



GREAT YARMOUTH
BOROUGH COUNCIL

Policy and Resources Committee

Date: Tuesday, 15 December 2020
Time: 18:00
Venue: Remotely
Address: [Venue Address]

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 - 9 |
| <p>To confirm the minutes of the last meeting held on 17 November 2020.</p> | | |
| 4 | <u>FORWARD PLAN</u> | 10 - 10 |
| <p>The Committee is asked to receive and consider the Forward Plan.</p> | | |
| 5 | <u>GREAT YARMOUTH TOWN CENTRE PARTNERSHIP BID -
PROPOSED FOURTH BID TERM</u> | 11 - 27 |
| <p>Report attached.</p> | | |
| 6 | <u>2020-21 TREASURY MANAGEMENT MID-YEAR REPORT</u> | 28 - 39 |
| <p>Report attached.</p> | | |
| 7 | <u>KEY SAFE AND SUITED LOCKS</u> | 40 - 43 |
| <p>Report attached.</p> | | |
| 8 | <u>QUARTER 2 PERFORMANCE REPORT</u> | 44 - 84 |
| <p>Report attached.</p> | | |
| 9 | <u>ANY OTHER BUSINESS</u> | |
| <p>To consider any other business as may be determined by the</p> | | |

Chairman of the meeting as being of sufficient urgency to warrant consideration.

10 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."

11 LOAN TO THE GREAT YARMOUTH PRESERVATION TRUST

Details

12 CONFIDENTIAL MINUTES

Details



GREAT YARMOUTH
BOROUGH COUNCIL

Policy and Resources Committee

Minutes

Tuesday, 17 November 2020 at 18:00

PRESENT:-

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

Councillor Candon attended as a substitute for Councillor Grant.

Mrs S Oxtoby (Chief Executive Officer), Mrs K Sly (Finance Director), Mrs P Boyce (Strategic Director), Mr S Hubbard (Strategic Planning Manager), Mrs S Tate (Head of OD), Mrs M Lee (Head of Customer Services), Mrs J Beck (Head of Property & Asset Management), Mr S Brabben (Revenue Services Manager), Ms C Whatling (Monitoring Officer) & Mrs S Wintle (Corporate Services Manager).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Grant & Myers.

2 DECLARATIONS OF INTEREST

Councillors P Carpenter, Plant, Smith & C M Walker declared a personal interest in item 14, Great Yarmouth Third River Crossing Land Compensation as they were members of the Norfolk County Council Great Yarmouth Third River Crossing panel.

However, in accordance with the Council's Constitution, they were allowed to both speak and vote on the matter.

3 MINUTES

The minutes of the meeting held on 22 October 2020 were confirmed by assent.

Councillor Wainwright reported that he was pleased that the Government had agreed to provide much needed free school meals over the Christmas Holidays following the recent campaign spearheaded by Marcus Rashford.

4 FORWARD PLAN

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee note the Forward Plan.

5 REVIEW OF STATEMENT OF COMMUNITY INVOLVEMENT

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

The Strategic Planning Manager reported that the Committee was asked to adopt the revised Statement of Community Involvement. This included an amendment to state that if the Town Hall was closed or access was restricted,

which meant that the Local Plan documents could not be inspected, the Council would send free hard copies of the documents, on request, to those who were unable to view them on the Council's website. The amendment was proposed to ensure that the examination of the Local Plan Part 2 was not interrupted by Covid19 restrictions.

RESOLVED:-

That the Committee adopts the revised Statement of Community Involvement.

6 REVIEW AND UPDATE OF MATERNITY POLICY

The Committee received and considered the report from the Head of OD.

The Head of OD reported that the current maternity guidance Note had been reviewed and incorporated into the new Maternity Policy which included information and guidance for employees, managers and HR. It included current legislation, ACAS guidance, relevant information from the GYBC Handbook and provisions within the Green Book.

The Head of OD reported that feedback on the policy had been given by ELT, Unison HR and the Senior Performance and Data Protection Officer. The Joint Consultative Working Group (JCWG) reviewed the policy on 2 November and their comments had been reviewed and the policy amended as appropriate. Once the policy was approved, it would be made available to staff via the Loop and training would be given to managers.

Councillor P Carpenter thanked the head of OD for considering the views of the JCWG and updating the policy accordingly.

RESOLVED:-

That the Committee approves the new Maternity Policy and agrees to carry out a review of this policy after 3 years, unless there is a significant change in legislation requiring an earlier review.

7 NEW PARENTAL BEREAVEMENT POLICY

The Committee received and considered the report from the Head of OD.

The Head of OD reported that until recently, there had been no legal obligation for employers to provide paid time-off for grieving parents. The legislation, known as Jack's Law, came into force on 6 April 2020 with the introduction of the new Parental Bereavement Leave and Pay Regulations.

The Head of OD reported that the policy had been drafted to provide

information and guidance for employees, managers and HR, on the new legislation and what it entitled parents too. The new policy had been written by HR, feedback had been given by ELT, UNISON HR, and the Senior Performance and Data Protection Officer. The policy was considered by ELT in August 2020 resulting in minor changes. The policy was reviewed by Joint Consultative Working Group (JCWG) on 2 November 2020 and their comments have been reviewed and the policy amended as appropriate. Once the policy was approved, it would be made available to staff via the Loop and training would be given to managers as required.

Councillor C M Walker reported that she welcomed the new policy which was long overdue and reiterated that the Council had always been supportive of any member of staff who had sadly lost a child.

RESOLVED:-

That the Committee approve the new Parental Bereavement Leave Policy and agrees to carry out a review of this policy after three years unless there is a significant change in legislation requiring earlier review.

8 COUNCIL TAX SUPPORT SCHEME 2021-22

The Committee received and considered the report from the Head of Customer Services.

The Head of Customer Services reported that this Committee had agreed at the meeting of the 21 July 2020, that consultation could commence in relation to the 2021/22 Local Council Tax Support Scheme. The consultation had run for a 12 week period and had now closed with only 12 responders taking part in the survey, and most favoured relating the existing scheme for a further year and were in favour of the additional changes.

Councillor Wainwright thanked the Head of Customer Services for her excellent report and reported that he supported the three additional clauses.

RESOLVED:-

That the Committee recommend to Full Council:-

To endorse the recommendation to continue with the existing scheme for 2021/22 which is a maximum award of 91.5% of the Council Tax Liability for Working Age but including:

- (i) Automatic assessment of entitlement and award of Council Tax Support based on receipt of a Universal Credit notification,
- (ii) Council Tax Support claims to remain open for a period of 26 weeks from

the date that a claim becomes "nil qualifying" ; and

(iii) Exemption for customers who are entitled to the Disability premium, Enhanced Disability Premium or Severe Disability Premium to the self-employed minimum income floor calculation.

9 COUNCIL TAX DISCOUNTS 2021-22

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

The Revenue Services Manager reported that for the financial year 2021/22, it was proposed that there was one change to these discounts following a change in legislation on Long-Term Empty Premiums in 2018. This would result in the increase in premium to 300% for properties which had been empty for more than ten years.

RESOLVED:-

That the Committee recommend to Full Council that the council tax discounts as shown in section 3.1 of the report and which will apply for 2021/22 including the discount charge outlined in section 2.2 of the report.

10 COUNCIL TAX BASE 2021-22

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

The Revenue Services Manager reported that the Council tax base was a technical calculation that must be formally set each year. It was the first stage of the Council Tax setting process that would be finalised once the budgets had been agreed.

The Revenue Services Manager asked the Committee to endorse the calculation of the 2021/22 tax base totalling 28,910 as this was the total number of domestic properties in the Borough using Band D as the average property band.

Councillor Wainwright asked when the estimated tax bases for the parishes would be known for the Parish Councils to set their parish precepts and budgets. The Chairman reported that this work stream would be carried out as a matter of urgency.

RESOLVED:-

That the Committee recommend to Full Council that the calculation of the

2021/22 tax base totalling 28,910 and the estimated tax bases for the Borough and for each Parish, as detailed in Appendix 1 of the report.

11 MEDIUM TERM FINANCIAL STRATEGY 2021-22

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

The Finance Director reported that the Medium Term Financial Strategy (MTFS) had been refreshed and updated to reflect the latest external pressures and challenges facing the Council that would impact on the financial position of the Council moving forwards, most significantly, the impact of Covid19.

The Finance Director reported that additional feedback had been received regarding the updated Acquisition and Disposal Policy and therefore, this document had been removed for further consideration. However, the policy would be further updated and reported back to a future P & R Committee meeting.

The Finance Director reported that a small Working Group consisting of Five Members would be set up to develop and agree the Additional Restrictions Grant scheme and criteria. The Chairman reported that Councillors P Carpenter, Candon & Wells would sit on the Working Group representing his party and Councillor Wainwright reported that Councillor Williamson and himself would represent his party.

RESOLVED:-

(i) That the Committee approve the updated Medium Term Financial Strategy (MTFS) and the key themes of the business strategy outlined as section 8,

(ii) That the Committee approve the revised reserves statement as included at Appendix A of the MTFS; and

(iii) That the Committee agree to set up a small Working Group of five Members, Councillors P Carpenter, Candon, Wells, Wainwright & Williamson, to develop and agree the Additional Restrictions Grant scheme and criteria and delegate authority to the Section 151 Officer and Head of Customer Services.

That the Committee recommend to Full Council:

(i) The allocation of £1million to the Capital programme to support the Digital Strategy as outlined in section 8 of the MTFS.

Forward Plan for Policy & Resources Committee

				Pre Agenda Meeting (PAM)	Policy & Resources
	URN	Matter for Decision	Report by		
1	20-138	TCP Renewal Bid Ballot	Strategic Director (PB)	03/12/20	15/12/20
2	20-170	Half Yearly Treasury Management Strategy	Finance Director	03/12/20	15/12/20
3	20-165	Key Safes	Housing Director	03/12/20	15/12/20
4	20-174	Q2 Performance Report	Strategic Director (PB)	03/12/20	15/12/20
5	20-175	GYPT Loan	Head of Inward Investment	03/12/20	15/12/20
6	20-188	James Paget Hospital - Infrastructure Funding	Head of Property & Asset Management	07/01/21	19/01/21
7	20-154	Flex Time Policy	Head of Organisational Development	07/01/21	19/01/21
8	20-009	Revenues Write Off Report	Head of Customer Services	28/01/21	09/02/21
9	20-181	Budget 2021/22	Finance Director	28/01/21	09/02/21
10	20-182	Fees and Charges 2021/22	Finance Director	28/01/21	09/02/21
11	20-183	Tresury Management Strategy 2021/22	Finance Director	28/01/21	09/02/21
12	20-184	Q3 Performance Report - Policy and Resources	Senior Information and Data Protection Officer	28/01/21	09/02/21
13	20-155	Flexible Working Policy	Head of Organisational Development	28/01/21	09/02/21

URN: 20-138

Subject: Great Yarmouth Town Centre Partnership BID (TCP/gyBID) – Proposed Fourth BID Term

Report to: ELT – 25 November & 2 December 2020
Policy & Resources Committee – 15 December 2020

Report by: Paula Boyce, Strategic Director

RECOMMENDATIONS

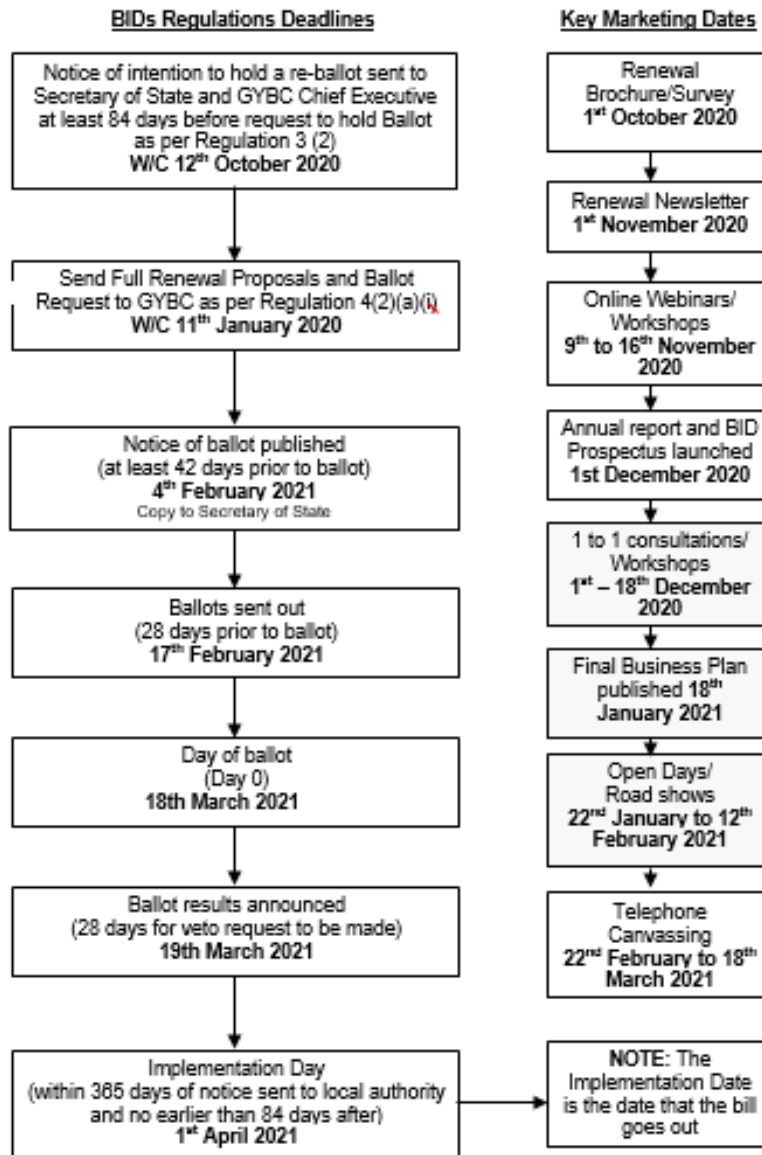
That Committee:

- 1) Notes that the information has been supplied by the Great Yarmouth Town Centre Partnership Business Improvement District (TCP/gyBID) to the council as Billing Authority in respect to the information listed under Regulation 4 Schedule 1 of The Business Improvement Districts (England) Regulations 2004.**
- 2) Resolves to approve the draft Business Plan proposed by TCP/gyBID as described in the Annual Report and gyBID Renewal Prospectus at Appendix 1.**
- 3) Resolves to approve the Council's support for the TCP/gyBID in relation to its ballot for a fourth BID term.**

1. INTRODUCTION

- 1.1** The Town Centre Partnership Company (Great Yarmouth) Limited (TCP) is a public limited (not for profit) company set-up to manage and deliver activities currently under a five-year term as a Business Improvement District (BID) on behalf of its 191 levy payers.
- 1.2** The TCP was originally established in 1997 to work with all stakeholders to make Great Yarmouth Town Centre a more vibrant and attractive place to work, shop and live. Following the formation of a Business Improvement District and successful ballots in 2006, 2011 and February 2016, the company is now nearing the end of its third BID 5-year term.
- 1.3** Under The Business Improvement Districts (England) Regulations 2004, the BID proposer (gyBID/TCP) is obliged to notify the Borough Council & Secretary of State at the commencement of a BID renewal process. The Council received such a letter dated 25 September 2020 which the Economic Development Committee endorsed at its meeting in October 2020. The proposed ballot period for the fourth BID term will be from 19 February 2021 to 18 March 2021. As a reminder the timetable for the gyBID/TCP ballot is shown below:

Schedule for BID Renewal Ballot BASED ON 18TH MARCH 2021 BALLOT DAY



- 1.4** A Business Improvement District or ‘BID’ is an arrangement whereby businesses collaborate to decide what services and improvements (in addition to those already provided through business rates) they wish to make in their location, how they are going to manage and deliver those improvements and what they are prepared to pay to make them happen. This information forms a Business Plan that will be voted upon by all prospective levy payers. If the majority vote ‘YES’ by both number and rateable value a BID is created. A BID Company exists for a maximum of five years and must spend the funding raised within the BID area and in accordance with the agreed Business Plan.
- 1.5** TCP/gyBID is currently undergoing its consultation to prepare the necessary documents to make ready for a ballot of its members. This report provides the currently available information the Council requires as Billing Authority under the Regulations to endorse and support the TCP/gyBID in relation to its ballot for a fourth BID term. Members should note that without approval from the Council, the ballot would not be able to proceed.

- 1.6** Subject to members' endorsement, the proposed ballot period for the fourth BID term will be from 19 February 2021 to 18 March 2021 with the new BID term commencing on 1st April 2021.

