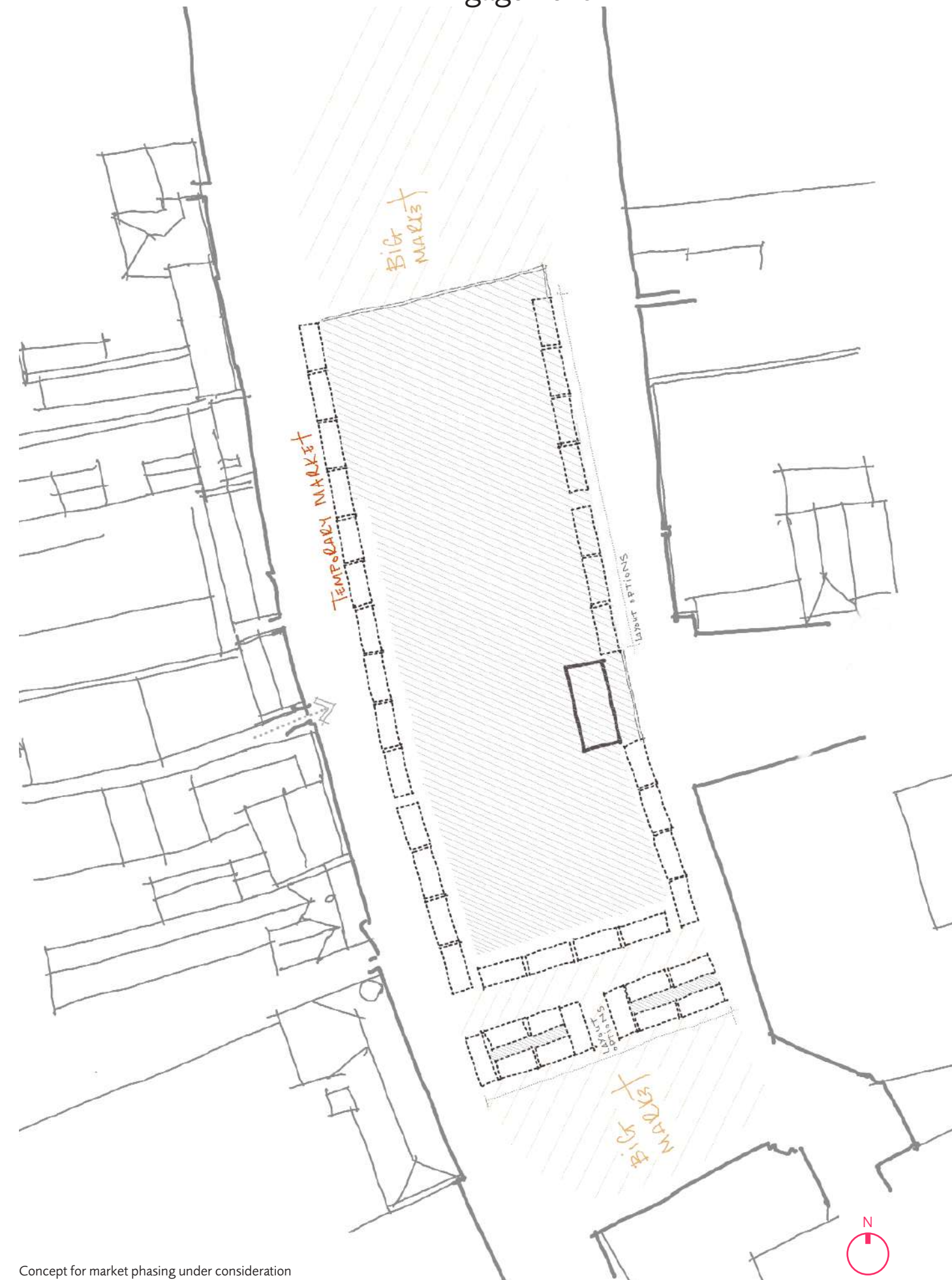
The design team were stationed within the market from Monday 18th to Saturday 23rd June, setting up an exhibition of initial ideas in an empty market stall.

Initial ideas presented, focused around market layout, the offer, management model and services. These aspects of the market design were presented, explained and discussed with the objective to gather feedback from visitors to provide direction in the developed design.

PHASING

Maintaining a trading market was a key objective and as such a plan was tested with the traders suggesting a different stall sizes than the current market layout.

Engagement



ENGAGEMENT FEEDBACK

Very well attended session with engagement from market traders and the public. 55 recorded semi structured responses were returned.

- 41 respondents suggested that the market was ready for a change – 75% of total respondents
- 20 % of respondent specifically focused on a new or improved canopy - 11 for (91%) and 1 against
- Seated eating area - 13 for & 0 against (24% of total sample commented)
- 20% specifically commented on the seagulls!

Key areas of concern for the traders centred around:

- Location of the permanent market
- Ownership of the stall units
- The size and shape of the units
- Any break in trading

Engagement quotes.....

‘The new market should engage with the street and become more intimate in places.’

‘The Involvement of residents & community should be involved in design process, - like seating or public art work.’

‘The layout looks good, and having the food stalls together with seating good below a canopy is a beautiful idea.’

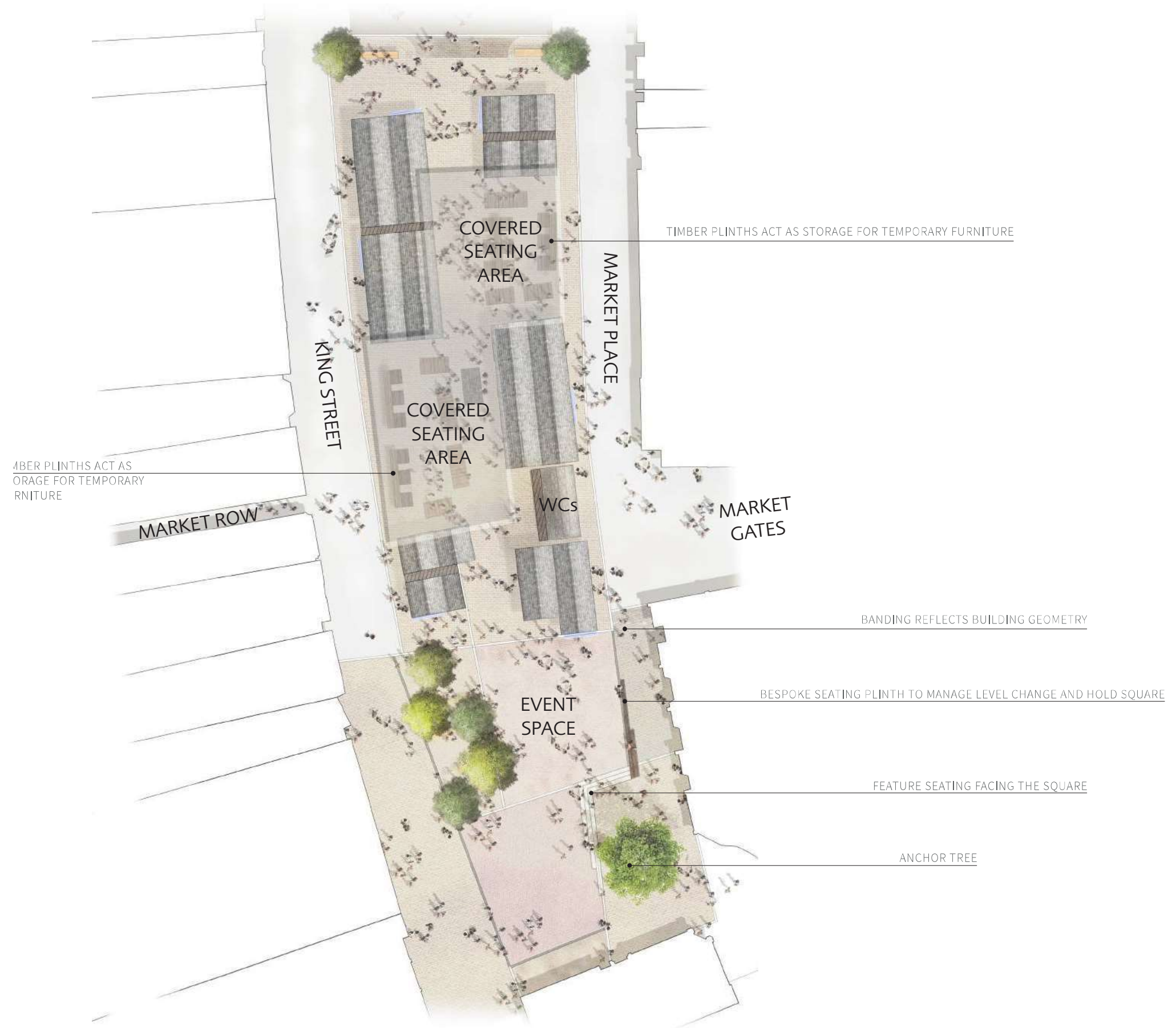
‘There’s no need for any change and no need to upset people’s livelihoods, there is nothing to gain from this.’

‘Anything to improve things as they are. Seating is important as well as landscaping that is attractive.’



The Market Place

GREAT YARMOUTH MARKET PLACE

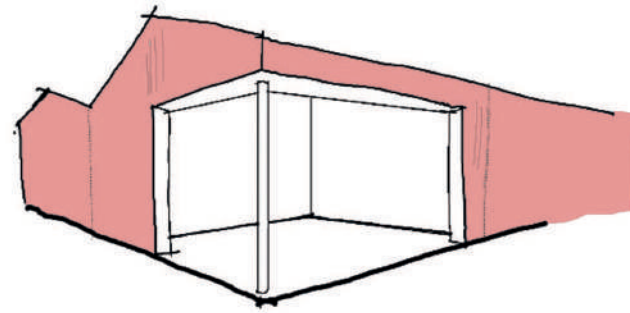


THE PERMANENT STALLS

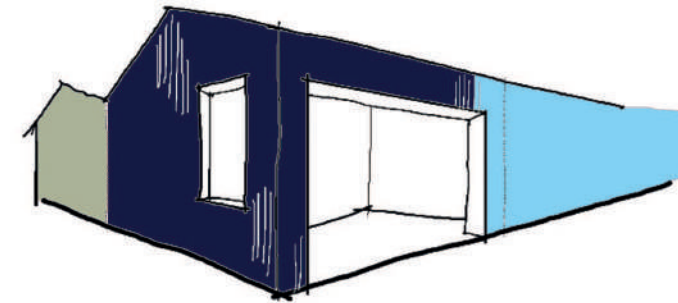
Working with the feedback from the engagement event we have developed a layout based on 36no. single and double stall units.

- A single stall is approx. 2.5m x 5m
- A double stall is approx. 5m x 5m

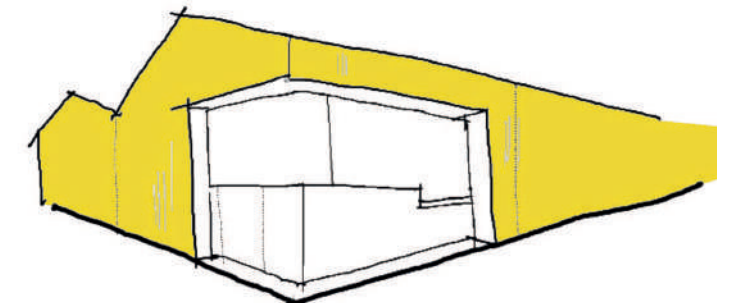
This plan allows for the larger double stall to meet the needs of the majority of the larger market stall holders.



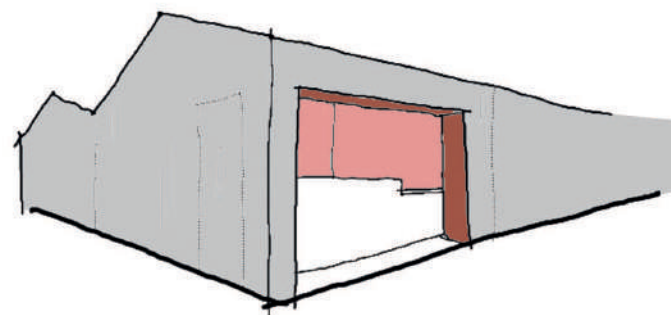
01 Stall layout - full access



02 Stall layout - front access



03 Stall layout - full counter



04 Stall layout - front counter



05 Stall layout - fruit and flowers

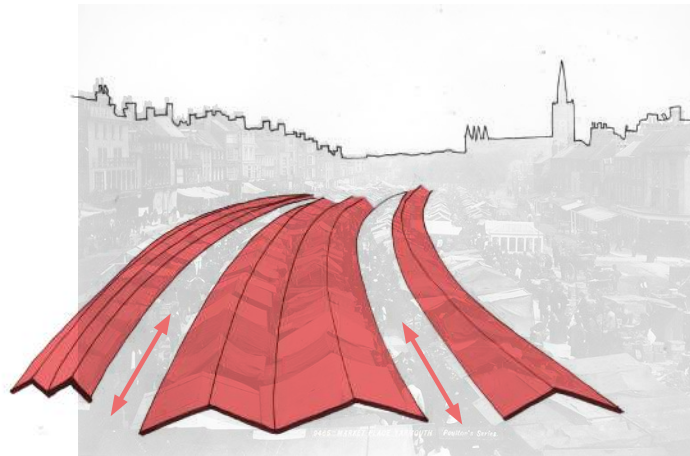


06 Stall layout - display goods



CANOPIES

- The roof scape of the canopies and stalls takes reference from the South - North orientation of the historic market
- 2 canopies for the marketplace that provide large, covered open spaces
- Create the feeling of a floating structure, all edges of the canopies cantilever beyond the columns and over the neighbouring market stalls
- Spans between the columns have been maximised to keep the space below as clear and open as possible
- Canopies have also been designed to be entirely independent of the market stalls to future-proof the structures and allow for changes to the market stall arrangement without affecting the structural integrity of the canopies



GREAT YARMOUTH MARKET PLACE





LANDSCAPING

- Serves as the community heart for residents and visitors
- A place to meet, congregate and socialise
- A variety of spaces and community events
- Concentrating on texture, grain and scale of material for longevity and beauty, like Turner's paintings; A beautiful canvas to look upon when the space is not in active use
- Reveal an identity and communicate Great Yarmouth's rich history

PAVING



PINK / GREY / BLUE GRANITE MIX



GRANITE MIX SETTS



GRANITE MIX SETTS



GRANITE STEPS



GRANITE BANDING

STREET FURNITURE



POP-UP POWER POINT



LITTERMAN LM1 LITTER BIN



KANYA 12M LIGHTING COLUMN



BESPOKE TREE GRILLE



MARSHALLS DUO SLOT DRAIN



BESPOKE DRAINAGE CHANNEL

SEATING



INTEGRATED TIMBER PLINTH SEATING



TIMBER PLINTH SEATING WITH STORAGE



UNCOVER SEATING



COMMUNITY TABLE



BESPOKE LINEAR SEATING

ELEMENTAL COST PLAN

The overall construction cost for the complete masterplan scheme as shown is £4.1m.

Cost Plan Summary:

• Demolitions and site clearance	£235,500
• Market Stalls	£680,000
• Canopies	£640,000
• Groundworks, Landscaping and External works	£836,000
• Drainage	£98,500
• Services	£460,000
• On costs including contractor preliminaries, temporary market setup, design development and contingency	£1,100,000
Estimated construction costs TOTAL	£4,044,000
	ex. VAT



FUNDING OPPORTUNITIES

In the tender for the feasibility stage of the market redevelopment project the potential budget was either £4m or £2m.