2. CONSULTATION FOR A FOURTH BID TERM

- 2.1** In accordance with the Business Improvement Districts (England) Regulations 2004, the TCP/gyBID Board has prepared a new Business Plan and an Operating Agreement and submitted it to the Council for due consideration and approval.
- 2.2** In order to prepare its next Business Plan, the company has undertaken consultation and engagement with levy payers in addition to its regular newsletters and daily contact with businesses. TCP/gyBID's consultation included:
- Survey sent to all businesses within the current town centre BID area with a Rateable Value over £7,000 in October 2020, offering a chance for feedback on current BID activities and suggestions of projects/issues to be addressed during a third term. The survey was posted by Royal Mail with a stamped addressed envelope enclosed for the survey to be returned.
 - The responses from the above survey were compiled in Survey Results Newsletter that was sent to all current and potential new BID levy payers in November.
 - Further consultation is underway in the form of online presentations and Q and A's following the publication of the BID's Renewal Prospectus. The Prospectus incorporates a review of the outputs of the current BID term as well as the draft proposals for the new BID Business Plan (as set out in Appendix 1).
 - Together with feedback from December's consultation, the final Business Plan will be published in January 2021 ahead of the Ballot Notice being issued.
- 2.3** The outcome from the initial consultation process has provided the BID with evidence that there is satisfaction and support for the existing BID. Respondents were asked to rate the level of importance that they gave to current and potential projects delivered by the gyBID funding. Each of the 'Safe and Clean' outputs of the current gyBID were rated 'Important' or 'Very Important' by 82% of respondents with town centre street wardens and CCTV scoring 100%. There was a 15% response rate which equates to 31 forms returned (higher than the previous BID consultation).
- 2.4** The rating of the 'Friendly' events and marketing initiatives of gyBID was regarded as 'Important' or 'Very important' by 81% to 96% of respondents with town centre and Christmas events scoring highest.
- 2.5** When asked to rate their interest in potential new or enhanced projects that could be taken forward in the new BID term, 85% were interested in a digital upgrade of the town centre shop radio network whilst 82% showed interest in an upgraded offender database and 78% were interested in joining a national business crime database.
- 2.6** When asked about their overall satisfaction with the BID, 52% of respondents said they were 'Happy' and 22% said they were 'Very Happy'. In contrast 22% said they were 'Undecided' with 4% 'Very unhappy'.

- 2.7 Finally, when asked their likelihood of voting 'Yes' in favour of the BID in a ballot, 78% said they would, 19% were 'Unsure' and 4% said 'No'.

3. PROPOSAL FOR A FOURTH BID TERM

- 3.1 Following consultations with current BID levy payers, it is apparent that the 'Safe and Clean' initiatives are still considered very important to the majority of town centre businesses. For example, the wholly BID-funded street warden team are crucial to presenting a safe and welcoming town centre for visitors and businesses. The team presents a uniformed ambassadorial presence, discouraging anti-social behaviour and providing a reassuring presence to town centre shoppers and workers alike.
- 3.2 The events and marketing projects aimed at promoting a 'Friendly' town centre remain a key deliverable for gyBID, as the experience of visiting the town centre becomes as important as the shopping opportunities that it hosts. The current BID term has built on the success of previous Town Centre Partnership initiatives in the town centre by identifying additional partners and funding streams to encourage footfall and increase dwell times through more events and experiential activities.
- 3.3 The TCP/gyBID's proposed new Business Plan will therefore concentrate on the key areas as summarised in the table below on behalf of up to 220 levy paying businesses:

'Safe and Clean' initiatives as part of the gyBID service offer including:

- Continuation Street Warden team dedicated to the town centre.
- Retail radio link with over 100 users including shops, wardens, police and shops.
- Town-wide exclusion scheme for tackling shoplifters.
- Exclusive access for BID levy payers to database of known offenders.
- Licensed premises radio link 'NightSafe' to promote a safer town at night.
- Working in Partnership with Police and local authorities to promote all aspects of community safety.
- Continued funding of Great Yarmouth CCTV control room to act as hub for day and nighttime radio links.

There continues to be a need to promote the town centre as **a more vibrant place** for visitors, encouraging them to stay longer and return more frequently.

A fourth BID term will allow the gyBID/TCP to continue to work with local partners and stakeholders to further support these aims as Great Yarmouth town centre begins to recover from the effects of the coronavirus pandemic during 2021. This will include tackling the wider issue facing many town centres in light of a changing consumer market place.

- 3.4** Through the BID, the Town Centre Partnership will endeavour to work with Great Yarmouth Borough Council and other partners and stakeholders on the transformation of the town centre to meet the needs and expectations of its community by the progression of the Town Centre Masterplan and integral projects.

4. FINANCIAL IMPLICATIONS

- 4.1** The Council has agreed with the TCP/gyBID an Operating Agreement to cover the arrangements for the collection of the BID Levy and the operation of the BID Levy account. Under this Agreement the following costs will need to be met by the BID company:
- Setting up of the baseline data
 - Setting up and administering of the ballot
 - Annual cost of BID levy collection
- 4.2** During the third BID term, a levy collection rate achieved by the council as Billing Authority on behalf of the gyBID company was 96.5%.
- 4.3** The cost to administer BID levy collection on behalf of gyBID/TCP by the council as Billing Authority for a fourth BID term has been determined as £4,807 per year. The TCP and the Council have jointly agreed an Operating Agreement for the proposed term of the BID which includes this charge.
- 4.4** The cost to the Council of undertaking the BID ballot on behalf of gyBID/TCP for this fourth BID term has been calculated as £1,530. The TCP has agreed to fund this cost should that ballot not be in its favour.
- 4.5** Details of the proposed BID levy liability and collection can be found in the Annual Report and gyBID Renewal Prospectus (Appendix 1).
- 4.6** In summary, the Town Centre Partnership Board has set the rateable value threshold for the fourth BID term at £9,000 with a 1.75% levy percentage with some prescribed exemptions.
- 4.7** A BID levy of 1.75% of rateable value will be charged on all rateable properties listed in the Great Yarmouth Non-Domestic Rating list and which are located in the BID area. The Levy will be reduced by 0.5% for all businesses located west of Haven Bridge and north of Vauxhall Bridge and those whose shop fronts are located within a managed shopping centre including Market Gates and Victoria Arcade. Exemptions include properties with a rateable value of less than £9,000 per annum, schools, nursery buildings, health centres, GP surgeries, community centres communication station and premises.
- 4.8** Businesses with either a rateable value of less than £9,000 or those located outside of the BID geographic area will be invited to contribute to the Town Centre Partnership BID and benefit from projects, activities and services that the BID will deliver.
- 4.9** The budgeted income and expenditure will be determined by the final number of businesses included in the BID. This is likely to be up to 220 levy paying businesses including the borough council's property and assets e.g. offices, public conveniences and car parks.

- 4.10** At the commencement of Year one of the new BID term, it is proposed to advance gyBID/TCP up to £12,000 of its £140,000 anticipated levy income. The advance is deemed necessary ahead of levy payments being received in order to commence the start-up of the new term.
- 4.11** The first invoices for levy collection would be issued to businesses in the BID by the council on behalf of gyBID/TCP in April 2021. The mechanism for billing has been written into the Operating Agreement along with a schedule of 2-monthly dates for levy payment from the council to the TCP throughout the BID's term period.
- 4.12** The gyBID/TCP plans to seek additional financial contributions and match funding on projects to ensure local businesses get even better value for money by way of voluntary membership and additional finance. It is noted that most BIDs generate on average 20% additional money in their lifetime. The TCP will run a voluntary membership scheme for businesses exempt from the BID levy so that they too can benefit from BID projects and services.
- 4.13** The TCP will also seek appropriate funds from outside the BID area, grants and match funding to deliver even better value for money for its activities. The BID will also be able to run commercial services or other income generating activities should it so choose to.

5 LEGAL IMPLICATIONS

- 5.1** The BID renewal is governed by The Business Improvement Districts (England) Regulations 2004 for which the Council is deemed as the relevant billing authority. The TCP is therefore required under Regulation 4 Schedule 1 of the Act to supply the Council with:

A copy of the BID proposals, alteration proposals or renewal proposals, as the case may be, together with a summary of:

- a) The consultation it has undertaken with those persons who are to be liable for the proposed BID levy.
- b) The proposed Business Plan (including the estimated cash flow, an estimate of the predicted revenue to be generated and the predicted expenditure to be spent under the BID arrangements, the predicted budget over the duration of the BID arrangements and the contingency margin included in the budget).
- c) The financial management arrangements for the BID body, and the arrangements for periodically providing the relevant billing authority with information on the finances of the BID body.
- d) A notice in writing requesting the relevant billing authority to instruct the ballot holder to hold a BID ballot in relation to the BID proposals, an alteration ballot in relation to the alteration proposals or a renewal ballot in relation to the renewal proposals, as the case may be.
- e) Provide the relevant billing authority with such information as it shall reasonably require to satisfy itself that the BID proposer or, as the case may be, the BID body, has sufficient funds to meet the costs of the BID ballot, the renewal ballot, or the re-ballot in relation to the BID ballot, or the renewal ballot, as the case may be, should it be required to do so under Regulation 10 for the Act.

5.2 Members can be assured that:

- The gyBID/TCP has supplied the necessary information to fulfil these legislative requirements.
- An Operating Agreement has been agreed with the TCP/gyBID in relation to the collection of BID levy payments.
- Baseline Statements relating to public sector services within the TCP/gyBID area have been prepared.
- A summary of the aims of the fourth term of the BID can be found in the Annual Report and gyBID Renewal Prospectus in Appendix 1.

6 RISK IMPLICATIONS

- 6.1** There is a risk that the ballot does not support the creation of a fourth BID term. However, this will be managed through careful preparation and communication as part of the campaign period leading up to the ballot by the TCP/gyBID renewal Team.
- 6.2** Should the TCP/gyBID fail to secure sufficient support from businesses, then the work of the TCP would cease, bringing with it a reduced spend on security and town centre events. Whilst the Council will continue to facilitate key public events in collaboration with partner organisations and continue to invest in and market the town centre, clearly the relationship with the local business community and need to support the TCP's plans is of paramount importance to the Council.

7 CONCLUSION

- 7.1** The TCP/gyBID is an organisation whose aim is to provide a safe, clean and friendly environment and to market the town to both customers and new retailers.
- 7.2** As one of the Council's key strategic partners, it is in the interest of the wider community and the business sector to see the TCP continue to support town centre activities and the regeneration of the town centre as part of a thriving local economy.

8 RECOMMENDATIONS

That Committee:

- 1) Notes that the information has been supplied by the Great Yarmouth Town Centre Partnership Business Improvement District (TCP/gyBID) to the council as Billing Authority in respect to the information listed under Regulation 4 Schedule 1 of The Business Improvement Districts (England) Regulations 2004.**
- 2) Resolves to approve the draft Business Plan proposed by TCP/gyBID as described in the Annual Report and gyBID Renewal Prospectus at Appendix 1.**
- 3) Resolves to approve the Council's support for the TCP/gyBID in relation to its ballot for a fourth BID term.**

9 BACKGROUND PAPERS

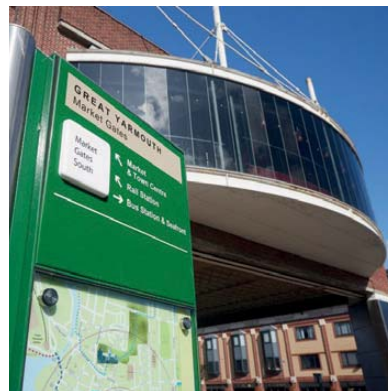
Area for consideration	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Corporate Plan.
Financial Implications:	None.
Legal Implications (including human rights):	As set out under The Business Improvement Districts (England) Regulations 2004.
Risk Implications:	As set out in section 6.
Equality Issues/EQIA assessment:	N/a
Crime & Disorder:	N/a
Every Child Matters:	N/a



GREAT YARMOUTH
TOWN CENTRE
PARTNERSHIP

Great Yarmouth Business Improvement District

Annual Report and gyBID Renewal Prospectus 2020



Introduction - gyBID

Directly funded by contributions from town centre businesses the Great Yarmouth Business Improvement District (gyBID) delivers a range of initiatives aimed at making the town centre a safer and more attractive place for people to live, work and visit. The delivery of these initiatives has been managed by the Town Centre Partnership, a not for profit company, which has been managing town centre projects in Great Yarmouth since 1997.

The current Great Yarmouth Business Improvement District business plan went live from April 2016 following a successful ballot of 191 town centre business rate payers being asked to contribute to the funding of the initiatives via a levy collected by Great Yarmouth Borough Council. This was the second renewal ballot for gyBID and of the ballot papers returned, 86% of town centre businesses voted in favour of the BID being renewed. In terms of aggregate rateable value, 94% voted yes. The BID went live in April 2016 and the current BID term is due end in March 2021.

This report describes how the levy raised by the BID along with additional income secured by the Partnership has been used towards delivering the main aims of the Great Yarmouth Business Improvement District of providing a **Safer, Cleaner and Friendlier** town centre to live, work and visit.

This report will summarise not only the initiatives and projects funded by the BID in the period 2019/20 but also the outputs and outcomes of these activities since the renewal of the Great Yarmouth Business Improvement District four and a half years ago. An income and expenditure report can be found on page 5 and includes an accumulative total of how the BID levy and additional income raised by the Town Centre Partnership has been used in the last four years of the BID.

Another ballot is to take place in March 2021 which needs to be supported by at least 50% of voters if the projects and initiatives delivered by the Town Centre Partnership on behalf of the BID are to continue. A summary of the proposals to be included in a renewal of the Business Improvement District is contained within this report along with the essential information relating to the BID area and BID levy arrangements. It must be emphasised that at this time the proposals and arrangements are still open to change as the Partnership continues to consult with businesses in the BID area. A detailed Business Plan will be available by 15th January 2021.



BOARD OF DIRECTORS

The GY BID is managed by the Great Yarmouth Town Centre Partnership and overseen by a Board of Directors

CHAIR

Nick Spencer Market Gates Shopping Centre

DIRECTORS

Ian McCreadie	Chamber of Commerce
Cltr Carl Smith	Great Yarmouth Borough Council
Liz Goddard	Boots
Cltr Graham Plant	Norfolk County Council
Donna Ioannou	IJustWanna... Candy

The Town Centre Partnership employs a team of people to deliver the projects and initiatives:

Town Centre Manager	Jonathan Newman
Project and Admin Assistant	Jonnie Williams
Street Warden	Tracy Nixon
Street Warden	Morgan Harding
Street Warden	Alvin Newey

Chairman's Comments

This past year has been truly challenging for everyone and whilst this Town Centre Partnership annual report is mainly concerned with the activities delivered by gyBID to March 2020, it is the 9 months since then that is foremost in my mind as I write these comments.

The coronavirus pandemic and subsequent lockdowns have put massive pressure on the retail, service and hospitality businesses that choose to locate in Great Yarmouth town centre. As a BID we have worked closely with local authorities, police and other stakeholders to provide support and guidance to our levy payers during these unprecedented times. Further details on the activities of the BID are covered in the following pages including some of the actions the Town Centre Partnership took in response to the pandemic.

The town centre and indeed the entire country is still in crisis mode as we continue to tackle the virus and adapt to the safety measures and restrictions forced upon us to try and reduce the spread of Covid-19. I hope that the lifting of the national restrictions on December 2nd provide a much needed boost to trade for all our levy payers at a time when they would normally be at their busiest and that we can look forward to a quick return to Tier 1 restrictions to further help our hospitality venues recover.

The Town Centre Partnership, funded by the Business Improvement District, will continue to support the recovery of the town centre by promoting the safety measures and the activities aimed at encouraging visitors to return. A Winter Programme of activities and animations has been planned and whilst some events have had to be postponed this year's Christmas illuminations are bigger than ever as an increased number of decorative lighting feature has been installed by Great Yarmouth Borough Council.

The new lighting and a raft of other projects to follow has been made possible with match funding by gyBID helping to secure additional funding from Government for the town.

The role of the Town Centre Partnership going forward is dependent upon the successful renewal ballot of BID levy payers in March. I feel it is particularly important in these uncertain times to have the support of the measures laid out in the BID Renewal Prospectus contained within these pages. The Town Centre Partnership, supported by gyBID, will have an important role to play in the recovery of the town centre in the coming months and years as we work with Great Yarmouth Borough Council and other partners on the transformation of our town centre to reflect the needs and aspirations of our community.

Nick Spencer

Chairman, Market Gates Shopping Centre



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Current Activities

Whilst this annual report aims to cover the 'Clean, Friendly & Safe' activities provided by the BID during 2019/20 much of this work has been overshadowed by the Coronavirus Pandemic and subsequent "Lockdowns" seen in the first three months of this financial year and most recently in November.