At inception GYBC set a project budget of £2m with an understanding that there was a large brief to meet within this cap and that work may need to be phased.

COASTAL COMMUNITIES FUND

The Ministry of Housing, Communities & Local Government announced that round five of the Coastal Communities Fund in April 2018, with £40 million available for projects from April 2019 to end of March 2021.

The Coastal Communities Fund supports the economic development of coastal communities by promoting sustainable economic growth and jobs, Funding goes to projects over £50,000 that will ultimately lead to regeneration and economic growth whilst directly or indirectly safeguarding and creating sustainable jobs.

GYBC identified the marketplace redevelopment project as a potential project for this scheme and a Stage 1 funding bid was submitted in April 2018. We await the central Government decision on the success or otherwise of this bid.

Other funding opportunities:

- Business Rates Pool
- Local Enterprise Partnership (LEP)

The Market Place

GREAT YARMOUTH MARKET PLACE



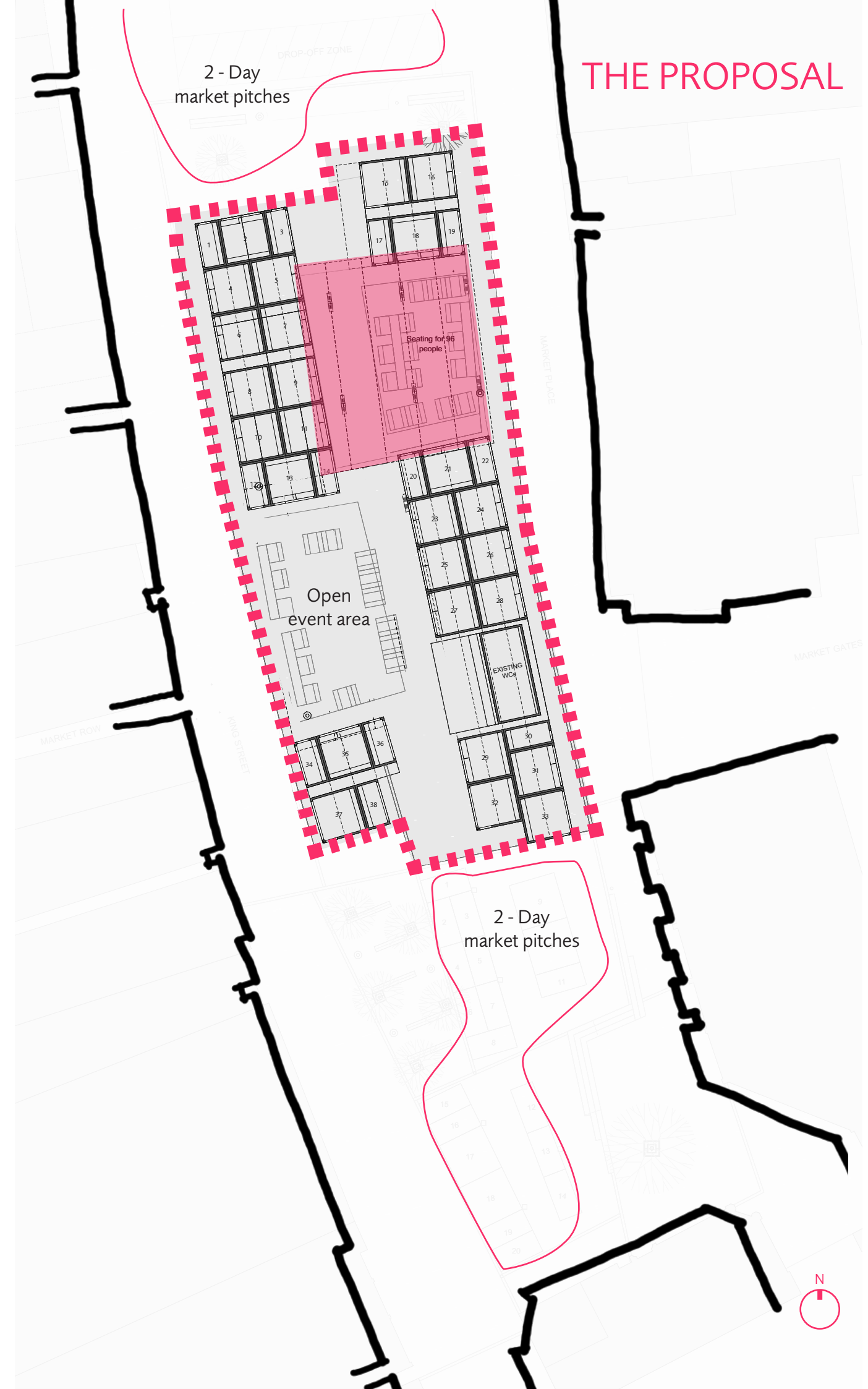
The phasing proposal indicated here delivers a regenerated Permanent Market and a meanwhile solution for the Big Market awaiting the further implementation of the full urban realm landscaping proposal to Market Square and the surrounding pedestrianised pavements.

The masterplan costs have been interrogated and the risk of a low quality or compromised design to the regeneration of Great Yarmouth town centre considered against the ongoing disruption of a longer project timescale.

THE PROPOSED PHASE 1 WORKS

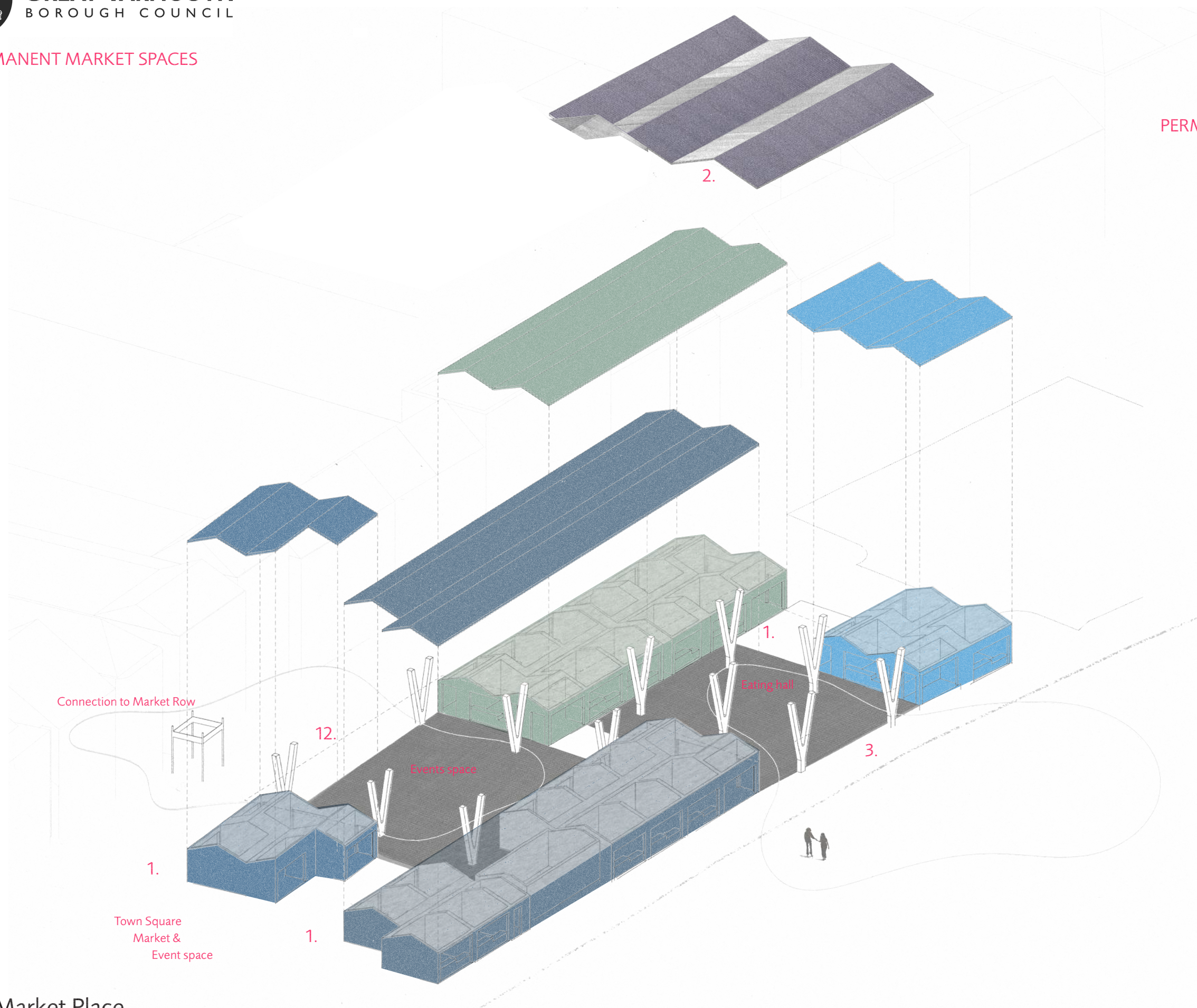
- All servicing
- 36no. new stalls
- New market store & market office
- One canopy
- Landscaping within the market boundary