The challenges which COVID-19 has presented to businesses in Great Yarmouth town centre over recent months have been unprecedented and, much like many of our levy payers, the BID has adapted to these challenges. Whilst we endeavoured to continue much of our normal operations during the first lockdown period we have been at the forefront of the local recovery effort, coordinating a range of campaigns and practical support to build confidence amongst businesses and consumers. We have continued to support town centre businesses during the second lockdown as footfall, retail crime and anti-social behaviour remained higher than during the previous period.

We have been committed to bringing the town back to life in a safe way, as quickly as possible, and our partnerships with local authorities, police, press and media and of course our levy payers are crucial to this effort. During the first lockdown we ensured that a flow of the latest information on guidance, grants and practical support through our website and e-newsletters kept local businesses and consumers up to date on the impact coronavirus was having on the town centre. To support the re-opening of non-essential retail in June we ran a high profile 3-month campaign through local radio and press to promote the awareness that the Covid related measures in place ensured that the town centre provided a safe place to visit, shop and eat out. Our town centre street wardens distributed printed guidance on safety measures, queue management signage provided by the BID and assisted the councils Covid Marshalls with their duties.

Most recently we have been working closely with Great Yarmouth Borough Council and other Partners on plans for a Winter Festival programme of activities and experiences that had been planned to attract more footfall into the town from October to January. A financial commitment by gyBID was crucial in securing significant funding towards the Winter Programme to fund additional decorative lighting, a Christmas market, fire and light festival and an illuminated heritage trail. Sadly, the second lockdown in November has curtailed some of the Christmas events but the additional decorative lighting features will still go ahead along with a 'Virtual' light switch-on to promote them. The postponement of other activities will see the Winter Programme extended into early 2021 as we continue to recover from the pandemic. The recovery of the town centre economy following the height of the Pandemic will remain as our main focus during the remainder of the current BID term.



As we look towards 2021 and beyond the town has a raft of major projects planned with funding from the Government's Future High Street and Towns funds. The redevelopment of the covered market gets underway in the new year as does the construction of the towns Third River Crossing, a development that will release pressure on the town transport infrastructure. Details of these and the other elements of the Great Yarmouth Town Centre Masterplan can be found on our website www.gytcp.co.uk.



Income and Expenditure

	Period 1st April 2019 to June 30th 2020	Total Accumulative April 1st 2016 to June 30th 2020
INCOME		
Balance brought forward	339	25,616
GY BID levy	145,555	505,251
Other income (Voluntary subscriptions, Local Authority Funding, Contracts etc)	81,564	340,059
Turnover	237,119	845,310
EXPENDITURE		
Clean and Safe projects (CCTV, street wardens, radio licence, ShopSafe etc.)	98,834	331,336
Friendly projects (marketing events, advertising etc.)	49,545	227,646
Overheads (office expenses, insurance, printing, stationary, professional fees, salaries etc.)	91,159	289,818
Total Costs	239,538	848,800
Operating Surplus*	-2,419	-3,490
Balance carried forward	-2,080	22,129

*Great Yarmouth Town Centre Partnership is a 'Not for Profits' Company and any surplus is carried forward.

The BID Levy is collected by Great Yarmouth Borough Council and passed to the Town Centre Partnership where it is added to other funding streams to assist the delivery of projects and initiatives laid out in the GY BID Business Plan. During the financial year 2019/20, £145,555 of BID levy (which included some levy collected from prior years) was added to other Town Centre Partnership funding including voluntary member subscriptions, local authority contributions from Great Yarmouth Borough Council and earned income, giving a total income of £237,199.

Following the introduction of the coronavirus lockdown in March 2020 a decision was taken by the Town Centre Partnership Board to extend its financial year to the end of June 2020. This change was made possible by the higher than forecast BID levy collected by Great Yarmouth Borough Council boosted by prior year BID levies and allowed the Partnership to request that the issuing of the 2020/21 BID levy invoices be deferred for three months to July once the non-essential retail and hospitality businesses were allowed to reopen.

In the first four years of the current Business Improvement District 5-year term, the accumulative total of BID Levy collected is £505,251 which, when added to the other income raised by the Town Centre Partnership, has meant that a total of £845,310 has been raised towards delivering town centre projects and initiatives since 2016.

Safer and Cleaner

The 'Safe and Clean' projects of gyBID play a crucial role in ensuring that the town centre is perceived as a safe place to work, live and visit. The Great Yarmouth Business Improvement District helps create a more secure and friendly trading environment through our "ShopSafe" scheme that includes Town Centre CCTV, a town centre exclusion scheme and dedicated street wardens.

Retail crime and the increase of violence against shop workers continues to be a concern for shops and businesses across the UK with the British Retail Consortium reporting that retail theft costs the industry £900m annually whilst a recent survey identified that around 115 retail employees were attacked at work every day. In Great Yarmouth, the number of incidents involving town centre shops fell by 36% in 2019/20 compared to 2015/16.



The gyBID funded crime reduction initiatives have given businesses the tools to reduce minor crime and the vulnerability of their staff to violence. The ShopSafe scheme, incorporating a retail radio link, exclusion scheme, CCTV and the information sharing 'SIRC'S' database has contributed greatly to reducing the stock loss of many retailers, whilst the gyBID funded town centre Street Wardens has enhanced the overall package providing a visible re-assuring presence both to people working in and using town centre businesses. The street wardens, working closely with the town centre police patrols, CCTV Operators and Council officers have continued to tackle retail crime, anti-social behaviour and environmental crime during the last five years of gyBID, promoting a safer, friendlier and cleaner town centre for all users.

Since the start of the third BID term, data recorded by the CCTV control room has shown that the total number of crime incidents has decreased by 33% whilst the number of arrests has fallen by 17%. The unique way in which the Great Yarmouth's CCTV system is managed by the Town Centre Partnership has promoted business involvement in community safety and contributed greatly to the reduction of business crime. The highly experienced and skilled CCTV operators play a proactive role in reducing crime through contact with ShopSafe members and the street wardens using the Partnership's dedicated radio link. With a direct radio link to Norfolk Police HQ the CCTV control room operators can and get a quick response to incidents from the emergency services.

Key achievements during 2019/20:

- 2865 total incidents recorded via CCTV were responded to in 2019/20, whilst Incidents involving Public Disorder/ Disturbance have lowered by 38% since the start of the BID term
- 183 Exclusion notices issued during 2019/20 down 15% compared to 2018/19
- During 2019/20 692 ShopSafe incidents attended by street wardens (up from 509 in 2016/17)
- 2019/20, 82 arrests by Police attending ShopSafe incidents (down 12% from previous year)
- Usage of retail radio link increased to over 100 users including shops, wardens and police.
- Incidents of drug offences have also decreased by 11% compared to start of BID.
- Criminal damage across the BID area has decreased by 27.27% over the last year.

Additional 'Safer' activities

During the height of the coronavirus pandemic the CCTV control remained operational 24/7 providing essential retailers support during lockdown whilst the town centre street wardens assisted with queue management, providing advice to the public and businesses, distributed printed guidelines and signage and supported Great Yarmouth Borough Council officers in their management of the Covid-19 restrictions. The value of having monitored CCTV linked to police, businesses, street wardens and enforcement officers via a dedicated radio link at a time of crisis was very much proven during 2020.



Friendly

Throughout the 5-year term of the Great Yarmouth Business Improvement District the aim has been to encourage additional visits to the town centre by delivering seasonal activities and annual events. As well as bringing in extra footfall these events have the potential to improve the visitor experience by contributing to a friendly and pleasant atmosphere to visit and shop, whilst positively influencing external perceptions of the town centre.

Marketing events and campaigns bring together the retail, leisure and heritage offer of the town centre as they embrace national and local events. The organisation of events by the Town Centre Partnership funded by the BID ensures that Great Yarmouth is a vibrant place for visitors and informs people about what the town centre has to offer.

In what has been a challenging few years for Great Britain's High Streets gyBID has continued to raise the profile of Great Yarmouth Town Centre through events and activities to both promote visits and enhance the visitor experience for shoppers. By establishing an annual schedule of events to take place at regular intervals of the year, facilitating free entertainment for shoppers and organising competitions and treasure trails to boost footfall, the BID has worked to enhance the experience of a visit to Great Yarmouth. Positive publicity has been achieved in the local and regional media for the town as a result of events and marketing activities and social media platforms. Our recently upgraded website – www.gytcp.co.uk – promotes the town centre, its amenities, attractions and places of interest and is funded by gyBID and regularly updated by the Town Centre Partnership.



Whilst in recent months the restrictions brought about by the coronavirus pandemic have led to the cancellation of the annual Easter Treasure Trail, St Georges Day Parade, Great Yarmouth Beer & Cider Festival, Halloween and Christmas events that would normally be delivered during 2020 these and more were funded and supported by the BID during 2019 including a Great Yarmouth Christmas Fayre weekend that saw record numbers attend the annual Christmas craft market and Light Switch-On.

The Town Centre Partnership marketing campaigns have included radio advertising, local and regional newspaper coverage, a newly updated town centre website and proactive social media activity. The latter two are constantly reviewed and updated by our dedicated project and admin coordinator with planned campaigns focussed on delivering positive posts and articles about the town centre.

The promotion of events and activities have been the main focus of advertising but the Partnership has also provided regular press releases to inform the public through local media of town centre news stories. Targeted campaigns through radio advertising have been used to support the 'Go Trade' Click and Collect platform designed for market stalls and independent shops. However, during 2019/20 the biggest campaigns have been about promoting Christmas shopping in the town centre and the many events – Great Yarmouth Christmas Fayre, the Christmas Lights Switch-On and Late night shopping – that the Town Centre Partnership organises for the festive period.



Summary of key achievements:

- New digital trails and experiences introduced
- Over 60 days of unique events and activities supported
- New town centre website launched
- Enhanced use of social media channels
- Click and Collect platform established
- Extensive Christmas events and marketing campaign

During the previous four years of the current Business Improvement District term the Partnership has established a social media presence on all the main channels, supporting our members own posts whilst promoting a positive town centre message. This added social media voice and updated website and newsletter function has helped significantly throughout 2020 in providing guidance and information as the town centre has tackled the challenges brought about by the coronavirus pandemic. During this period the Town Centre Partnership has issued over fifty E-Newsletters to businesses and the general public advising on Covid issues whilst maintaining a comprehensive database of business opening hours, coronavirus guidance and information on financial support available to businesses.



Funded by



In Association With



The Renewal of the Great Yarmouth Town Centre Business Improvement District

During the remaining period of the current 5-year term of the Great Yarmouth Business Improvement District it is time to consider the priorities to be taken forward in the next BID term. In the last three terms the BID has focused on two main areas of activity – ‘Safe and Clean’ delivering a range of crime reduction initiatives, and ‘Friendly’ supporting events and marketing to encourage additional visits to the town centre.

When we completed a survey of BID Levy payers earlier this year they confirmed that the ‘Safer and Cleaner’ initiatives were still very important to the town centre and should be continued. The case for continuing the ‘Friendly’ initiatives designed to raise the profile of the town centre and encourage more visits to the town and its services was also very well supported by respondents to the survey.

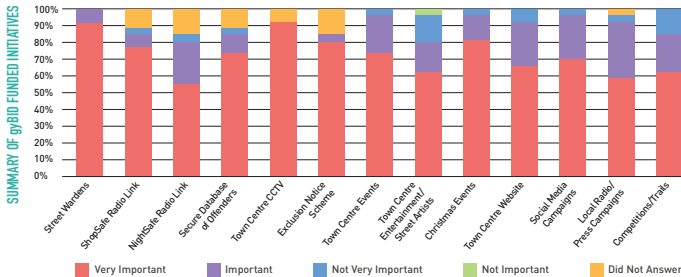
Whilst initial consultations confirm that much of the activities carried out by the Town Centre Partnership on behalf of the businesses in BID area are still very much relevant, there is also the opportunity to identify additional priorities for the BID to tackle or new projects and initiatives to be explored by the Partnership during a further five-year term.

The next few pages aim to layout what projects and services the next five years of the Business Improvement District will aim to deliver along with the essential information relating to the BID area and BID levy arrangements. Consultations are still ongoing and much of this is still open to change before the final BID Proposals document and Business Plan is published ahead of the renewal ballot of businesses being held on March 18th 2021. Further formal consultations will take place with businesses before this date, in the meantime if you wish to express any views on the draft proposals contained in the report, we would very much like to hear from you.

Please send these to administrator@gytcb.co.uk or to [gyBID C/O The Town Centre Partnership, Unit 5, Wilkinson's Yard, Market Gates, Great Yarmouth, NR30 2AX](#) or call us on 01493 745828.

SUMMARY OF ALL gyBID FUNDED INITIATIVES

A comparison of the relative importance between the different gyBID funded projects can be seen on the following chart. The survey clearly indicates that the ‘Safe and Clean’ crime reduction initiatives are still very much an important requirement of the Business Improvement District, with Street Wardens and CCTV rated highest in terms of importance. However, the majority of events and marketing projects that make up the ‘Friendly’ elements of the gyBID activities have also been rated important or very important by the majority of respondents.



The BID Levy

A BID levy of 1.75% of rateable value will be charged on all rateable properties valued at £9,000 and above, unless an exemption applies, listed in the 2017 Great Yarmouth Non-Domestic Rating List and which are located in the BID area.

The BID Area will continue to incorporate an inner and outer area to include the following Streets and Roads:

Acle New Road, Alexandra Road, Brewery Street, Bridge Road, Broad Row, Church Plain, Coronation Street, Deneside, Fitzalan Close, Fullers Hill, George Street, Greyfriars Way, Hall Plain, Hall Quay, Herries Close, Howard Street North, Howard Street South, King Street, Market Gates, Market Gates Shopping Centre, Market Place, Market Row, Mill Road, North Market Road, North Quay, Pasteur Road, Patterson Close, Priory Plain, Quay Mill Walk, Queen Street, Regent Road, Regent Street, South Market Road, South Quay, Southtown Road, St. Francis Way, St Nicholas Road, St Nicholas Trading Estate, Station Road, Stonecutters Way, Temple Road, The Conge, Theatre Plain, Victoria Arcade, Yarmouth Way.

Voluntary Contributions

Businesses with either a rateable value less than £9,000 or those located outside of the BID area will be invited to contribute to the Town Centre Partnership BID and benefit from projects, activities and services that the BID will deliver.



Safe and Clean Proposals 2021

Following consultations with current BID levy payers it is apparent that the Safe and Clean initiatives are still considered very important to the majority of town centre businesses. The gyBID funded crime reduction initiatives have given retailers the tools to tackle crime and reduce the impact of low level crime and anti-social behaviour on their business. The ShopSafe scheme incorporating a retail radio link, red card exclusion scheme, CCTV, Secure Incident Recording and Community Engagement System (SIRCS) have contributed greatly to reducing businesses vulnerability to minor crime.

The gyBID funded street warden team have helped ensure that the town centre is a safe and welcoming place for visitors and businesses. As well as assisting retailers, many of whom are without uniformed security, in their battle against retail crime the dedicated town centre wardens help to address safety quality standards, and street management issues throughout the town centre. Creating a uniformed ambassadorial presence they discourage anti-social behaviour and provide a reassuring presence to town centre shoppers and workers alike.

The BID provides essential core funding towards the ongoing cost of the CCTV system, the control room of which provides the central coordination of the ShopSafe radio link. The CCTV control room is staffed by a team of highly experienced team of operators providing support for town centre businesses.

Overall the most effective weapon against crime in the town centre is the increasing number of BID and Town Centre Partnership members working together through the radio links, incident reporting and information sharing via a secure database and regular update meetings with other businesses, police and enforcement officers to reduce everyone's vulnerability to business crime.

The BID will continue to deliver and enhance the Safe and Clean initiatives that form an important element of the service delivered by the Town Centre Partnership if a renewal ballot of businesses is successful in March 2021

- Uniformed Street Warden team dedicated to making the town centre a safe place
- A town wide businesses radio link to connect shops, services, cafes, street wardens and police patrols
- Town wide exclusion scheme for tackling shoplifters and Anti-Social Behaviour
- Exclusive access for BID levy payers to database of offenders including photographs
- Direct communication via the retail radio link with the town centre CCTV control room
- Working in Partnership with Police and local authorities to promote all aspects of community safety



Improvements to the above current Safe and Clean initiatives if the BID is renewed in 2021 include:

- An upgraded Digital Businesses radio transmitter providing significantly clearer transmissions than the current analogue VHF signal
- An upgraded business crime incident and offender database with live updates via push notifications to registered members mobile phones
- Membership of national business crime intelligence sharing partnership providing local, regional and national alerts on threats to business.