With a construction cost of budget of circa. £2.7m
ex. VAT



PERMANENT MARKET SPACES

THE PROPOSAL



PERMANENT MARKET

1. New contemporary stalls
2. Signature sculptural market canopy
3. Covered top lit central eating areas - all year round
4. A variety of spaces and market experiences
5. Opportunity for individual stall forefront treatments
6. Natural ventilation
7. Easy to maintain

BIG MARKET

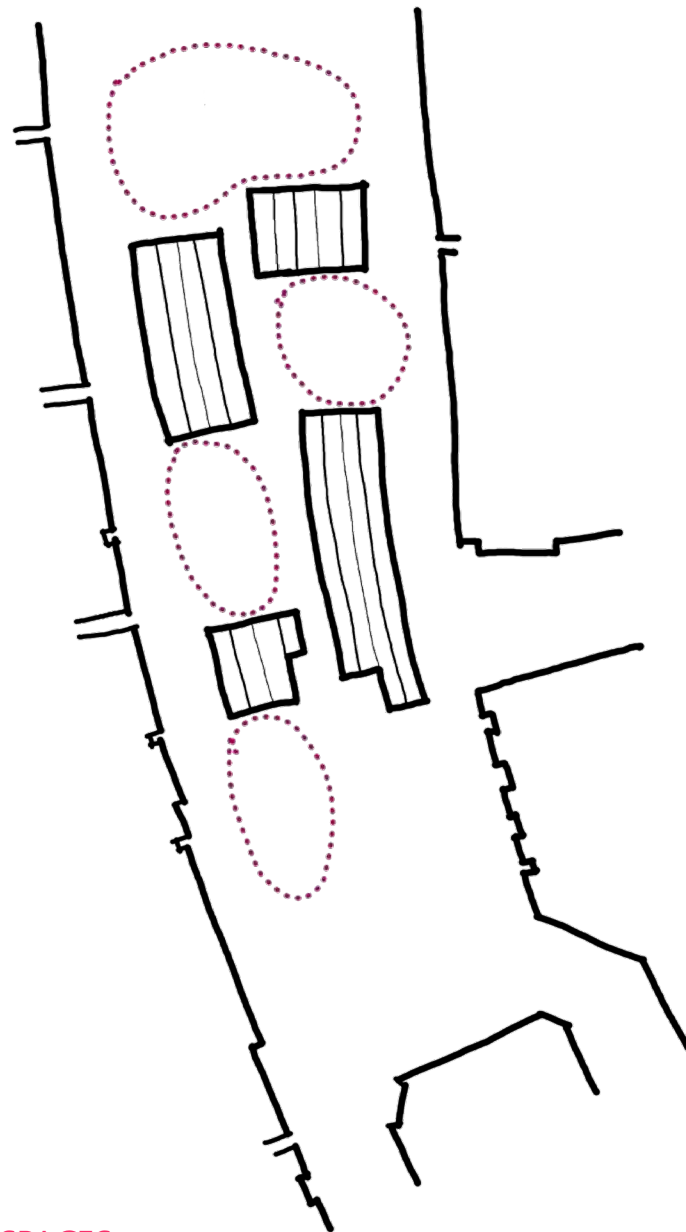
8. Flexible
9. Extending the market towards King St & Market Gates
10. Encourage new stall holders on smaller pitches
11. Extended offer with visiting markets & events

MARKET SQUARE

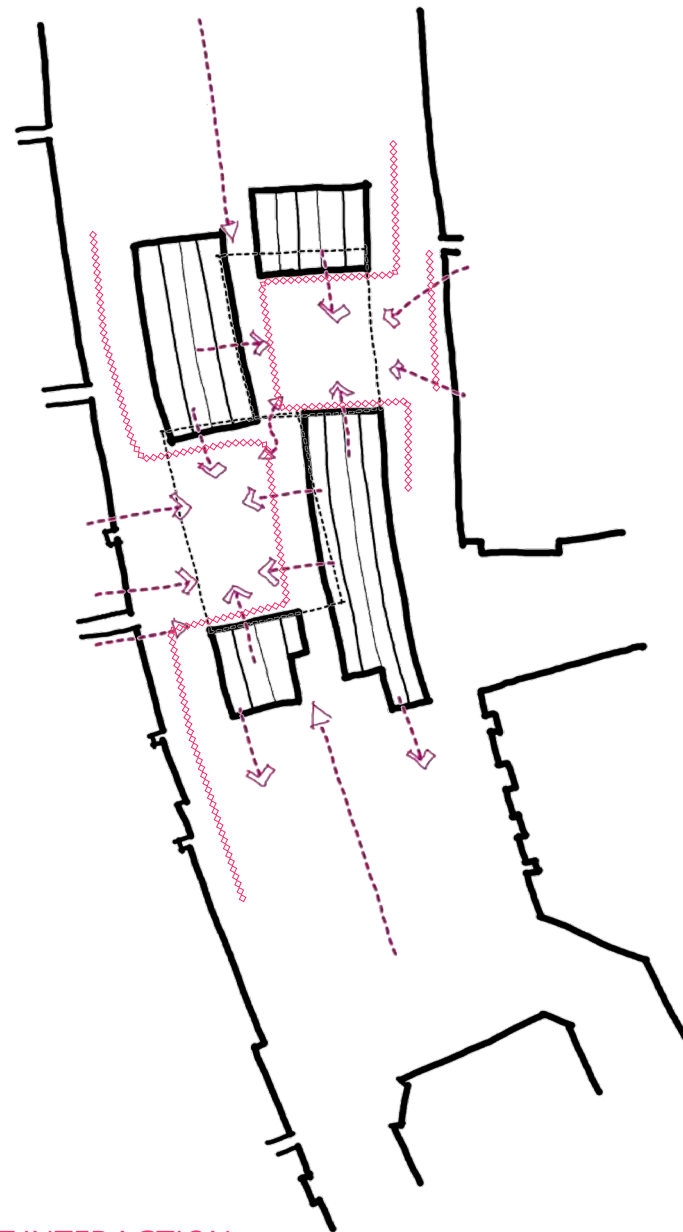
12. Furniture redesigned for extended market use, daily eating, gathering, cultural and arts events

THE MARKET AS A TOWN CENTRE ATTRACTION

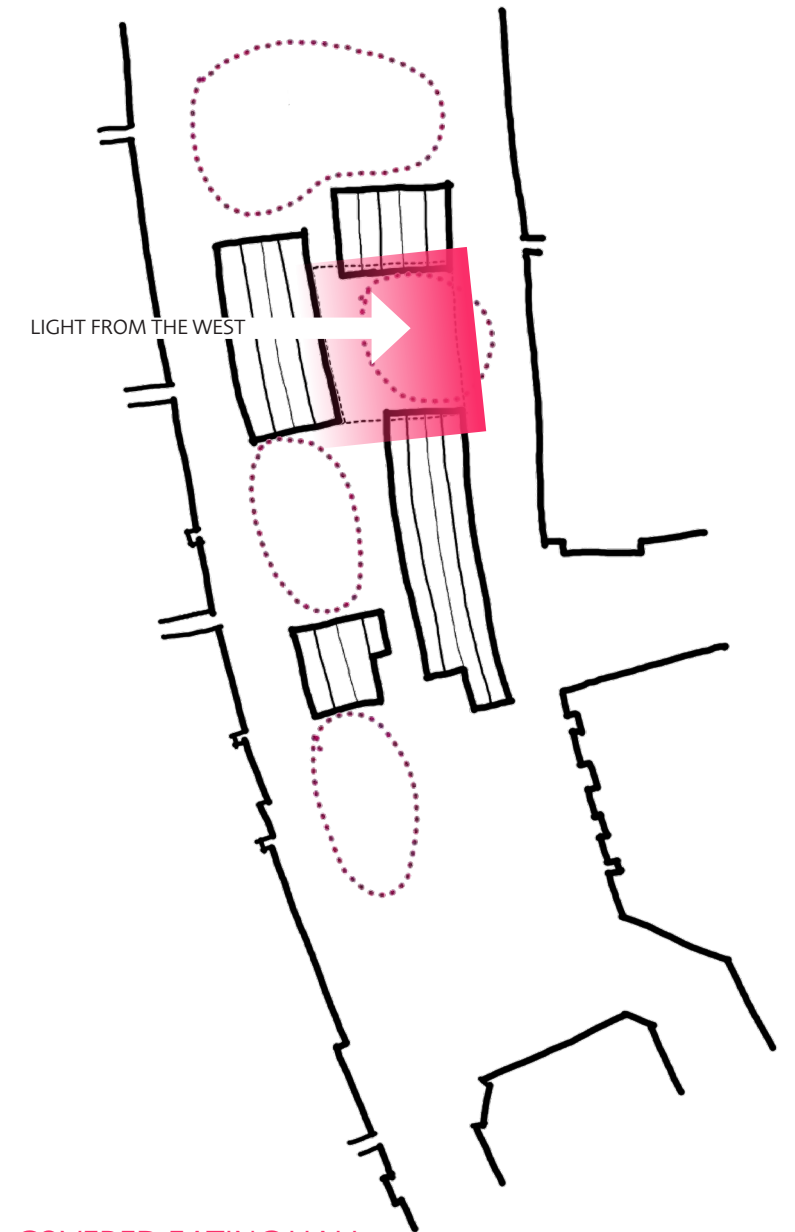
The Big and Permanent markets attract a large audience of customers and interested visitors - the Market as a leisure destination. Enhancing the offer will respond to the potential for growth providing a cross sector appeal and a variety of dwell spaces to capture local families, holiday makers and enhance the offer of Great Yarmouth town centre to regional day trippers - the largest local growth sector.



MARKET DWELL SPACES



MARKET INTERACTION



COVERED EATING HALL

COVERED EATING HALL

The covered eating hall offers a new all weather attraction to the market, opening opportunities for extending the season and offering speciality events through out the year.

OPEN EVENTS AREA

To host visiting markets, pop up events, cultural happenings and small scale performances. Programming of educational events & public engagement opportunities for school parties and families.

NEW STALLS

36no. permanent single and double stalls to allow every market trader on the 6-day market to transition into an equal or larger unit.

Covered pop-up stalls opening onto the open events area.

TRADERS FACILITIES

Refurbished toilets and market office for use and access only for the market traders and managers.

FUTURE PHASING

Services, infrastructure and some foundations applied to full market footprint to allow for future flexibility and installation of the canopy at a later date.

Market square and the wider urban realm lighting design to be negotiated with Norfolk County Council and carried out under a later funded phase of works.



TEMPORARY MARKET

To minimise disruption to the market traders the proposal explored in this report is that the new stalls are made available to the 6-day traders in the temporary location.

The traders move their fixtures and fittings into the new stalls and at the conclusion of the works the stalls are relocated into their permanent end positions.

This technique of relocating an existing stall has been employed previously for temporary catering at football grounds etc. and to facilitate remedial servicing at Altrincham market.

RISKS

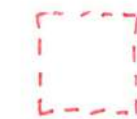
Project risks inherent in this strategy include:

- Duplicate costs for the design, servicing and installation of the temporary market.
- Incurring additional cost in the stall design
- Insurance for the relocation process
- Full engagement from Norfolk County Council, highways and the BID around the implications of the temporary 6 day market.
- Full engagement from Norfolk County Council, highways and the BID around the implications of the temporary 2 day market
- The incurred cost of the consequential loss of stall holders during the transition

The Market Place

GREAT YARMOUTH MARKET PLACE

KEY



Site boundary



Outline of permanent market



Service zones (temporary electric/
water/gas)



Market Stalls (5x5m indicated)



ELEMENTAL COST PLAN

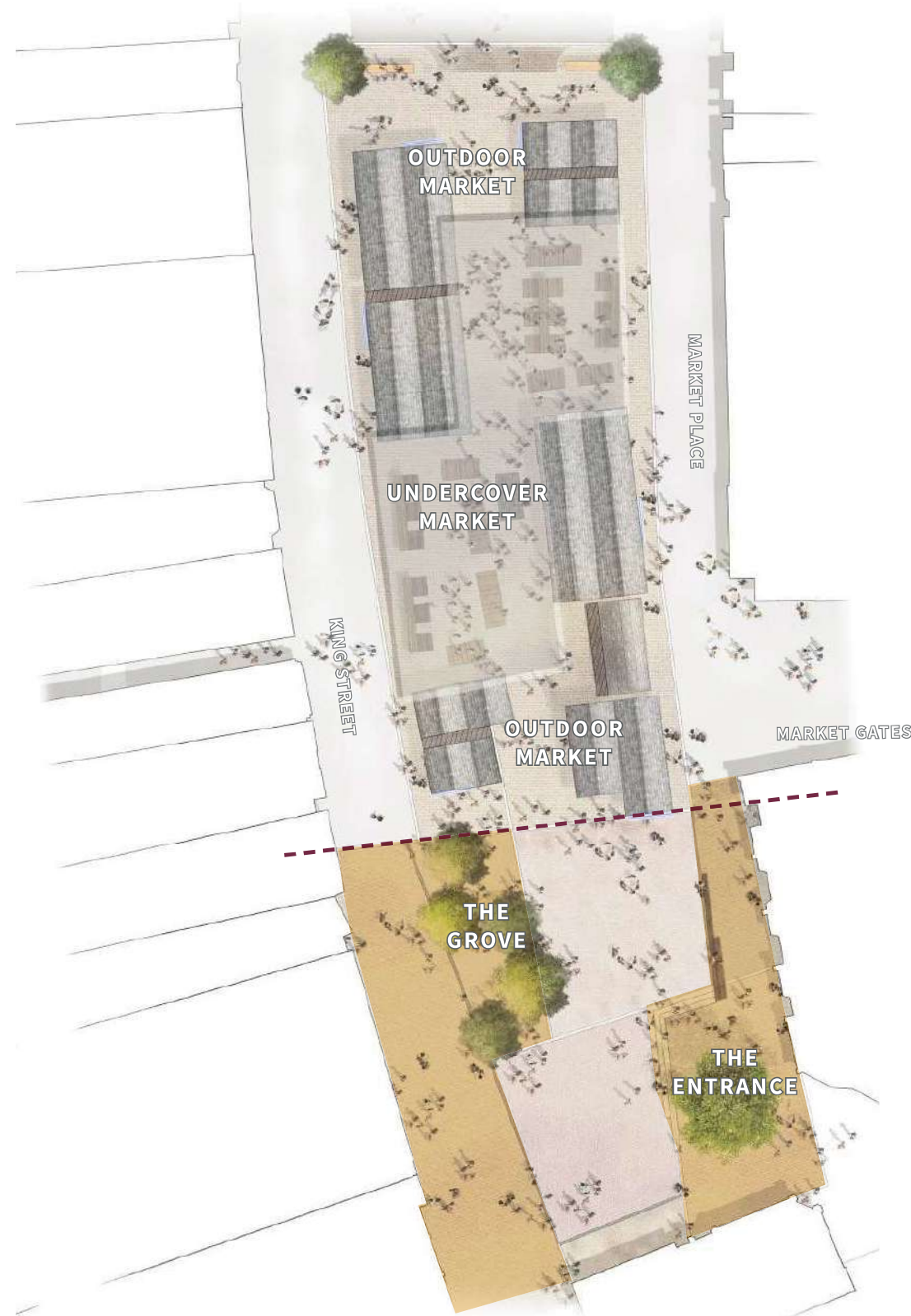
The overall construction cost for the market scheme as shown:

Cost Plan Summary:

• Demolitions and site clearance	£178,250
• Market Stalls	£680,000
• Canopy	£271,200
• Groundworks, Landscaping and External works	£395,950
• Drainage	£98,500
• Services	£390,000
• On costs including contractor preliminaries, temporary market setup, design development and contingency	£696,000

Estimated construction costs	
TOTAL	£2,709,900
	ex. VAT





BUDGET RISK ITEMS

Project costs - no fees, VAT, GYBC costs included

Legals

Negotiated costs associated with the traders

Ground contamination

Archaeology

Acoustic conditions under the canopy and within the stalls

Temporary Market services design and enabling works

Services requiring further review at Stage 4:

1. Temporary market services requirements
2. 2 Day market service provision
3. IP gas mains vicinity
4. External Lighting
5. Performance area services requirements.

PROJECT RISK ITEMS

Lack of engagement / support of Members

Lack of engagement / support of Traders

Funding

Slow return of funding confirmation delaying the programme

Conflicting requirements within the stakeholder 'vision'

Project creep

Design cost vs quality

MINIMUM OPTION

- Existing canopy removed
- Stalls forming blocks to the west and north west are removed
- New block of 14no. stalls introduced and positioned to create new seating area within the market
- A below ground service route from the WC block to the new block of stalls
- New hard landscaping within extent of market only
- 2-day market still to form **BIG MARKET** located to both the north and south of the permanent market

BUDGET CONSTRUCTION COSTS FOR MINIMUM OPTION ONLY - £1,125,000 ex. VAT

OPTIONS OR FUTURE PHASES

- New canopy to seating area
- Landscaping to Market Square
- Existing stalls to south end dressed so as to provide continuity with the new stalls
- New below ground utility services to all stall block routed via the existing service void



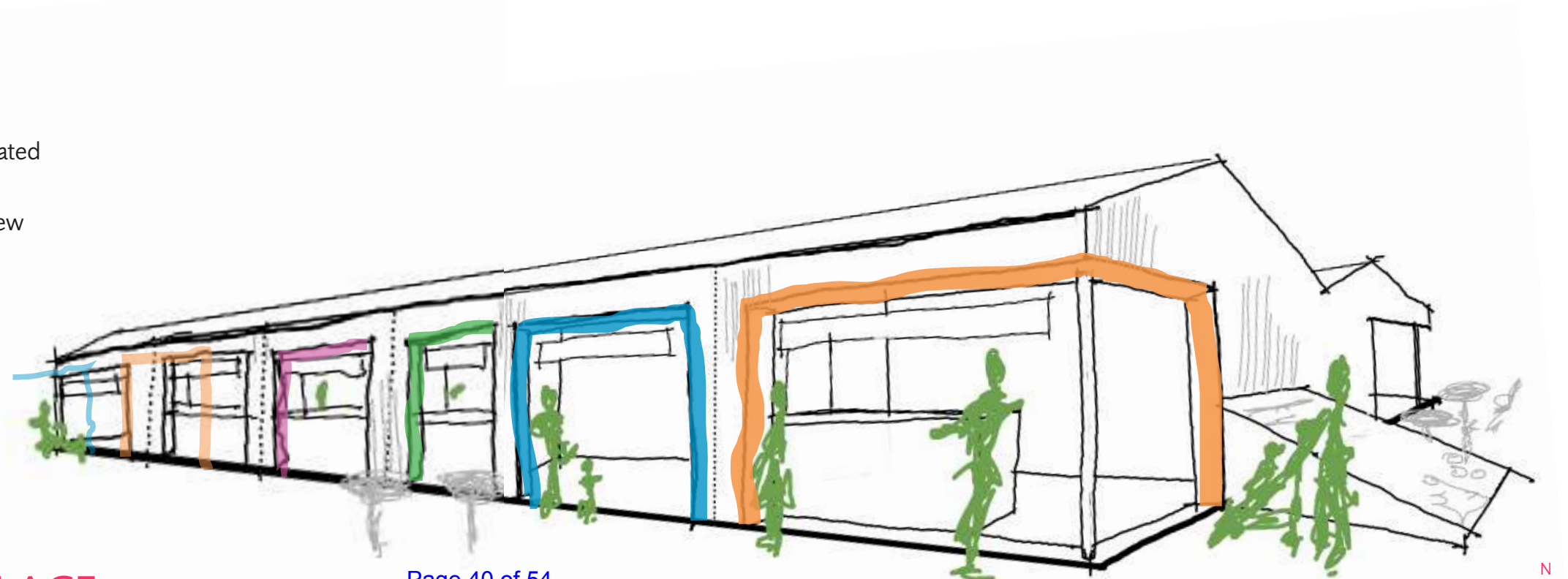
MINIMUM OPTION

PROS:

- Majority of permanent market traders retain their stalls
- New stalls - contemporary & accessible
- Option for new stalls to be available if existing market traders wanted to move into a new stall as they become available
- Removal of existing canopy market far more open and inviting
- Introduction of seating area on west side further opens the market up to King street and Market Row and creates a longer street frontage
- Seating & events area enhances position of stalls on the 'central aisle' with access and street frontage to King Street
- More stalls visible for passing pedestrians to engage with
- Optional canopy to form a statement for regeneration, without the canopy the proposal would not be enough regenerate the market

CONS:

- No canopy means limited impact and could reduce consequential regeneration
- With mix of new stalls and existing stalls, a duality is created within the market
- Mixed utility servicing across the market consisting of new metered services to new stalls and existing convoluted services to existing stalls
- Lack of future flexibility in terms of below ground utility services
- May be viewed publicly as only 'half' a development or 'unfinished'



APPROVALS

- All Members Briefing - 4th October 2018
- Market Traders meeting - 9th October 2018
- Policy & Resources Committee - 16th October 2018

CAPITAL PROJECT DELIVERY

- Funding confirmation
- Developing and submitting a planning application & Conservation Area consent application
- Including a Stall Design Guide. Working with the traders we will develop a palette of stall designs, materials and options for access.
- Planning process

NEXT STEPS





GREAT YARMOUTH
BOROUGH COUNCIL

GREAT YARMOUTH MARKET PLACE

Subject: **Venetian Waterways Project – Progress Update**

Report to: **Executive Leadership Team, Monday 8th October 2018**
Policy and Resources Committee, Tuesday 16th October 2018

Report by: **Kate Watts, Strategic Director**

SUBJECT MATTER & RECOMMENDATIONS

This paper provides the Members of the Policy and Resources Committee with an update of progress for the Venetian Waterways Project.