Friendly 2021

In a rapidly changing consumer market place where online shopping has increased its share of retail spend the events and marketing projects aimed at promoting a 'Friendly' town centre remain a key deliverable for gyBID. The experience of visiting the town centre becomes as important as the shopping, eating and services providers that it hosts. The current BID term has built on the success of previous Town Centre Partnership initiatives in the town centre by identifying additional partners and funding streams to encourage footfall and increase dwell times through more events and experiential activities. As consumer habits continue to evolve this needs to continue to market the town centre as a more vibrant place for visitors, encouraging them to stay longer and return more frequently. A fourth BID term would continue to explore, identify and promote multiple reasons for residents within and without its catchment area to visit and enjoy Great Yarmouth town centre.

The events and marketing priorities of gyBID have evolved over the years guided by businesses through regular stakeholder meetings and consultation. With Covid-19 and its effects on town centre businesses likely to continue into at least the first half of 2021 this will very much dictate the marketing and events activities as we recover from the impact of the pandemic.

We will continue to work closely with our partners in local authorities, media, tourism and national organisations to recover from the issues created by the coronavirus and continue to rebuild consumer confidence to get visitors returning to the town centre by reviving the many annual football driving events that had to be cancelled during 2020.

A further impact of the Covid-19 pandemic has been to accelerate the change in consumer habits and pressure on retail dependant high streets and town centres that was already evident before the pandemic. The Town Centre Partnership supported by funding from gyBID will continue to work closely on behalf of its levy payers with Great Yarmouth Borough Council on a raft of measures initiated both before and in response to the coronavirus crisis. Over the next 5 years gyBID intends to further improve perceptions of the town centre working alongside Great Yarmouth Borough Council on improvements developed as part of a masterplan for the town centre to include redevelopment of the covered market, heritage buildings brought back in to positive use, empty commercial property space converted to residential and the creation of a significant community and education hub in the town centre.



Friendly Events and Marketing Business Plan Proposals

- Support and promotion of town events and festivals throughout the year
- Dynamic and informative website to promote town centre visits
- Continued development of Click and Collect online platform
- Support and promote positive messages through use of social media platforms.
- High profile Christmas trading campaign, delivering increased marketing and events at the height of the peak shopping period
- Liaison with local and national media to support positive news and campaigns
- Various seasonal trails and competitions designed to encourage exploring of the town centre using digital Apps

As well as the provision of the above, the Town Centre Partnership will collaborate with its stakeholders and local authority partners and remain flexible and reactive to unforeseen challenges impacting the town centre.



Essential Information About The Bid Renewal Proposals

The following information reflects the current proposals for the renewal of gyBID but may change following further consultations ahead of publication of the final business plan on 18th January 2021.

The BID Levy Liability And Collection

A BID levy of 1.75% of rateable value will be charged on all rateable properties listed in the Great Yarmouth Non-Domestic Rating List and which are located in the BID area. The Levy will be reduced by 0.5% for all businesses located west of Haven Bridge and north of Vauxhall Bridge and those whose shop fronts are located within a managed shopping centre including Market Gates and Victoria Arcade.

The following types of properties within the BID area will be exempt:

- a. Those with a rateable value of less than £9,000 per annum
- b. Schools and Nursery buildings
- c. Health, Community centres and surgeries
- d. Communication Station and premises



The BID levy will not be reduced where the ratepayer is a charity or non-profit making organisation. The BID levy will also not be affected by the Governments Small Business Rate Relief Scheme. A small number of businesses within the GY BID area have extremely high rateable values, far in excess of the majority of businesses in the BID area. To ensure they receive proportionate benefit from the BID, a ceiling of £5,750 per hereditament in year one has been applied.

Important considerations are:

- There will be an annual inflationary increase in line with inflation.
- No development or ballot costs will be recovered through the levy.
- New premises will pay a levy based on the rateable value at the time of occupation.
- Levies where the property is split, extended or merged will be based on the rateable value at the time of the change.

Financial Arrangements Of The BID

Great Yarmouth Borough Council will collect the agreed BID levy and pass over the BID levy to the Town Centre Partnership. A fee of no more than £5,000 per annum will be charged by Great Yarmouth Borough Council for this service.

The Town Centre Partnership will work to the approved Business Plan and monitor expenditure and cash flow. Management accounts with a supporting commentary will be prepared bi-monthly and will be available to Board Members and all members and Great Yarmouth Borough Council. External accountants will oversee the production of annual accounts and will conduct an independent audit of the accounts.

BID Proposed Income / Expenditure YEAR ONE

Income	
GY BID levy (collected by Great Yarmouth Borough Council and passed on to GYTCP)	145,000
Other income (voluntary subscriptions, Earned Income, grants etc.)	45,000
Total Income	190,000
Expenditure	
Clean and Safe projects (CCTV, street wardens, radio licence, ShopSafe etc.)	85,000
Friendly projects (marketing, events, advertising etc.)	43,000
Overheads (Inc. salaries, office expenses, insurance, Levy collection fees, professional fees and contingency)	62,000
Total Costs	190,000

How Much Will It Cost?

Business rate payers with Rateable Values of £9,000 or more will contribute to the BID. Two-thirds of the businesses would pay less than £10 per week for the GY BID, which will raise a projected £145,000 in the first year which will lever in £45,000 of additional income creating an annual budget of £190,000 ring fenced to be spent on the agreed gyBID projects.

Alteration Of BID Arrangements

All budget headings and project costs can be altered within the constraints of the revenue received through the levy, and the BID Management will be empowered to move funds between budget headings. The duration of the BID term, BID area and the BID levy percentage cannot be altered without an Alteration Ballot.

BID Management

The BID will be managed by the Town Centre Partnership (TCP), which is an independent, not-for-profit company. The TCP has a successful track record in managing the town centre initiatives in Great Yarmouth firstly running a voluntary membership scheme prior to the BID being established in 2006, and then over three five year terms of the BID, where business plan projects have been managed within planned budgets and timescales. The TCP continue to be directly accountable to BID levy payers for the management and delivery of the projects in the gyBID Business Plan.

The TCP Board, at present, consists of representatives of Town Centre businesses, Norfolk County Council and Great Yarmouth Borough Council. The TCP board will have responsibility for all the BID projects, town centre management, liaison with stakeholders, measurement of, and setting of, performance targets and involvement in all matters of importance to Great Yarmouth's town centre.

Commencement And Duration Of The BID

The renewed BID will start on 1st April 2021 and will last for 5 years. A postal ballot of business ratepayers in the BID area based on a list on non-domestic ratepayers with a rateable value of £9,000 or more per annum will take place between 18th February and 18th March 2021. The result of the ballot will be announced by 19th March 2021. If the BID proposal is approved it will operate for 5 years, from April 2021 until March 2026. At or before the end of this period, the Board may seek renewal of the BID mandate.

The BID Ballot

The person(s), registered company, or organisation who is the ratepayer for non-domestic rates of a rating hereditament within the BID area as on 1st January 2021, or their appointed proxy, is entitled to vote.

Each person entitled to vote in the BID ballot shall have one vote in respect of one or more of each hereditament, with a rateable value of £9,000 or more, in the geographical area of the BID on which non-domestic rates are payable.

The ballot will have to meet two tests:

1. A simple majority (above 50%) of those voting must vote in favour;
2. Those voting in favour must represent a majority of the aggregate rateable value of the hereditaments voting.

The ballot papers will be forwarded to those ratepayers eligible to vote on 18th February 2021 and must be returned by 5pm on 18th March 2021.

Exit Strategy

Should the BID Renewal Ballot in March fail to gain a majority of support from voters, we will wind up the activities of gyBID at the end of the current BID term that ends 31st March 2021. From April 1st 2021 all projects and initiatives funded by the BID levy will cease. The Town Centre Street Wardens scheme and all ShopSafe initiatives will be terminated, along with all other 'Safer and Cleaner' and 'Friendly' initiatives that rely upon the BID levy.





GREAT YARMOUTH
TOWN CENTRE
PARTNERSHIP



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Subject: 2020/21 TREASURY MANAGEMENT MID YEAR REPORT

Report to: Policy and Resources Committee 15 December 2020

Report by: Karen Sly, Finance Director



RECOMMENDATIONS

It is recommended that Members approve the treasury management half yearly report for 2020/21.

1. INTRODUCTION AND BACKGROUND

- 1.1. The Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Council to approve treasury management semi-annual and annual reports. This report presents for the 2020/21 financial year the following:
- the mid-year position for treasury management;
 - the borrowing requirement and debt for the current financial year;
 - the mid-year borrowing position;
- compared with the Treasury Management Strategy.
- 1.2. The Councils treasury management strategy for 2020/21 was approved at a meeting on 20th February 2020. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Councils treasury management strategy.
- 1.3. The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Councils Capital Strategy, complying with CIPFA's requirement, was approved by Council on 30th July 2020.

2. LOCAL CONTEXT

- 2.1. On 31st March 2020, the Council had net borrowing of £98 million arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary	31.3.20 Actual £m
General Fund CFR	£56.641
HRA CFR	£84.968
Total CFR	£141.610
Less: *Other debt liabilities	(£0.854)

Borrowing CFR	£140.755
Less: Long term investments	(£8.433)
Less: Usable reserves	(£26.470)
Less: Working capital	(£9.031)
Net borrowing	£98.062

** finance leases, transferred debt that form part of the Councils total debt*

- 2.2. Lower official interest rates have lowered the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. The Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk. The treasury management position on 30th September 2020 and the change over the period is shown in Table 2 below.

Table 2: Treasury Management Summary	31.3.20 Balance £m	2020/21 Movement £m	30.9.20 Balance £m	30.9.20 Rate %
Long-term borrowing	£86.262	(£3.637)	£82.625	1.40%-4.95%
Short-term borrowing	£32.500	£15.094	£47.594	0.05%-4.44%
Total borrowing	£118.762	£11.457	£130.219	
Long-term investments (CCLA Property Fund)	£1.000	£0	£1.000	N/A
Short-term non treasury investment	£8.433	(£1.150)	£7.283	6%
Cash and cash equivalents	£11.267	£6.779	£19.046	N/A
Total investments	£20.700	£5.629	£27.329	
Net borrowing	£98.062	£5.828	£102.890	

- 2.3. The increase in net borrowing in table 2 has translated into a fall in long term borrowing and a rise short term borrowing taking advantage of the low local authority rates and an increase in investment balance.

3. BORROWING UPDATE

- 3.1. On 9th October 2019 the PWLB raised the cost of certainty rate borrowing to 1.8% above UK gilt yields making it relatively expensive. Market alternatives are available, however the financial strength of individual authorities will be scrutinised by investors and commercial lenders. The Chancellor's March 2020 Budget statement included significant changes to Public Works Loan Board (PWLB) policy and launched a wide-ranging consultation on the PWLB's future direction. Announcements included a reduction in the margin on new Housing Revenue Account (HRA) loans to 0.80% above equivalent gilt yields (the value of this discount is 1% below the rate at which the Council usually borrows from the PWLB). £1.15bn of additional "infrastructure rate" funding at gilt yields plus 0.60% has been made available to support specific local authority infrastructure projects for England, Scotland and Wales for which there is a bidding process.
- 3.2. The consultation titled "Future Lending Terms" allows stakeholders to contribute to developing a system whereby PWLB loans can be made available at improved margins to support qualifying projects. It contains proposals to allow authorities that are not involved in "debt for yield" activity to borrow at lower rates as well as stopping local authorities using

PWLB loans to buy commercial assets primarily for yield. The consultation also broached the possibility of slowing, or stopping, individual authorities from borrowing large sums in specific circumstances. The consultation closed on 31st July 2020 and recent announcements have been made following the consultation which outlines the new PWLB lending terms which include a reduction of 1% in all standard rate and certainty rate PWLB loans from 26 November, and confirmation that the PWLB will not lend to an authority that plans to buy investment assets primarily for yield within their capital plans.

- 3.3. Municipal Bonds Agency (MBA): The MBA revised its standard loan terms and framework agreement. Guarantees for the debt of other borrowers are now proportional and limited and a requirement to make contribution loans in the event of a default by a borrower has been introduced. The agency has issued 5-year floating rate and 40-year fixed rate bonds in 2020, in both instances Lancashire County Council is the sole borrower and guarantor. If the Council intends future borrowing through the MBA, it will first ensure that it has thoroughly scrutinised the legal terms and conditions of the arrangement and is satisfied with them.

4. BORROWING ACTIVITY – MID YEAR

- 4.1. At 30th September 2020 the Council held £130.219m of loans, an increase of £11.457m to 31st March 2020, as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 30th September are summarised in Table 3 below.

Table 3: Borrowing Position	31.3.20 Balance £m	Movement £000	30.9.20 Balance £000	30.9.20 Rate %	30.9.20 Maturity (years)
Public Works Loan Board	£71.388	£0	£71.387	3.15%-4.40%	10-40
*Banks (LOBO)	£3.000	£0	£3.000	4.95%	1-2
Banks (fixed-term)	£7.000	£0	£7.000	3.35%-3.98%	<1-60
Local authorities (long-term)	£4.888	(£3.456)	£1.332	4.44%	>1
Local authorities (short-term)	£32.588	£14.912	£47.500	0.05%-4.44%	<1
Total borrowing	£118.763	£11.457	£130.219		

**the LOBO has a call option which the lender can exercise every 5 years the next call date is November 2024*

- 4.2. The Councils chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Councils long-term plans change being a secondary objective.
- 4.3. In furtherance of keeping with these objectives, £3.5m of long-term loans were replaced with short-term borrowing. The short-term borrowing undertaken and repaid during the period totalled £14.9m. This strategy enabled the Council to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
- 4.4. With short-term interest rates remaining much lower than long-term rates the Council considered it to be more cost effective in the near term to use internal resources or borrowed short-term loans instead. The net movement in short-term loans is shown in table 3 above.
- 4.5. The Councils borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short- and long-term borrowing was maintained.

- 4.6. PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields plus 0.80%, i.e. the PWLB HRA borrowing rate. The Council will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.
- 4.7. LOBO loans: The Council continues to hold £3m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. No banks exercised their option during this period.

5. TREASURY INVESTMENT ACTIVITY

- 5.1. On 1st April 2020 the Council received central government funding to support small and medium businesses during the coronavirus pandemic through grant schemes. £35.808 million was received, temporarily invested in short-dated, liquid instruments such as the DMADF, call accounts and Money Market Funds as the grants were paid out to businesses. £33.251million was disbursed by the end of September with the balance to be passed back to Central Government once the reconciliation is complete.
- 5.2. The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Councils investment balances ranged between £51 and £11 million due to timing differences between income and expenditure. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position	31.3.20 Balance £m	Net Movement £	30.9.20 Balance £m	Average Rate %
Banks & building societies (unsecured)	£9.469	(£1.018)	£8.451	0.01%-0.06%
Government (incl. local authorities)	£0.250	£10.850	£11.100	0.01%-0.40%
Money Market Funds	£10.920	(£1.085)	£9.835	0.01%-0.12%
Other Pooled Funds - Property funds	£1.000	£0	£1.000	N/A
Total investments	£21.639	£8.747	£30.386	

- 5.3. Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Councils objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 5.4. Continued downward pressure on short-dated cash rate brought net returns on sterling low volatility net asset value money market funds (LVNAV MMFs) close to zero even after some managers have temporarily lowered their fees. At this stage net negative returns are not the central case of most MMF managers over the short-term, and fee waivers should maintain positive net yields, but the possibility cannot be ruled out.
- 5.5. On 25th September the overnight, 1- and 2-week deposit rates on Debt Management Account Deposit Facility (DMADF) deposits dropped below zero percent to -0.03%, the rate was 0% for 3-week deposits and 0.01% for longer maturities.

- 5.6. The return on Money Market Funds net of fees also fell over the six months and for many funds net returns range between 0% and 0.1%. In many instances, the fund management companies have temporarily lowered or waived fees to maintain a positive net return.
- 5.7. Given the continuing risk and low returns from short-term unsecured bank investments, the Council is looking into more secure and/or higher yielding asset classes and review opportunities to do this where cash flow allows. However, in the light of the pandemic crisis and the likelihood of unexpected calls on cash flow, the Council kept more cash available at very short notice than is normal. Liquid cash was diversified over several counterparties and/or Money Market Funds to manage both credit and liquidity risks.
- 5.8. The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking – Treasury investments managed in-house	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2020	4.42	AA	98%	4.42	0.37%
30.09.2020	3.80	AA-	50%	51	0.10%
Similar LAs	4.20	AA-	65%	51	0.30%
All LAs	4.14	AA-	64%	18	0.27%
Treasury investments externally managed funds – Income Return					
30.09.2020	N/A	N/A	N/A	N/A	4.14%
Similar LAs	N/A	N/A	N/A	N/A	3.52%
All LAs	N/A	N/A	N/A	N/A	3.45%

***Weighted average maturity will apply to the first five categories above and to cash plus and bond funds.*

- 5.9. Externally Managed Pooled Funds: £1m of the Council's investments are held in externally managed strategic pooled Property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated a return of £18,028 which is used to support services in year.
- 5.10. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates.
- 5.11. In a relatively short period since the onset of the COVID-19 pandemic in March and the ensuing enforced lockdown in many jurisdictions, the global economic fallout has been sharp and large. Market reaction was extreme with large falls in equities, corporate bond markets and, to some extent, real estate echoing lockdown-induced paralysis and the uncharted challenges for governments, business and individuals.
- 5.12. Similar to many other property funds, dealing (i.e. buying or selling units) in the CCLA Local Authorities Property Fund was suspended by the fund in March 2020. The relative

infrequency of property transactions in March as the pandemic intensified meant that it was not possible for valuers to be confident that their valuations correctly reflected prevailing conditions. To avoid material risk of disadvantage to buyers, sellers and holders of units in the property fund, the management company was obliged to suspend transactions until the required level of certainty is re-established. The dealing suspension was lifted in September 2020. There has also been a change to redemption terms for the CCLA Local Authorities Property Fund; from September 2020 investors are required to give at least 90 calendar days' notice for redemptions.

- 5.13. Because the Councils externally managed funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Councils investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates.
- 5.14. In 2020/21 the Council expects to receive significantly lower income from its cash and short-dated money market investments and from its externally managed funds than it did in 2019/20 and earlier years. Dividends and income paid will ultimately depend on many factors including but not limited to the duration of COVID-19 and the extent of its economic impact, the fund's sectoral asset allocation, securities held/bought/sold and, in the case of equities, the enforced or voluntary dividend cuts or deferral.

6. NON-TREASURY INVESTMENTS

- 6.1. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. This is replicated in the Investment Guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

- 6.2. The Council also held £52m of such investments in:

- directly owned investment property £52m
- shareholding in subsidiaries £2.2m
- loans to subsidiaries £5.050m
- other totalling £3m (including £2.5m of which are home improvement loans)

A full list of the Councils non-treasury investments is available in the Investment Strategy 2020-21 that was approved at Council on 30 July 2020.

Link to: [Investment Strategy 20-21](#)

- 6.3. These investments are expected to generate £2.7m of investment income for the Council after taking account of direct costs. This income is over a number of properties which provide varying rates of return.

7. ESTIMATES FOR INCOME 2020/21

- 7.1. The corporate world is still adjusting to the economic shock, with probably more to come, and it is still too early to tell which companies will withstand the economic damage in the short- to medium-term or which will choose to conserve cash in very difficult economic conditions simply to survive.

- 7.2. Investment income in the Councils 2020/21 was set against a very different economic backdrop. Bank Rate, which was 0.75% in January/February 2020, now stands at 0.1%. Interest earned from short-dated money market investments will be significantly lower. In relation to income from the Councils externally managed strategic funds, dividends and income distributions will ultimately depend on many factors including but not limited to the duration of COVID-19 and the extent of its economic impact, the fund's sectoral asset allocation, securities held/bought/sold and, in the case of equities, the enforced or voluntary dividend cuts or deferral.

8. FINANCIAL IMPLICATIONS – COMPLIANCE REPORT

- 8.1. The Chief Finance Officer reports that all treasury management activities undertaken during the quarter complied fully with the CIPFA Code of Practice and the Councils approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 8 below.
- 8.2. Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 7 below.

Table 7: Debt Limits	2020/21 Maximum £000	30.9.20 Actual £000	2020/21 Operational Boundary £000	2020/21 Authorised Limit £000	Complied? Yes/No
Borrowing	£118,762	£130,219	£174,000	£179,000	Yes
Long term liabilities, PFI and Finance Leases	(£0.853)	(£0.613)	£2,000	£2,000	Yes
Total debt	£117,909	£129,606	£176,000	£181,000	Yes

'Maximum' is the highest actual outstanding borrowing at any point during the first six months of 2020/21

- 8.3. The authorised limit for external debt represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit is set by the Council as part of the annual treasury management strategy. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the long term. The operational boundary is the limit beyond which external debt is not normally expected to exceed. In most cases this would be similar to the CFR but may be lower or higher depending on the levels of actual debt.
- 8.4. Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 8: Investment Limits	30.9.2020 Maximum £m	30.9.20 Actual £m	2020/21 Limit £m	Complied? Yes/No
Any single organisation, except the UK Government	£2.6	£1.150	£1.5 each	No
Any group of pooled funds under the same management	£4	£4	£6 per manager	Yes
UK Central Government	£35.550	£11.1	Unlimited	Yes
Money Market Funds	£12	£9.835	£12 in total	Yes
Loans to subsidiary trading company	£8.433		Not set	N/A

8.5. The Council exceeded limits in Barclays FIBCA account (table 8 above) during the period 2020/21 where the maximum limit of £1.5m was breached. The Council had invested at the highest £2.6m and at the lowest £0m during the first six months of 2020/21. This was due to the Council having higher retained cash balances than anticipated due to central government funding received on 1st April of £35.808m to support small and medium businesses during the coronavirus pandemic.

9. TREASURY MANAGEMENT INDICATORS

9.1. The Council measures and manages its exposures to treasury management risks using the following indicators.

9.2. **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average (credit rating/ credit score) of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Security	30.9.20 Actual	2020/21 Target	Complied?
Portfolio average credit rating	AA-	A	Yes

9.3. **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments it can borrow each quarter without giving prior notice.

Liquidity	30.9.20 Actual	2020/21 Target	Complied?
Liquid short-term deposits	£11m	£11m	Yes
Bank Overdraft	£0	£0.250	Yes

9.4. **Interest Rate Exposures:** This indicator is set to control the Councils exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interests was:

Interest rate risk indicator	30.9.20 Actual	2020/21 Limit	Complied?
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Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£0.060	£0.050	No
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£0.000	£0.094	Yes

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates. The impact of a 1% rise in interest rates limit was breached, this is because the limit was set for based on lower investment balances and higher loan balances which reflected the Councils portfolio as at 31/12/2019. The Councils investment balances have increased by 25% and loan balances have decreased by 33% due to Government funding received to assist with pressures relating to the pandemic.

9.5. Maturity Structure of Borrowing: This indicator is set to control the Councils exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Maturity Structure of Borrowing	30.9.20 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	37%	50%	0%	Yes
12 months and within 24 months	0%	50%	0%	Yes
24 months and within 5 years	3%	60%	0%	Yes
5 years and within 10 years	3%	80%	0%	Yes
10 years and above	58%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

9.6. Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Councils exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Principal Sums Invested for Periods Longer than a year	2020/21	2021/22	2022/23
Actual principal invested beyond year end	£1m	£1m	£1m
Limit on principal invested beyond year end	£12m	£12m	£12m
Complied?	Yes	Yes	Yes

10. OTHER

10.1. IFRS 16: The implementation of the new IFRS 16 Leases accounting standard has been delayed until 2021/22.

11. NATIONAL CONTEXT AND ECONOMIC COMMENTRY

11.1. Economic background: The spread of the coronavirus pandemic dominated during the period as countries around the world tried to manage the delicate balancing act of containing transmission of the virus while easing lockdown measures and getting their populations and economies working again.

11.2. The Bank of England (BoE) maintained Bank Rate at 0.1% and its Quantitative Easing programme at £745 billion. The potential use of negative interest rates was not ruled in or out by BoE policymakers, but then a comment in the September Monetary Policy Committee

meeting minutes that the central bank was having a harder look at its potential impact than was previously suggested took financial markets by surprise.

- 11.3. Government initiatives continued to support the economy, with the furlough (Coronavirus Job Retention) scheme keeping almost 10 million workers in jobs, grants and loans to businesses and 100 million discounted meals being claimed during the 'Eat Out to Help Out' (EOHO) offer.
- 11.4. GDP growth contracted by a massive 19.8% (revised from first estimate -20.4%) in Q2 2020 (Apr-Jun) according to the Office for National Statistics, pushing the annual growth rate down to -21.5% (first estimate -21.7%). Construction output fell by 35% over the quarter, services output by almost 20% and production by 16%. Recent monthly estimates of GDP have shown growth recovering, with the latest rise of almost 7% in July, but even with the two previous monthly gains this still only makes up half of the lost output.
- 11.5. The headline rate of UK Consumer Price Inflation (CPI) fell to 0.2% year/year in August, further below the Bank of England's 2% target, with the largest downward contribution coming from restaurants and hotels influenced by the EOHO scheme. The Office for National Statistics' preferred measure of CPIH which includes owner-occupied housing was 0.5% y/y.
- 11.6. In the three months to July, labour market data showed the unemployment rate increased from 3.9% to 4.1% while wages fell 1% for total pay in nominal terms (0.2% regular pay) and was down 1.8% in real terms (-0.7% regular pay). Despite only a modest rise in unemployment over the period, the rate is expected to pick up sharply in the coming months as the furlough scheme ends in October. On the back of this, the BoE has forecast unemployment could hit a peak of between 8% and 9%.
- 11.7. The European Central Bank maintained its base rate at 0% and deposit rate at -0.5%.
- 11.8. **Financial markets:** Equity markets continued their recovery, with the Dow Jones climbing to not far off its pre-crisis peak, albeit that performance being driven by a handful of technology stocks including Apple and Microsoft, with the former up 75% in 2020. The FTSE 100 and 250 have made up around half of their losses at the height of the pandemic in March. Central bank and government stimulus packages continue to support asset prices, but volatility remain.
- 11.9. Ultra-low interest rates and the flight to quality continued, keeping gilts yields low but volatile over the period with the yield on some short-dated UK government bonds remaining negative. The 5-year UK benchmark gilt yield started and ended the June–September period at -0.06% (with much volatility in between). The 10-year gilt yield also bounced around, starting at 0.21% and ending at 0.23% over the same period, while the 20-year rose from 0.56% to 0.74%. 1-month, 3-month and 12-month bid rates averaged 0.02%, 0.06% and 0.23% respectively over the period. At the end of September, the yield on 2-year US treasuries was around 0.13% while that on 10-year treasuries was 0.69%. German bund yields remain negative across most maturities.
- 11.10. **Credit review:** Credit default swap spreads eased over most of the period but then started to tick up again through September. In the UK, the spreads between ringfenced and non-ringfenced entities remains, except for retail bank Santander UK whose CDS spread remained elevated and the highest of those we monitor at 85bps while Standard Chartered was the lowest at 41bps. The ringfenced banks are currently trading between 45 and 50bps.
- 11.11. After a busy second quarter of the calendar year, the subsequent period has been relatively quiet for credit changes for the names on our counterparty list. Fitch assigned a AA- deposit

rating to Netherlands lender Rabobank with a negative outlook and prior to that, while not related to our counterparty list but quite significant, revised the outlook on the US economy to Negative from Stable while also affirming its AAA rating.

11.12. There continues to remain much uncertainty around the extent of the losses banks and building societies will suffer due to the impact from the coronavirus pandemic and for the UK institutions on our list there is the added complication of the end of the Brexit transition period on 31st December and what a trade deal may or may not look like. The institutions on Arlingclose's counterparty list and recommended duration remain under constant review, but at the end of the period no changes had been made to the names on the list or the recommended maximum duration of 35 days.

11.13. Arlingclose's Outlook for the remainder of 2020/21

	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50

11.14. The medium-term global economic outlook is weak. While the strict initial lockdown restrictions have eased, coronavirus has not been suppressed and second waves have prompted more restrictive measures on a regional and national basis. This ebb and flow of restrictions on normal activity will continue for the foreseeable future, at least until an effective vaccine is produced and importantly, distributed.

11.15. The global central bank and government responses have been significant and are in many cases on-going, maintaining more stable financial, economic and social conditions than otherwise. This has supported a sizeable economic recovery in Q3.

11.16. However, the scale of the economic shock to demand, on-going social distancing measures, regional lock downs and reduced fiscal support will mean that the subsequent pace of recovery is limited. Early signs of this are already evident in UK monthly GDP and PMI data, even before the latest restrictions.

11.17. This situation will result in central banks maintaining low interest rates for the medium term. Bank Rate is therefore likely to remain at low levels for a very long time, with a distinct possibility of being cut to zero. Money markets have priced in a chance of negative Bank Rate.

11.18. Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or if the UK leaves the EU without a deal.

11.19. The Council's Treasury advisor Arlingclose, expects Bank Rate to remain at the current 0.10% level and additional monetary loosening in the future most likely through further financial asset purchases (QE). While Arlingclose's central case for Bank Rate is no change from the current level of 0.1%, further cuts to Bank Rate to zero or even into negative territory cannot be completely ruled out.

11.20. Gilt yields are expected to remain very low in the medium term. Shorter-term gilt yields are currently negative and will remain around zero or below until either the Bank of England expressly rules out negative Bank Rate or growth/inflation prospects improve.

11.21. Downside risks remain in the near term, as the government dials down its fiscal support measures, reacts to the risk of a further escalation in infection rates and the Brexit transition period comes to an end.

12. FINANCIAL IMPLICATIONS AND RISK

12.1. The financial implications and risks are outlined in the report and are largely related to the impact of interest rate changes. An element of the financial risk implications can be mitigated by the fact that the Council maintains a general reserve balance which includes an allowance for changes in interest rate that can be used in the short term.

13. BACKGROUND PAPERS

Treasury Management Strategy 2020/21

Treasury Management Outturn report 2019/20

Arlingclose updates and reports

URN:

Subject: Key Safe and Suited Lock Report

Report to: Policy and Resources and Committee 1st December 2020

Report by: Sue Lake, Tenancy Team Manager

SUBJECT MATTER

This report considers works required to upgrade the Council's Sheltered Housing offer to promote independence through providing key safes and suited locks for all residents.

RECOMMENDATION

That Committee:

Agree and approve the cost of the works to install Key Safes to all sheltered housing properties and complete the installation of suited locks in sheltered housing schemes at a cost of £168,577.

1. Introduction

- 1.1** The Council has a portfolio of 945 sheltered housing properties located throughout the borough. These are home to some of our most vulnerable and frail tenants in our housing stock. Residents are supported by our Tenancy Support Officer Team to sustain their tenancy, maintain wellbeing and independence.

2 Key Safes

- 2.1** Within our sheltered housing stock key safes are primarily used to support our vulnerable tenants by allowing quick and easy access for family, carers and emergency services, and are a control factor to maximise wellbeing and minimise health and safety risk. In addition, the installation of key safes is a property asset investment. Easy access reduces the necessity of forced access by contractors in times of an emergency and raises the standard and profile of our properties when we are re-letting to new tenants
- 2.2** Resident's or their families have purchased and installed a range of key safes outside the entrance to their sheltered homes. The makes and models of these vary. Our goal is to support the independence of tenants in their homes and we would like to provide consistency and quality, ensuring our tenants have the same type of high security key safe installed by a professional fitter.

2.3 Current key safe status

Of our 945 sheltered properties, we have 367 recorded as having a key safe fitted but we do not have an account of the make and model of each key safe. To fully understand this data an assessment of all properties would be required which is difficult to achieve in this COVID 19 pandemic without causing undue stress to our sheltered residents. The information we currently hold suggests approximately 12% of sheltered housing properties have already been supplied and fitted with a high security Supra c500 key safe. It is proposed that the assessment would be part of the initial project delivery supported by explanation to each household, to substantiate this estimate.

2.5 Key safe proposal costs

To ensure we support resident's independence in their homes we this report proposes a programme of:

- Installing a Supra C500 police accredited key safe to all sheltered housing properties that do not have an existing key safe
- Replacing other specification key safes at sheltered properties with a Supra C500 police accredited key safe

We do not have accurate data regarding the type of keys safes existing on our sheltered housing homes, therefore the proposed cost for the potential installation of 825 key safes (945 minus 12%) is:

$$825 \times £59.94 = £49,450$$

plus, a labour charge of £30 per hour. Two key safes can be fitted in an hour therefore:
 $825 / 2 = 412.50 \times £30 \text{ per hour} = £12,375$

$$£49,450.50 + £12,375.00 = \textbf{£61,825}$$

This cost could potentially reduce once assessment of current key safes is completed, and accurate data is held.