Members previously approved a budget of £882,000 for the Venetian Waterways project in January 2017. Since this approval additional funding has been sought and the cost to the Council for this project subsequently totals £763,054.

However, as outlined within this report additional contingency of £55,000 has been allocated to the construction element of this project, bringing a revised total cost to the Council of £816,054.

1. BACKGROUND

- 1.1 The Venetian Waterways and Boating Lake are recorded on the Historic Parks and Gardens register and are noted for being nationally unique. Built between 1926 – 1928, they were created as an unemployment relief programme after the First World War.
- 1.2 On the 12th January 2017 full Council approved a significant restoration scheme of this site. The total budget for this scheme was set at £2,755,564. In making this approval full Council noted that 64% of the funding for this scheme would be provided by the Heritage Lottery Fund (HLF), with the remaining amount funded by the Council through £330,000 being allocated from the Council's capital fund and £552,000 being funded through the Council's revenue fund, with a clear steer to officers that the £552,000 should be reduced through applying for other streams of funding as the project was progressed.
- 1.3 Members are asked to note that whilst the budget of £2,755,564 included the capital costs of renovation, it also provided for the appointment of contractors, volunteering activity and training, as well as interpretation for the site e.g. signage and listening posts.
- 1.4 It should be noted that the repair and cleansing of the water basin which runs through the Waterways part of the site does not form part of this restoration project. A funding bid of £50,000

has been submitted to the Coastal Revival Fund, which if successful would provide for a segment of the Waterways basin to be drained, cleaned and fully repaired.

- 1.5 A Members Working Group was established to oversee the delivery of the project and has met regularly as the project has progressed. In addition to this, there is also a wider stakeholder group to ensure engagement with the local community throughout this project. Furthermore there has been a huge amount of public interest in this project with 109 people registering for volunteering opportunities on the site.

2. INTRODUCTION

- 2.1 This paper has been written to update Members of the Council's Policy and Resources Committee with the progress of this project.

3. PROJECT UPDATE

- 3.1 The Venetian Waterways project has been developed using the Royal Institute of British Architects framework, with the completion of each stage requiring sign off from the HLF. Currently the project is at Stage 5 which is the construction phase of the project. There are two stages left to complete, handover and using the site.
- 3.2 Alongside officers from the Council supporting this project, there is a design team in place which provides landscape and building architectural advice, mechanical and engineering advice, quantity surveyors advice and health and safety support for Construction and Design Management Regulations (CDM). This team meets monthly to support and progress the project, and is joined by the HLF on occasions.
- 3.3 Construction works are now well underway on the site. The contracted date for these works to be completed is May 2019; however the contractors themselves are working for an Easter completion of the Boating Lake part of the site.
- 3.4 Members should note that as the contractors have progressed with the clearing and cleaning of the site a number of issues have been identified which have subsequently had an impact on the contingency budget for this project. This will be explained in more detailed in the financial update section of this report.
- 3.5 The outcomes of this project also require a significant element of volunteering to take place, both to support technical elements of the construction side of the project such as thatching and joinery, transferring traditional skills to local people, alongside broader training opportunities and interpretation of the site.
- 3.6 These wider outcomes provide a number of substantial benefits for the residents of the Borough and progress with these elements of the projects is as follows;

- 50 volunteers have been involved in activities spanning from garden maintenance and site preparation to initial research and interpretation work including events, photography and thatching
- 672.5 volunteering hours have been given to the project to date. This equates to 84 working days and an equivalent cash value of £5429.26
- Up to 20 individuals from the Green Gym were involved on a fortnightly basis in the clearance works at the boating lake and waterways prior to the contractors work commencing. Our GYBC gardeners started working with us week commencing 1st October, and are developing detailed plans for the planting programme which will involve a large amount of volunteer support, as well as ongoing work with volunteers to assist with the maintenance of the gardens
- Boat Head Restoration – the conservator is planning to train and work with 4-6 volunteers to support this part of the project
- Ongoing research work to support the onsite interpretation and information – group of 6 volunteers involved and working on this in their own time/space following an orientation session at the library earlier in the year. One of these volunteers is coordinating the group and keeping me updated
- Oral history recordings – 4x volunteers trained, 1x recording carried out to date (90th anniversary). BBC Voices gave their time gratis to deliver the training workshop
- A professional photographer is volunteering her time to help document project progress
- A student photographer from East Coast College also volunteered her time to help document clearance work at the boating lake
- 4x volunteers supported the delivery of the Easter Egg Hunt

3.7 Members should also note that the Council has partnered with the Great Yarmouth Preservation Trust in the delivery of these elements of the project. Recent work has been progressed with the Council and the Trust to ensure that these objectives of the project are fully met.

3.8 Finally the original business case for the management and operation of the site was refreshed and as a result a negotiated tender process is due to commence to procure an organisation or organisations to manage the café, boat hire on the lake, gardeners and future maintenance of the site. Once this tender has been completed Members will be updated of any potential financial implications as the refreshed business case does identify the potential for an annual subsidy to be required to support the gardening, repairs and maintenance of the site going forwards.

4. FINANCIAL UPDATE

4.1 The total budget for the project was set at £2,755,564, of which 64% of this has been awarded as a grant by the HLF. The remaining £880,000 has been funded by the Council.

4.2 Officers have since achieved funding to reduce the Council's commitment of £880,000. Funding currently totals £318,607 and has been sourced from;

- £250,000 from the Local Enterprise Partnership
- £68,607 from the Department of Housing, Communities and Local Government

- 4.3 A Norfolk Rates Business Pool funding request has also been recently submitted, requesting £80,000 towards the capital cost of the Boating Lake café refurbishment.
- 4.4 There has however been some movement within the overall budget, totalling £199,661. Appendix 1 details this movement.
- 4.5 Therefore offsetting the additional funding officers have obtained against this movement of the project budget, the current Council funding for this project totals £763,054. (Original Council funding agreed totalled £882,000).
- 4.6 Within the construction budget for the works on the site, a contingency of £172,000 was set. As the construction works have progressed a number of items have been allocated to this budget.
- 4.7 A contingency budget was set to allow for unforeseen costs, so that the overall cost of the project is not exceeded. With this project a number of items have been allocated to contingency as a result of structural issues that have only been identified once works commenced on site.
- 4.8 For example an additional £17,218 has been allocated for the Boating lake steps, wing wall and pier repairs as once cleaning of these items had taken place much greater cracking and degradation of the existing structures was identified, requiring structural repairs at a higher costs than originally budgeted for. Another example is an additional £10,000 for the jetty from the Boating Lake island to be repaired, as during the initial works in this area it was identified that rubbish had been originally used in this structure, and that this rubbish was no longer providing the structural support this jetty would require for boats to be launched from it in the future.
- 4.9 Items allocated to this contingency currently total £140,306. Alongside these items there have also been some savings identified as the construction works have progressed, these total £12,827. These savings have been used to offset the contingency budget and as a result the spend allocated to the contingency budget currently stands at £127,479.
- 4.10 Unfortunately there are still a number of items that are currently being assessed by the design team which may require further allocation to the contingency budget. For example additional electrical ducting work to install the new lighting on the Waterways site has been requested with a cost estimated at £12,000, there is also a potential for additional repair work for the Boating Lake basin due to the identification of asbestos in the current bitumen jointing, which could cost the project an additional £25,000.

4.11 As it is likely that some additional funding will be required from the contingency budget, an additional £55,000 has been added to this contingency. This figure has been provided by our quantity surveyor and employer's agent as an estimate of what the final amount would need to be for this budget.

4.12 Whilst this financial update has focussed on the capital budget of this project, Members should note that there is also a revenue budget for which the activities including training and volunteering on the site is supported by. Currently we are not forecasting an overspend in this area, to ensure this continues as the project is progressed, some budget line adjustment is currently being scoped with the HLF and GYPT.