3 Suited lock systems

- 3.1** A suited lock system allows a tenant, family member and/or landlord to control access to front/back doors using the same lock through one key. The locks are supported by an Erica chain that enables the tenant to open the locked door through a push button on the inside. The suited lock key also opens the Erica chain from the outside preventing forced entry. Of the 945 sheltered housing properties we own and manage a previous property improvement programme delivered in 2011 as part of a window/door upgrade scheme resulted in a suited key lock system being installed in 666 properties. However, 279 properties remaining are without a suited lock system. They were not included as they had previously had their doors/windows changed from wood to UPVC before the suited lock programme was considered.

3.2 Suited lock proposal

To support our tenants in their home to live independently this report proposes the installation of suited locks in the remaining 279 sheltered housing homes. Having a suited lock, along with allowing easy and multiple access for individuals who require it, provides advantages for property asset provision. When a property becomes empty which has a suited lock there is no requirement for a lock change, as the suited lock barrel can be 'swapped' with a spare barrel. This ensures the lock is different for the next tenant but removes any cost implication.

The cost of installation of 279 suited locks and 21 spares (one for each complex) for void rotation is:

Cost per lock of £150.02 x 2 per property = £300.04 plus labour cost of £60.00 = £360.04

279 x £360.04 (£100,451.16) + 21 x 300.04 (£6,300.84)

= £106,752

4.1 Financial/Risk implications

4.1 There is no specific budget for the installation and replacement of existing key safes or proposed installation of suited locks. The cost of the required installations would therefore need to be met from the HRA Capital Repairs Fund and delivered as a stock investment improvement.

4.2 The overall financial requirements are as follows:

	Supra C500 Key Safe	Suited Lock
Cost	£59.94	£150.02
Labour	£15.00	30.00
Total Cost per Key Safe/Suited Lock	£74.94	£180.02
Number Required	825	558
Spares (Excluding Labour)	0	42
Total Cost	£61,825.50	£106,752.00

4.3 The Council will work with all tenants to ensure the key safes and where required the new suited locks are installed in a Covid safe way. Communication in advance of works will ensure tenants are aware why works are required which will reduce the risk of refusals of works which are being undertaken to support the independence and wellbeing of tenants.

5. Conclusion

5.1 This paper seeks £168,577 to install a robust key safe and a suited locking system to all sheltered housing properties that we own and manage. It will enable tenants to sustain

their independence for longer and support their wellbeing. Our properties will be of a higher specification and standard, and ultimately this investment will deliver significant welfare benefits.

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 ELT
Section 151 Officer Consultation:	Through ELT
Existing Council Policies:	N/A
Financial Implications (including VAT and tax):	Included in section 3
Legal Implications (including human rights):	
Risk Implications:	Included in section 2.6 and 3.2
Equality Issues/EQIA assessment:	The proposed work will meet the needs of a range of different types of households and the needs of those with protected characteristics.
Crime & Disorder:	This paper proposes the standardisation of security measures across all sheltered housing stock
Every Child Matters:	None

Subject: Quarter 2 Key Project and Performance Report

Report to: Policy & Resources Committee – 15th December 2020

Report by: Senior Performance & Data Protection Officer

SUBJECT MATTER/RECOMMENDATIONS

The following gives an update on current performance for the second quarter of 2020/21 (Jul – Sept) where progress is assessed against targets which are set at the start of the financial year.

The report also provides an update on the position of key projects that are linked to the corporate priorities from 'The Plan 2020-2025'. A summary of progress for the suite of key projects and individual highlight reports for each of these key projects are presented in Appendix 1 of this report.

The performance measures, see attached Appendix 2, give a comprehensive overview of how the authority as a whole is performing and cover most Council functions.

RECOMMENDATIONS

The actions are:

- All measures to be monitored during the next quarter.
- All key projects will 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.

1. INTRODUCTION/BACKGROUND

This report is written to enable consideration of all performance measures and key projects within the report and to allow the continual monitoring of these throughout the year, reporting quarterly to Executive Leadership Team (ELT) / Management Team (MT). Performance measures will be presented to the relevant service Committees on a quarterly basis with the complete suite going to Policy & Resources Committee. The suite of ten Key Projects will be reported to Policy & Resources Committee quarterly.





2. PROGRESS OVERVIEW OF KEY PROJECTS

A review of all projects was conducted at the end of the 2019/20 financial year and a new list of key projects was established and was included in the Council's Annual Action Plan 2020/21, this was approved by Policy & Resources Committee on 23 June 2020.

Several Key Projects had to be paused in the first quarter of 2020/21 due to the COVID-19 pandemic, all of these paused projects have successfully recommenced during the second quarter.

The project highlight reports that follow provide a summary of the project, milestones and achievements, alongside open issues, mitigation and a financial summary.

Each report also has a current status, which can be green, amber or red. Out of the ten reports, eight have a current green status defined as no problems or minor issues and two have an amber status defined as having problems which have been identified but with a contingency plan in place.

	Key Project Current Status	Total
	Green - no problems or minor issues	8
	Amber - problems identified but contingency plan in place	2
	Red – serious problems out of tolerance	0

KP04 - Wellesley Recreation Ground: The Project Team are now working with the FA to develop a funding bid for a 3G pitch, as well as refurbishment of the football stadium/changing rooms and ticket office. The FA have sent through a questionnaire which GYBC Property Team have responded to, the responses are now with legal as there are a few questions around ownership will need to be passed by them before submitting to the FA. Once a response is sent to the FA they will undertake fieldwork surveys.

KP10 - Community Economic Development Inclusion Project: Most beneficiaries had completed their schemes before lockdown commenced. However, two beneficiaries were unable to complete delivery but remain engaged to complete their initiatives by the end of the year. Two other beneficiaries were awarded their funds in March 2020 and experienced project start delay due to Lockdown. Their targets are under review alongside a revised delivery programme to the end of 2020 rather than return funds.

3. Performance Measures

Performance measures cover the full range of services delivered by the Council. The details in the summary report provide quantitative information about the performance of these services and provide useful trend data. A traffic light status easily identifies if improvement is required.





There are several areas across the Council where performance is below the target level set (RAG rating) or where no target has been set performance is moving in the wrong directions (Direction of Travel). These measures are highlighted in the appropriate service committee section in the report.

In total there are 45 targeted and 5 monitored measures reported in the second quarter performance report. The monitored measures are reported for contextual information, this data is important information for the Council as the actions of the Council may make improvements however there is not sufficient control over the outcome to set a target.

The performance targets for 5 out of the 8 Environmental measures are currently under review by the Head of Environmental Health. It was envisaged revised targets would be available in time for second quarter performance report, however this has not been possible due to the need to prioritise the implementation and management of new COVID-19 Marshals, along with assisting Norfolk County Council with doorstep Track & Trace to minimise the spread of the virus within the Borough.

Out of the remaining 40 targeted measures, information has not been available for 3 measures due to restrictions caused COVID-19.

Breakdown of the remaining 37 targeted measures is shown below.

	Performance Measures against Targets	Total
	Green - Performance has met or exceeded target	22
	Amber - Performance is below target but within tolerance	3
	Red – Performance is below target and tolerance	12

COVID-19 has continued to have an adverse effect on some areas of the Council's performance through the second quarter. Redeployed staff have remained working on the Councils COVID-19 response and have played a crucial role in assisting vulnerable residents with food and medicine, along with helping Businesses to access grants and claim Business Rates relief. Despite this additional work 66% of performance measures are still performing within an acceptable level or above target.

There are twelve measures that are within the Red status which are not achieving the target and are below the tolerance level set, an explanation of the performance in these areas is provided below each measure in the report.

Out of these twelve measures eight have been disproportionately affected by COVID which has caused them to slip into the Red Status. The eight measures affected are indicated by an * below:

The Red status measures are:

- PR01: Average time to assess Housing Benefit & Council Tax Support: New claims*
- PR03: Collection rates Council Tax*
- PR04a: Empty Homes – Number of long-term empty homes (6 months or more)*
- PR05: Collection rates NNDR*
- PR08: Percentage of FOI and EIR requests responded to within 20 working days*
- PR10: The number of working days lost due to sickness absence per FTE
- PR12: % of Audit days delivered*
- PR15: Corporate Property Portfolio Arrears per annum*
- ED02: Planning applications: Non-Major (Minor or Other) applications determined within 8 weeks or as agreed extension*
- HN04: Average cost of a Void repair
- HN06: Costs – Total Void Works (service provision) as % of Total Repairs Costs
- HN07: Costs – total responsive repairs as a percentage of total repairs costs

Data Quality note

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

4. FINANCIAL IMPLICATIONS

None

5. RISK IMPLICATIONS

None

6. CONCLUSIONS

None

7. RECOMMENDATIONS

The actions are:

- All measures to be monitored during the next quarter
- All key projects will 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. BACKGROUND
PAPERS None

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

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

KEY PROJECTS – SUMMARY REPORT QUARTER 2 2020/21 (JUL - SEPT)**Key projects that impact on the corporate priorities in ‘The Plan 2020 – 2025’.**

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

Project	Project Lead	Lead ELT	Current Position
KP01 – Energy Park & South Denes Regeneration	Stuart Dawson	David Glason	
KP03 – Middlegate Estate	Anthony Moore	Lindsay Barker	
KP04 – Wellesley Road Recreation Ground	Tracey Read	Lindsay Barker	
KP05 – Marina Centre	David Ramsey	Lindsay Barker	
KP06 – Winter Gardens	Michelle Burdett	Lindsay Barker	
KP08 – Improving the Markets and the Market Place	Jane Beck	Lindsay Barker	
KP09 – Go Trade	Stacy Cosham	Lindsay Barker	
KP10 - Community Economic Development Inclusion Project	Stacy Cosham	Lindsay Barker	
KP11 - The Conge Redevelopment	Anthony Moore	David Glason	
KP12 - North Quay Redevelopment	Tracey Read	David Glason	

Key	
	No problems or minor issues
	Problems identified but contingency plan in place
	Serious problems out of tolerance

Project Progress Report

Project Name	South Denes Regeneration		
Date	October 2020		
Lead ELT Officer	David Glason		
Support ELT Officer			
Project Manager	Stuart Dawson		
Status			Green - no problems or minor issues
Summary of the whole project			
The Great Yarmouth Energy Park The ambition is to secure inward investment for the site and the strategy reflects the overall demand on the port area, in particular by the renewable energy sector. Part funding for the project has been put in place by Norfolk County Council from the Norfolk Infrastructure Fund, recorded by the NIF Annual report dated 3 March 2014 where it is decided to support the project to £2.75m. The remaining funding, £250,000, will come from Great Yarmouth Borough Council from its capital reserves.			
Great Yarmouth Operations and Maintenance Campus Project Launched in 2020 the proposed development of Great Yarmouth Operations and Maintenance Campus located on the southern tip of the South Denes peninsula and outer harbour – an optimum location for the offshore sector. In summary the aims of the project are to: <ul style="list-style-type: none">• Encourage & support the growth of the offshore energy sector in Great Yarmouth• Offer facilities in close proximity to Great Yarmouth’s Outer Harbour, giving operators access to deep water as well as the river port• Rejuvenate and redevelop sites and quay infrastructure adjacent to the Outer Harbour• Potentially create up to 650 new jobs at the new campus			
Key Project achievements	Milestones	Target Date/Outcome	
Operations & Maintenance Campus	Business Study	January 2021	
	£6m Getting Building Funding secured through NALEP	Summer 2020	
	Create Operations & Maintenance Campus South Denes phase 1	Target April 2022	
Port Expansion	Expression of Interest submission – jointly between GYBC, NCC, NALEP and Port to bid for share of £160m Port Infrastructure Funding	November 2020	
Business Incubation Units	Feasibility Study completed	October 2020	
	Town Deal consideration (Delivery Group)	Summer 2020	
Development / Business Growth / Inward Investment	All sites currently acquired either sold /let & developed or in use temporarily (case by case basis)	Target April 2022	
Energy Park Land Assembly	Various sites acquired case by case basis	Target April 2021	
	Havenshore North (5 acres)	Completed January 2020	
	Millora Works, Ocean Yard (block 4) & Vanguard Point - site clearances	Completed between January 2018 and May 2019	
Development / Business Growth	Master Plan completed	Target April 2021	
Marketing / Promotion	Agents Appointed	Completed May 2019	
	Energy Park marketing website: live January 2021	January 2021	
Summary of Project Quarter Performance			

- 1) Great Yarmouth Operations and Maintenance Campus Project. Work continues to finalise the costings for the new O&M facility at the southern end of the river. The first phase will include infrastructure works to the quay heading, road infrastructure and associated laydown locations as well as the installation of two new pontoons at the southernmost point of the river. £6 million has been secured towards the project via the governments 'Getting Building Fund' through New Anglia LEP. This flagship project was one of the main beneficiaries of the fund which needs to be spent within 18 months. £1m agreed at GYBC P&R committee / Council (30.07.2020) and £1m by NCC Cabinet.
- 2) Feasibility work for Business Incubation space in the South Denes peninsula continues with consultants WSP: economic analysis, transport & access, utilities & flood risk assessment complete. Design option appraisal & Demand/Needs analysis underway. Potential to form a part of the Great Yarmouth Town Deal bid in December 2020 following engagement with the Town Deal Delivery Group / Board and the Great Yarmouth Energy Group.

Open issues		Mitigation	
Legal agreement with NCC regarding NIF pot		Lawyers drafting agreement / officers working towards solution	
Development Surveyor role to fill		Role being advertised via recruitment consultants and in the interim recommendation to employ consultant	
COVID 19		The impact of COVID 19 on the projects will continue to be monitored	
Financial Summary 1 – Actuals - Great Yarmouth Energy Park			
	Revenue	Capital	Notes on Background
Total Budget Approved		£3,000k	
Funded by:			
GYBC		£250k	
External Grant e.g. HLF		£2,750k	NIF Loan
Other			
Total Funding		£3,000k	
Actual Spend to date	£2.5k	£1,159k	Capital spend is cumulative for project. Revenue expenditure is for 19/20 only
Savings Achieved			
Income Achieved			
Financial data verified by (name of finance officer):			Date:
Lorna Snow			29/10/20

Financial Summary 2 – Actuals - Great Yarmouth Operations and Maintenance Campus Project.			
	Revenue	Capital	Notes on Background
Total Budget Approved		£11 million	*Project costs tbc through WSP work on 11.09.2020.
Funded by:			
NALEP		£6 Million	

GYBC		£1 Million	
NCC		£1 Million	
Enterprise Zone B		£3 Million (tbc*)	Enterprise Zone Pot B funding the WSP feasibility study
Actual Spend		£0	To be reported next period
Financial data verified by (name of finance officer):			Date:
Lorna Snow			29/10/20

Project Progress Report

Project Name	Middlegate Estate Regeneration		
Date	06/11/20		
Lead ELT Officer	Lindsay Barker		
Support ELT Officer	Nicola Turner		
Project Manager	Anthony Moore		
Status			Green - no problems or minor issues
Summary of the whole project			
A feasibility study for potential to regenerate Middlegate Estate.			
Key Project achievements	Milestones	Target Date/Outcome	
Phase 1: A high-level options appraisal for the site has been undertaken alongside extensive stakeholder engagement. As a result, these options have been finalized and developed to form part of a master plan for the whole site, which will include financial analysis.	<ul style="list-style-type: none"> Create Project Team Tender and appoint Consultant Consultation Consideration of report by Working Party Consideration of report by Housing and Neighbourhoods Committee 	Met	
Phase 2: Review viability and master plan to reflect current and future needs	<ul style="list-style-type: none"> Refinement of housing need Completion of recreation review Cons Consideration of report by Working Party Consideration of report by Housing and Neighbourhoods Committee Final Report to H & N Committee 	Met March 2021	
Summary of Project Quarter Performance			
Ark were appointed for phase 2 works and team meetings were held on refining the masterplan. Housing Services provided a housing mix for the Council's rented homes and this has been taken account of in the redesign of the masterplan. Finance colleagues assisted with setting up parameters for modelling.			
A brief for recreation strategy was agreed and after soft market testing, it was decided that ARK should add this to their appointment.			
Open issues	Mitigation		
Detailed Financial work	Scope of work agreed.		
Recreation strategy for area required	Scope of work agreed.		
Financial Summary – Actuals			
	Revenue	Capital	Notes on Background

Total Budget Approved	£	£320,000	Grant funding from MCHLG
Funded by:			
GYBC	£	£	
External Grant e.g. HLF	£	£320,000	MCHLG
Other	£	£	
Total Funding	£	£320,000	
Actual Spend to date	£	£163,997	
Savings Achieved	£	£0	
Income Achieved	£	£0	
Financial data verified by (name of finance officer):			Date:
Danielle Patterson			12.10.20

Project Quarter Progress Report

Project Name	Wellesley Recreation Ground		
Date	20.10.2020		
Lead ELT Officer	Kate Watts		
Support ELT Officer			
Project Manager	Tracey Read		
Status		Amber: Issues that are being mitigated	
Summary - the whole project			
<p>Develop a clear future direction for the Wellesley Road Recreation Ground, including current and future usage, potential 3G facilities, onsite buildings and future management of the site. A review of income, expenditure, management, maintenance, issues, risks and opportunities on the site to present a calculated, coherent and comprehensive plan for the site which addresses all areas, either as one study or as linked studies.</p> <p>As well as the design and management of a borough wide sports and activity participation survey the evidence from stakeholders will help us develop options to present to committee.</p>			
Key Project achievements	Milestones		Target Date/ Outcome
Develop options for Wellesley Recreation Ground	Create project team		Met
Undertake a sports participation and activity survey across the borough.	H & N Committee		Met
	Tender consultants		Met
	Appoint Consultant		Met
	Area Appraisal – Member’s review		Met
	Viability Report – Member’s review		Met
	Public survey and engagement recommendation report to ELT. 28 th August 2018		Met
	Officers Short List Development Meeting on Wellesley. 29 th August 2018		Met
	Members Short List Development Meeting Wellesley. 29 th August 2018		Met
	Housing and Neighbourhood Committee - Wellesley Short List option report. 6 th September 2018		Met
	Planning and Resource Committee - Public consultation on sports participation in the Borough report. 11 th September 2018		Met
	Public survey sports participation 17 th September 2018 until 12 th October 2018		Met
	Wellesley Member Working Group Meeting – Discuss short option appraisal 6 th November		Met
	CPB Wellesley proposals short list options. 6 th November 2018		Met
	ELT Wellesley follow up report on preferred option. 12 th November 2018		Met

	Joint Marina and Wellesley Working Group meeting. 27 th November 2018	Met	
	Housing and Neighbourhood Committee - Wellesley Options report on preferred option for further analysis. 6 th December 2018	Met	
	Housing and Neighbourhood Committee –Activity Participation Survey Update with Active Norfolk. 6 th December 2018.	Met	
	Meeting with Sporting Assets on Preferred Option Business Case Development following committee	Met	
	Members Working Group	January 2020	
	Housing and Neighbourhood Committee	On hold	
	Community Stakeholder event	On hold	
Summary of Project Quarter Performance			
<p>Project Team are now working with FA to develop a funding bid for a 3G pitch, as well as refurbishment of the football stadium/changing rooms and ticket office. The FA have sent through a questionnaire which GYBC Property Team have responded to, the responses are now with legal as a few questions around ownership will need to be passed by them before submitting to the FA. Once a response is sent to the FA they will undertake fieldwork surveys.</p> <p>An emailed update has been given to the Members Working Group. A Members Working Group meeting has been organised for 19th October where a presentation update will be given.</p> <p>A status update meeting with the FA has taken place and project delivery will now push ahead.</p> <p>Further stakeholder engagement will take place.</p>			
Open issues		Mitigation	
Staff redeployed due to Covid-19		Project delivery can be delayed.	
Stakeholder engagement		Stakeholder engagement is critical to the success of any option appraisal or potential proposal. The Wellesley is a well-loved asset within the borough with long standing uses. Any ongoing work will engage and involve key stakeholders.	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£25,000 GYBC	£26,020.50	£	£
Commentary: Funding of £25,000 was allocated form the Council’s special projects reserve to fund a feasibility study for this project, this was agreed at Corporate Projects Board - Monday 29th January 2018. Revenue spend of £11,822.30 was funded by £50,000 grant received as part of the 2018/19 outturn. The remaining grant balance is to be used to fund future capital spend.			
Financial data verified by (name of finance officer):			Date:
D. Patterson			20/10/2020

Project Progress Report

Project Name	Marina Centre		
Date	October 2020		
Lead ELT Officer	Lindsay Barker		
Support ELT Officer	Sheila Oxtoby		
Project Manager	David Ramsay		
Status			Green - no problems or minor issues
Summary of the whole project			
The project proposes to redevelop the Marina Leisure Centre to include a six-lane pool, learner pool, sports hall, various health and fitness suites, leisure water and climbing wall. The project has completed both RIBA Stage 2 and 3 with the projects multi-disciplinary team led by Mace and is close to the end of RIBA 4.			
Key Project achievements	Milestones	Target Date/Outcome	
RIBA Stage 1 and 2	Executive Approval	Met	
	Notify Tenderers	Met	
	Award Contract	Met	
	Design Team (Mace) inception meeting	Met	
	Officer meeting to discuss financial package	Met	
	Members meeting to discuss RIBA 1 principles	Met	
	RIBA Stage 2 – documents submitted	Met	
	Full Council meeting – approval to release funds for RIBA Stage 3	Met	
RIBA Stage 3	RIBA Stage 3 – Developed Design commences	Met	
	Public engagement	Met	
	Develop Gen. Arrangement plans and layouts	Met	
	Complete surveys	Met	
	Issue RIBA 3 design snapshot for costing	Met	
	April Council costing exercise	Met	
	May Full Council	Met	
	Issue RIBA Stage 3 design information for pricing	Met	
	Issue formal RIBA Stage 3 report	Met	
	RIBA Stage 3 Gateway (July Council)	Met	
	Submit Planning	Met	
RIBA Stage 4 onwards	Issue tender documents	Met	
	Demolition issue tender documents	Met	
	Planning Approval	Met	
	Demolition contract award	Met	
	Demolition Start	Feb 2020	
	Pre-Construct Services Contract Award	Feb 2020	
	Main Construction Contract Award	November 2020	
	Main Construction Start on Site Date	November 2020	
	Practical Completion	Summer 2022	

Summary of Project Quarter Performance

- Delays experienced due to impact of Covid on resources, costings, site works.
- Project and Design team have continued throughout to progress final stage designs to support the final contract award.
- Value Engineering and Design Efficiencies exercise carried out with Design Team and preferred contractor to bring project within budget.
- Hoarding contract completed and wrap installed.
- Clerk of Works ig9, have had provisional approval to work on contract after procurement exercise.
- Utilities – contracts being progressed directly with new suppliers for electricity, gas and water.
- A procurement exercise for the climbing wall install has been carried out with Enterprises (Clip 'n' Climb) being successful.
- Significant investment secured from the Getting Building Fund through NALP (£2.5m) All grant providers have been engaged with and formal agreements are being progressed.
- Contract Documentation being compiled in conjunction with preferred operator and NP Law ready for contract award.
- CDM Employers Requirements are being recorded and actioned.

IMPACT OF COVID 19

- 1) The recommended ventilation requirements issued by the government (20l/sec per person in gym's and fitness studios) are double what leisure centres (including the new Marina Centre) are designed to so an exercise has been carried out to establish the increase in capacity required for the centre and these costs have been incorporated into the cost plan.
- 2) Because of government guidelines particularly in respect of social distancing there will be an increase in prelims in the main contract as the main contractor will have to provide additional site accommodation to ensure social distancing is adhered to together with alternative forms of clocking in/out, etc
- 3) The contract will in all likelihood also contain a "covid" clause should government regulations specifically stop or seriously interrupt progress on the contract, such events to be adjudicated by the Employers Agent.

Open issues		Mitigation	
Flood Risk – a flood risk assessment has shown that when climate change is considered in the future the building may be in danger of flooding (a 1 in 200 years event)		Although a remote possibility, it is intended to include additional flood mitigation measures in the construction of the building	
Financial Summary – Actuals			
	Revenue	Capital	Notes on Background
Total Budget Approved	£0	£25,893,000	Approved by Full Council in June 2019
Funded by:	This is to be being broken down in the below rows – leave this line blank.		
GYBC	£0	£21,293,000	
External Grant e.g. HLF	£0	£1,600,000 £2,500,000 £500,000	Sport England New Anglia ‘Getting Building Fund’ Business Rates Fund
Other	£0	£0	Not applicable
Total Funding	£0	£25,893,000	
Actual Spend to date	£0	£1,286,204	Finance Team currently reviewing end to end capital

			spend / reporting element of project finances.
Savings Achieved	£0	£0	
Income Achieved	£0	£0	
Financial data verified by (name of finance officer):			Date:
Lorna Snow			29/10/20

Project Quarter Progress Report

Project Name	Winter Gardens		
Date	14 October 2020		
Lead ELT Officer	Lindsay Barker		
Support ELT Officer	Sheila Oxtoby		
Project Manager	Michelle Burdett		
Status			Green - no problems or minor issues
Summary - the whole project			
The project is to restore the building and structural elements of the Heritage asset, as well as to give the building a new life by transforming both the internal and external spaces into a distinctive attraction for both the local community and the visitors to Great Yarmouth. It is intended that the facility will provide an all year-round attraction along the Golden Mile.			
Key Project achievements	Milestones	Target Date/ Outcome	
To stabilise building	Scaffolding to support the structure put in place	COMPLETE	
To secure a commercial end user	Development Agreement to be signed by successful commercial operator from tender process	Spring 2021	
To generate council income and boost the local economy	Apply for BRP funding (led by Regeneration and Funding Manager)	COMPLETE	
	Apply for Pooled Business Rates (led by Regeneration and Funding Manager)	COMPLETE	
	Prepare concept design (led by Feilden & Mawson)	COMPLETE	
	Complete order of costs (led by Allman Woodcock)	COMPLETE	
	Complete updated condition survey to be used to support funding applications (led by The Morton Partnership)	COMPLETE	
Prepare first stage Funding Application (pre-application)	Submit expression of interest to National Lottery Heritage Fund (Horizon Fund)	COMPLETE	
	Outcome of EOI (1 st Stage application)	COMPLETE	
	P+R approval of £60k budget for the specialists to complete the pre-app submission	COMPLETE	
	Pre-application development	June 2020 – Spring 2021 (underway)	
	Procurement of Business Planning Consultant	COMPLETE	
	Procurement of Architect / specialists	COMPLETE	
	Submission of pre application	26 th February	
	Outcome of 2 nd stage application	TBC	

Prepare Development Application	Latest Submission 2022	Specific date TBC	
Delivery Phase (capital works)		Maximum 5 years	
Summary of Project Quarter Performance			
<p>Following confirmation of the Business Rate Pool Bid award for next stage of application submission, a design team has been commissioned as follows:</p> <ul style="list-style-type: none">• Business Planning – DCA appointed• Quantity Surveyor and Project Management – Artelia Ltd appointed• Architectural Designs (RIBA 1+) – BFF (Burrell Foley Fischer) appointed• Structural Engineers – The Morton Partnership appointed• Service Engineers – Buro Harrold appointed• Additional support – Kendrick Hobbs catering <p>The focus of this project stage is appointment of specialists to assist with the completion of the pre-application stage of the programme. Furthermore, establish internal budget of 50% of an approved estimated cost of £120,00 (£60,000 cost to GYBC) as approved by P&R Committee in May 2020.</p> <p>The Design Team have met a number of times with options and costs now being pulled together.</p>			
Open issues		Mitigation	
Financial risk to Council managing project of this magnitude and national importance		Working with commercial operator to strengthen Horizon Fund application success	
Safety risk of building structure		Structural survey completed by The Morton Partnership and internal scaffolding installed. This complies with survey recommendation to sustain integrity of structure for up to 5 years. The works are complete and budget within tolerance	
Lack of understanding the depth of building restoration requirements. Risk of application failure.		Investment in thorough and detailed design, engineering, cost and business planning work in the pre-application phase will enable the Council to understand and mitigate the risks presented by the project.	
Commercial Operator withdraws from project		The business modelling has been completed in partnership with the Operator, the design team are now working on the designs to support the scope of the business model.	
Project hold during Covid-19 measures		Delays to the project programme are planned as minimal, tenders launched and finalised as planned. The plan is robust and within the timeframes allowed for submission.	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£120,000	£60,000	£0	£0
Commentary:			
Contract award letters have been sent to the design team, being signed off by the Council’s appointed procurement team. Commitments against the budget have been agreed, with some minor scope for changes as the needs of the project develops.			
Financial data verified by (name of finance officer):			Date:
Jane Bowgen			01/12/2020

Project Progress Report

Project Name	Improving the Market		
Date	September 2020		
Lead ELT Officer	Jane Beck		
Support ELT Officer	Lindsay Barker		
Project Manager			
Status			Green - no problems or minor issues
Summary of the whole project			
By 2025, redevelopment of a six-day covered market focusing on local goods and creating incubator opportunities for new businesses to develop in the Town Centre.			
Key Project achievements	Milestones	Target Date/Outcome	
H1 Improving the Market Place	Appointment of new architects (Chaplin Farrant) from GYBC framework.	Complete	
	Site surveys shared with architect.	Complete	
	Market & Market Gates visual improvements.	November - Complete	
	Updated Market Place Redevelopment Costs	November - Complete	
	P&R PAM presentation	January 2020 - Complete	
	Town Centre masterplan Members Working Group	January 2020 - Complete	
	All member briefing “town centre”	January 2020 - Complete	
	News design and concepts to be presented to P&R Committee	January 2020 - Complete	
H2 Consultations	Market Place business/ Stakeholders’ consultations	January 2020 - Complete	
	Press Briefing and publication of committee report	January 2020 - Complete	
	Individual Six-day Market trader consultations.	Third round of individual meetings to agree detailed lease agreements to be held November 2020	
H3 Property Support	Procurement specifications prepared for the delivery of Planning documentation.	Complete	
	Planning application submitted	Approved August 2020	
	Formulation of detailed tender documentation	October 2020	
	Tender	December 2020	
	Contractor commencement on site	Winter/Spring 2021	
Summary of Project Quarter Performance			

The Planning Application for the redevelopment was submitted on 28th May 2020 and approved on the 16th September 2020.

Detailed work on the tender documentation have continued. Ground works investigations were carried out on site week of the 5th October and no unanticipated issues as arisen.

Work continues on value engineering for the project to manage budget constraints without impacting the overall ethos of the building. We continue to work with utilities companies in relation to services within the Market Place.

Updates will continue to be taken via the Town Centre Master Plan governance structure which continues to oversee the delivery of the masterplan and Future High Street Fund interventions, of which the improvement of the market place is one.