5. FINANCIAL IMPLICATIONS

5.1 Members need to note that it is unlikely outside of the outstanding Norfolk Rates Business Pool funding request that any further significant external funding will be obtained, and therefore the current revenue being used to support this project will remain as a one off spend and will not be further reduced.

6. CONCLUSIONS

6.1 Work is well underway in delivering both the renovation of the Venetian Waterways, whilst supporting the wider community through training and volunteering activities.

6.2 Members previously approved a budget of £882,000 for the Venetian Waterways project in January 2017. Since this approval additional funding has been sought and the cost to the Council for this project subsequently totals £763,054.

6.3 However, as outlined in this report additional contingency of £55,000 has been allocated to the construction element of this project, bringing a total cost to the Council of £816,054.

Area for consideration	Comment
Monitoring Officer Consultation:	For contractual during the project
Section 151 Officer Consultation:	Yes and specifically for awarding the construction contract as this came in over budget.
Existing Council Policies:	N/A
Financial Implications:	Yes
Legal Implications (including human rights):	N/A
Risk Implications:	A detailed risk register is available for this project

	and updated regularly
Equality Issues/EQIA assessment:	Assessment completed during RIBA stage 4 of this project
Crime & Disorder:	N/A
Every Child Matters:	N/A

Appendix 1

Table showing individual items of additional project costs.

Item	Cost
architectural drawings and refresh of the operational business case	£5,725
Design team services as a result of not procuring design team services in line with the HLF requirements (our own standing orders were correctly followed but the HLF will not match fund this)	£76,000
Construction contract award (came in above estimated budget, any further value engineering to reduce this cost would have impact on the objectives of this project)	£82,332
Clerk of works	£4,880
Employers agent	£6,240
CDM contractor	£2,695
Principle contractor to cover additional duties including contract administration duties	£21,789
Total	£199,661

Subject: **Equinox Enterprises Ltd. update**

Report to: **Policy & Resources Committee – 16 October 2018**

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

SUBJECT MATTER

To provide members with an update on the activities of Equinox Enterprises Ltd.

RECOMMENDATION

That Equinox Enterprises Ltd replace Jane Beck (Head of Property & Asset Management) as a Director and that David Glason (Development Director) is appointed to the Board as a new Director of Equinox Enterprises.

1. INTRODUCTION

This report provides members with an update on the activities of Equinox Enterprises Ltd. The last update to members was to the Shareholder Committee on 26 July 2018. On 13 September 2018 Full Council agreed the dissolution of the Shareholder Committee and transfer of its functions and terms of reference to the Policy and Resources Committee.

2. RECENT PROGRESS

- 2.1. The building contract with Lovell was been signed on 25 July 2018. Lovells have taken possession of the East Wood site and mobilised sub-contractors in order that construction can commence. Groundworks are scheduled to commence in October 2018. An overview of the East Wood project plan is attached as an appendix for information.
- 2.2. On 10 July 2018 the Board considered the report of a governance review of Equinox Enterprises. This included work on progressing the implementation of audit recommendations outstanding from 2017. As a result of the governance review the following issues have been addressed:
 - The dissolution of the Shareholder Committee and transfer of its functions to the Policy & Resources Committee
 - Creation of a company secretary for Equinox
 - Developing a risk register which is regularly considered by the Board
 - Agreeing updated terms of reference for the Board, role of Directors and the relationship between Equinox and the council

- 2.3. A regular update on the implementation of audit recommendations has been reported to the Audit & Risk Committee. A small number of actions remain outstanding and have been chased for urgent completion. Most important amongst this is the service level agreement between Equinox and the council. This outlines the support the council will provide for Equinox and the payment Equinox will make for these services. This has been produced in draft and is awaiting completion with nplaw so that the Equinox Board and the council can formally approve the agreement.
- 2.4. The governance review also recommended a change in Director. As a result of the review Equinox would like to replace Jane Beck (Head of Property & Asset Management) as a Director and appoint David Glason (Development Director) as a new Director of Equinox Enterprises.
- 2.5. In summary, the next stages of the project are as follows:
- October 2018 – site set up complete by Lovell
w/c 22 October 2018 – ‘ground breaking’ event
July 2019 – show home complete
September 2019 – section 1 (6 plots) complete
- 2.6. Since the last Shareholder Committee meeting Equinox has not considered any further developments. Since the dissolution of the Shareholder Committee a regular update will be provided to the Policy & Resources Committee.

3. FINANCIAL

- 3.1. The following financial summary for East Wood (Beacon Park Phase 1) has been discussed a number of times at the Board and Shareholder Committee and this remains unchanged:

Projected sales proceeds	12,286,068
Land	1,293,180
Construction	9,174,072
Construction on costs including fees	594,441
Interest	232,878
Overheads	60,000
Total costs	11,354,571
Pre-tax profit	931,497

- 3.2. The company's cash flow forecast is principally based on the East Wood scheme. This is reviewed at every Board meeting. The existing £8.933m facility to finance Equinox was approved by the Shareholder's Committee on 25 April 2018. Based on current cashflow projection Equinox will need to drawdown £6.8m of the loan facility as sales receipts will be used to partially fund the overall costs of the project.

The forecast, summarised in the table, below, assumes that Equinox and the council will agree a repayment plan for the £5,250k loan commencing November 2019 and concluding June 2020. The proposed repayment plan is calculated to use cash receipts efficiently to minimise the interest payable by the company. This is based on sales receipts being received from July 2019.

Equinox Cash Requirements 2018-2020

Date of draw down	Mar 2018	Oct 2018	Jan 2019	Apr 2019	Sum	Headroom	Maximum facility
	£000	£000	£000	£000	£000	£000	£000
Cash investment							
Equity	£500	£250	£425	£525	£1,700	£533	£2,233
Loan	£1,500	£750	£1,275	£1,575	£5,100	£1,600	£6,700
Total investment	£2,000	£1,000	£1,700	£2,100	£6,800	£2,133	£8,933

Date of Board meeting 21/05/2018 01/10/2018 13/11/2018 19/02/2018

- 3.3. The equity investment by the council reaches a peak of £1,750k which has not been reduced by capital reduction via cancelling or buying back shares. The company is forecast to have £2,912k in cash at March 2020. The retained profits and share capital can be used to partially fund further development schemes or returned to the investor.
- 3.4. The Directors were advised by NPLaw to allot shares by written resolution at Board meetings. At the Board meeting on 1 October 2018 it was recommend that Directors need to draw down a second tranche of funding: £750k and allot £250k of shares. The Board resolved to approve the funding draw down including the allotment of 250,000 £1 ordinary shares.

4. RISK

- 4.1. Equinox regularly reviews a range of risks using the risk register it developed in 2018. This was last reviewed at the Board meeting on 1 October 2018. The majority of risks are rated 'low' and all risks are being actively mitigated.
- 4.2. The single greatest risk to the council is the rate of sales and the overall condition of the local housing market. Fluctuations in the local housing market in 2019 may (or may not) be affected by the Brexit impact next year. The financial projections contained in section 3.1. are based on up to date market projects based on data from Savills which have been consistently used for all of the business plan projections. Equinox will continue to monitor sales closely in 2019.

5. LEGAL

The Companies Act (2006) does not require a company like Equinox to have a company secretary. However, to strengthen the overall approach to governance the company recommended the appointment of a named company secretary and this was approved at the Board on 1 October 2018.

6. RECOMMENDATION

That Equinox Enterprises Ltd replace Jane Beck (Head of Property & Asset Management) as a Director and that David Glason (Development Director) is appointed to the Board as a new Director of Equinox Enterprises.

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

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

EAST WOOD (BEACON PARK PHASE 1) PROJECT PLAN

Project Planner

Select a period to view: Month Actual Start

% Complete (beyond plan)

Actual (beyond plan)

% Complete



PERCENT
Y
COMPLE