Open issues		Mitigation	
A shortfall of £2.2m in the £4.5m development plan will impact on building of the Market Place infrastructure due to new funding avenues being sought.		FHSF funding if successful will be used to co-invest in capital for the redevelopment of the market.	
Increased build costs due to structure changes.		It is anticipated that the scheme can be delivered within budget – this cannot be finalised until appointment of the main Contractor	
Delayed start on site due to late submission of Planning Application		Documents will be released for tender submission in December – it is Contractor to be identified during the early part of 2021.	
Lead-in times for Glulam structure		Information has been received that design and manufacture of the proposed Glulam structure could take 20 weeks overall (8 weeks design, 12 weeds manufacture) in order to mitigate this a tender will be issued for the design ahead of appointment of the main contractor saving the initial 8 week process.	
Financial Summary – Actuals			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£4,477,020	
Funded by:	This is to be being broken down in the below rows – leave this line blank.		
GYBC	£	£3,377,020	borrowing
External Grant e.g. HLF	£	£1,100,000	Business Rates Pool
Other	£	£	
Total Funding	£	£4,477,020	
Actual Spend to date	£	£ 61,386	
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer):			Date:
Lorna Snow			29/10/20

Project Quarter Progress Report

Project Name	Go Trade		
Date	14 October 2020		
Lead ELT Officer	Kate Watts		
Support ELT Officer			
Project Manager	Stacy Cosham		
Status			Green - no problems or minor issues
Summary - the whole project			
<p>Go Trade is a project that is bringing together a total of 16 English and French partners from south east England and northern France with the aim of boosting visitor numbers, dynamism and attractiveness of Great Yarmouth Market. To achieve this aim Great Yarmouth Borough is working with the 15 project partners to develop the Go Trade brand, themed events, promotional videos, market trader training and digital corner (town centre WI-Fi).</p> <p>A project extension has been approved by the Joint Secretariat covering 1 April 2021 to 31 March 2022.</p>			
Key Project achievements	Milestones	Target Date/ Outcome	
KP4. 1: Delivery of Go Trade Animations (Events) Schedule.	Full schedule of animations for 2019-20. Delivered within the Market Place.	2019 event programme completed. 2020 event programme suspended due to CV19.	
KP4: 2: To host a Go Trade UK Food/ French market with project partners	To host collaborative event with Basildon Boprough Council, Gravesham Borough Council, Visit Kent with Amiens, Lumbres, Louvigne Du Desert and Caen. With the desired aim of attracting French traders/ chefs and UK artisan traders/ chefs. The animation (event) will be billed as a food and drink festival. Showcasing the best of England and France.	Basildon launch May 2020 and GYBC event scheduled June 2020 pending EDC approval. Delayed due to restrictions on public gatherings due to Covid-19. Intention to reschedule as part of project extension in 2021.	
KP4: 3 Funding of stand-alone local publication.	GYBC Marketing team to send an EOI live via the GYBC procurement portal.	Delayed due to Covid-19 project suspension. Deliverable to be considered as part of extension plan.	
KP6: 4: Attend final partners meeting – Basildon	Project Manager – Stacy Cosham	November 2020	
KP6: 5 Partner meetings for extension	To be planned by Basildon Borough Council, programmed into project plan for GYBC attendance.	March 2021 to March 2022	
KP7. Introduction of Market Place Wi-Fi for digital corner.	Technology to be agreed with NCC IT.	Complete	
	A solution has been found to the Digital Corner deliverable. The PMO team is working with GYBC IT team to install an affordable Wi-Fi network within Great Yarmouth	Complete	

	Market place. GYBC is working with GYBC IT to procure a contractor	
	Procurement document to be prepared	Complete
	Go Trade Wifi/ 4G report to be presented to EDC June 3 rd (See attached)	Complete
	To send Go Trade WiFi/ 4G procurement live and decide upon supplier	Complete
	Agree upon final costs and location of WiFi equipment	Complete
	To work with GYTCP to install Wi-Fi in the market place	Summer 2020 – delayed. Working with contractor to install by end December 2020
	Wi-Fi to enhance GYTCP click and collect service ShopAppy	Summer 2020 – delayed to Q4
	Wi-Fi to provide data for future research projects or future bid application	January 2021 onwards
KP8. 1: Design of business development webinars and trial role outs to traders.	Agree upon content of webinar with Basildon Borough Council, Gravesham Borough Council, NMTF and the UOG	Complete.
KP8: 2: Develop a young entrepreneurs/ business advisory programme with project partner NMTF and GYBC Business advisor	Schedule of business advisory programme to be created	Roll over to extension project plan
KP8: 3: Host NMTF Young Entrepreneurs Market regional heat	Format to be agreed	The event was transferred to a virtual award ceremony. NMTF will not continue in the project after March 2021.
KP9. Work with the UOG and all partners on the content of the Go Trade website then roll out to all partners and traders.	Agree upon online platform content with all partners and developer Cyberkix.	Complete 2019
	Train GYBC team on CMS of website	No longer required, GYTCP taking responsibility of website from March 2021.
KP10. Traders Passport system which is being designed by project partners Castlepoint Borough Council and Lumbres.	GYBC has provided feedback regarding agreed upon content of traders based upon the Go Trade values.	Ongoing GYBC will engage when details emerge from the partners leading upon this element.
KP11. Produce and public tourism marketing videos promoting the Great Yarmouth market offer.	Second Go Trade promotional video to be launched across all GYBC media channels and uploaded to GYBC website by GYBC Marketing team	July 2020 Delayed due to Covid-19 redeployments. Video launched September 2020
	Third Go Trade promotional video to be provided by supplier December 2020 for launch Q4	Jan to Mar 2021
	Programme of amateur videos to be developed over extension period	April 21 to March 22

Summary of Project Quarter Performance

The project has delivered against its agreed deliverables to date. The Lead Partner confirms that GYBC has delivered the project brand, newsletters to date, tourism itineraries to date, established business support training and required promotional films.

Deliverables:

Remaining obligations within the project to the end of March 2021 are:

- Provision of 2 tourism itineraries
- Provision of 1 market newsletter
- Maintaining online content relevant to Great Yarmouth market on the Go Trade website
- Deliver the third and final promotional film
- Installation of Wi-Fi within the marketplace
- Deliver marketplace events during the winter programme.

Installation of public Wi-Fi at the marketplace has been delayed. Installation was scheduled for June 2020, however postponed following lockdown measures and restrictions. Permissions from Great Yarmouth Borough Council remain to be finalised before installation can be carried out. The contractor is expecting to complete installation around the marketplace by December 2020.

In September, the Council agreed to continue with Go Trade during the proposed 12 months extension period. Funds have been allocated to the Council from partners not continuing within the extension period; a project plan for 1 April 2021 to 31 March 2022 is to be developed. This will include more proactive trader engagement for business support, attracting new traders to the market and a programme of events.

Project Finances:

Financial claims had been delayed since March 2019. In the last quarter all outstanding project claims have been certified and passed to the lead partner for Joint Secretariat approval and payment. The total amount across three claims comes to 3,426.74 euros (approximately £3,117.06 pending exchange rate at point of payment). Upon JS approval this payment is expected January 2021.

Payment of Claim 3 has been received from the lead partner, Basildon Borough Council. This sees an income for the project of 17,553.56 euros (£15,563.05).

Open issues	Mitigation
Delayed payment of claims.	GYBC officers continue to mitigate/seek advice from the lead project partner and the Joint Secretariat to resolve with FLC.
Delayed install of Wi-Fi: supplier unable to schedule works to ensure installation by winter 2020	Project Manager obtaining required permissions to ensure works are scheduled from Mid-September at request of supplier.

Financial Summary – Actuals

Budget	Committed Spend	Savings Achieved	Income Achieved
£209,069	£198,632	£0	£

Commentary:

Original Agreement Euros 224,204 = £199,292 + Increase Euros 11,000 = £9,777. Rate of Exchange £1 = Euros 1.125

31% of project spend + unrecoverable costs i.e. £2,715 Internal Audit Fee

69% of project spend – unrecoverable costs i.e. £2,715 Internal Audit Fee

Assumes all grant funding will be claimed and reimbursed in full.

All outstanding claims to date have been submitted to the project Lead Partner for approval by the Joint Secretariat. The next expected funding payment is January 2021.

Financial data verified by (name of finance officer):	Date:

Project Quarter Progress Report

Project Name	ESF Community Economic Development (CED) Inclusion		
Date	14 October 2020		
Lead ELT Officer	Lindsay Barker		
Support ELT Officer	Kate Watts		
Project Manager	Stacy Cosham		
Status		Amber: Issues that are being mitigated	

Summary - the whole project

The project will support new and innovative neighbourhood-based employability services to meet gaps identified by local residents with governance provided by a Community Economic Development Group and Panel. This group will be chaired by a local resident with 50% community representation and sector specialists. Inclusion Grants will be targeted at social economy SMEs, with support provided by an Inclusion Worker who will help these organisations and participants to access community support. All grants provided will aim to reduce the disconnection between people who face complicated life challenges and the benefits of economic growth.

Key Project achievements	Milestones	Target Date/ Outcome
Project Coordinator to award 16 – 24 grants to SME Not for profit organisations.	To award £43k in grants by end of February 2020, grants to be signed off by senior management.	Fourth call for applicants has been postponed due to Covid-19. To date, eleven grants have been awarded. Grant Panel to agree whether to continue with fourth round.
Project Inclusion Worker to identify and engage targeted residents within the targeted wards of Great Yarmouth.	To engage with all beneficiary projects who will benefit from support offered by the inclusion worker. Individuals will benefit from the programs offered by the SME's.	ESF Grant Beneficiary project outcomes to be added to Inclusion Worker database to improve figures. Inclusion Worker started in role 1 September 2020
Submit EClaim to DWP on a quarterly basis.	Q3 19 Claim submitted by 31 st July 2019. Q4 19 claim submitted by 31 January 2020 Q1 20 to be submitted April 2020 Q2 20 to be submitted July 2020 Q3 20 to be submitted October 2020 Q4 20 to be submitted January 2020 Final claim submitted by 31 March 2021	Delay in submitting Q1 & Q2 2020 claims due to staff redeployment Covid-19. New PM recruited June 2020, claim to be submitted by end of July 2020. Outstanding issues and validation of Q3-4 19 outstanding, delay in approval. Drafting of Q1-3 20 to be commenced October 2020.

Summary of Project Quarter Performance

Project delivery has been stalled since January 2020 following decision to freeze the local grant application round. The application round was launched the start of March 2020 and ran for 20 days (out of 26 required) before Coronavirus pandemic caused the round to be pulled. The open call for grant applications is suspended until further notice.

Local Grant Beneficiaries have been contacted throughout August and September to share their final reports; to obtain their achieved budgets. Most beneficiaries had completed their schemes before lockdown commenced. However, two beneficiaries were unable to complete delivery and remain engaged to

complete their initiatives by the end of the year. Two beneficiaries were awarded their funds in March 2020 and experienced project start delay due to Lockdown. Their targets are under review alongside a revised delivery programme to the end of 2020 rather than return funds. The Neighbourhood Inclusion Grant Panel has been convened to review beneficiary performance, agree launch of final call for applications and consider existing beneficiary revisions.

DWP have confirmed extension to the project is limited. Beneficiaries could extend for 3 months to offer a six month scheme which would require GYBC paperwork to be completed by June 2021 with no resource available; therefore it is in the Council's interest to continue to conclude project delivery by December 2020 as planned.

The Inclusion Worker was successfully recruited and started in post 1st September 2020. She has engaged with existing clients inherited from her predecessor; has engaged with employment networks to set up job clubs and venues to hold one-to-one support meetings with clients and referrals. Face to face support is being limited but managed with appropriate PPE being worn and held at COVID-safe venues.

Open issues		Mitigation	
Payments not made due to Brexit.		Written confirmation of funding has been received from the DWP confirming HM Treasury will continue to fund contracted projects.	
Payment not received by DWP for quarters to date.		The first EClaim was successfully submitted for review and payment, provisionally approved by DWP contract manager. Second EClaim prepared and ready to submit.	
Inclusion worker not to have met project targets by end of ESF 2021.		Marketing budget to be used to promote project to potential candidates via social media. Job Centre and Greyfriars Housing Office being used as locations to better target residents. DWP confirmation that numbers can be taken from beneficiary projects at Coordinators discretion.	
Successful beneficiaries have not submitted their reports in line with their grant acceptance terms.		Project Manager to ensure all paperwork is filed correctly and maintain regular communications with successful grant beneficiaries.	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£407,400	£167,309	£0	£
Commentary: Grant beneficiaries are required to provide 50% match against their grant award. The budget from GYBC is £83,700 which is 50% match against DWP funding allocation.			
Financial data verified by (name of finance officer):			Date:

Project Progress Report

Project Name	The Conge		
Date	06/11/20		
Lead ELT Officer	David Glason		
Support ELT Officer	Nicola Turner		
Project Manager	Anthony Moore		
Status			Green - no problems or minor issues
Summary of the whole project			
Transforming The Conge: by 2025, The Conge is transformed with new mixed-use development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Market Place.			
Key Project achievements	Milestones	Target Date/Outcome	
Existing Business Support	Support package for businesses identified for relocation or costings to feed into viability	September 2020 - soft engagement over relocation with leaseholders has begun following pre-planning application	
New mixed-use development - design concept and development	Sales and Marketing Report	September 2019 – Final report received	
	Viability Study	September 2019 – Final scenarios received	
	Technical investigations	Completed for outline planning application	
	Design Concept	Chaplin Farrant appointed June 2019 Final drafts for pre planning-application September 2019 Pre-planning application meeting – November 2019 Outline Planning application submitted - May 2020	
Public Realm investment	Realign Carriageway – improved public realm and footway/cycleway linking rail station to Market Place	Complete	
Summary of Project Quarter Performance			
During this period the planning application was submitted. There has been considerable liaison with statutory planning consultees (Historic England, Lead Flood Authority, Norfolk Highways). All issues have now been resolved with the exception of Highways. Progress also made in attracting a Strategic Development Partner.			
Open issues		Mitigation	
Planning permission		Planning application submitted	

Viability gap		Feasibility work towards attracting a development partner	
Financial Summary – Actuals			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£185,000	As per bid to Business Rates Pool
Funded by:			
GYBC	£	£92,500	
External Grant e.g. HLF	£	£92,500	Business Rate Pool
Other	£	£	
Total Funding	£	£185,000	
Actual Spend to date	£	£58,390	
Savings Achieved	£	£0	
Income Achieved	£	£0	
Financial data verified by (name of finance officer):			Date:
Greg London			12.10.20

Project Quarter Progress Report

Project Name	North Quay		
Date	October 2020		
Lead ELT Officer	David Glason		
Support ELT Officer	Sheila Oxtoby		
Project Manager	Tracey Read		
Status			Green - no problems or minor issues
Summary - the whole project			
Comprehensive redevelopment of the North Quay waterfront site in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan.			
Key Project achievements	Milestones	Target Date/ Outcome	
Land acquisition	Land acquisition strategy	July 2018 - Complete	
	Committee report on acquisition strategy	July 2018 - Complete	
	Submit application for Business Rates Pool (BRP) funding £170k (decision November 2018)	September 2018 – Complete & Successful	
	Set up Officers Working Group Meetings for next 12 months	Complete	
	Appoint Development Surveyor	Complete	
	Carry out an independent review of the Land Evaluation Survey and factor in final land evaluation cost needed	Complete	
	Commission a study for legal advice on Compulsory Purchase and engagement	Complete	
Business Rate Pool Milestones	BRP monitoring reports	Ongoing with all deadlines hit	
Communications Strategy	Draft Communications Strategy	Complete	
	Draft letters for residents	Complete	
	Draft Media Statement	Complete	
	Ongoing Media Preparedness	Complete	
Engagement with Land Owners	Letters to Businesses	Complete	
	Engage all parties (landowners and leaseholders) initially to identify specific constraints and opportunities for agreements beginning with investors and developers.	Ongoing	

	Engagement with smaller site owner occupiers, especially residents to provide reassurance over process and timeframes	Complete
Technical Studies	Tender sent out 18th March 2019	Complete
	Highways transport assessment Ground and contamination survey Utilities assessment Flood risk and Drainage assessment Topographical survey Ecological survey Landscape survey Archaeological assessment Air Quality assessment Noise assessment	All Complete
Independent Land Evaluation Report	Report on land registration and cost valuation w/c 11 th March 2019	Complete
Supplementary Planning Document (SPD)	SPD development starts 7th May 2019	Complete
	First draft SPD 30th August 2019	Complete
	Procure consultants - Urban Delivery engaged	Complete
	Prepare Options for SPD	Complete
	Draft Leaflet / Questionnaire / Exhibition Boards / Online Consultation Form / Document	Complete
	Policy and Resources Committee to agree Consultation October 2019	Complete
	Informal Consultation Period to 24 th November 2019	Complete
	Final Draft SPD	w/c 23 rd December 2019
	SEA/HRA Screening	9th December – 23 rd December 2019
	Regulation 12/13 Representations Period	13 th January – 3 rd February 2020
	Adopt SPD at Policy and Resources Committee	19 th May 2020
Soft Market Testing	Engagement and Procurement	Out to Market early 2021

	Industry market day	Spring 2021 (tbc)	
Land acquisition	Ongoing negotiations	Ongoing	
Summary of Project Quarter Performance			
The project is temporarily paused as the market testing events could not proceed during the Covid pandemic. Procurement of services has been stalled due to staff redeployed to other areas of corporate need. There will be a delay but not a significant impact. Supplementary Planning Document adopted at virtual Policy & Resources Committee 19th May 2020. Soft Market testing prospectus drafted. North Quay is included in a package of measures in the draft Great Yarmouth Town Deal bid to be submitted in December 2020. If successful, this will contribute to the programme of land assembly.			
Open issues		Mitigation	
Impact of COVID19		Reviewed/monitored	
No Project Management		Recruiting into post	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
	£	£	£
Commentary:			
Norfolk Business Rate Pooled funding secured (£170K) as well as £2.5m from GYBC to progress the project. North Quay is included in a package of measures in the draft Great Yarmouth Town Deal bid to be submitted in December 2020. If successful, this will financially contribute to the programme of activity.			
Financial data verified by (name of finance officer):			Date:

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL - SEP) 2020/21

POLICY & RESOURCES COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
PR01: Average time to assess Housing Benefit & Council Tax Support: New claims (Quarterly Cumulative)	25 days	17 days	26 days	14 days	12 days	17 days	R	↑	↓
In the 2nd quarter we continued to see an increase in applications for new claims and our caseload increased through July and August as a result. This is due to the continued impact of COVID 19 as more people have required financial support due to reductions in their income or unemployment. This increase in workloads has meant the processing times have still been affected although there has been a slight improvement in comparison to last quarter.									
PR02: Average time to assess Housing Benefit & Council Tax Support: Change in circumstances (Quarterly Cumulative)	12 days	9 days	15 days	8 days	6 days	9 days	A	↑	↓
PR03: Collection rates Council Tax (Quarterly Cumulative)	52.9%	55%	27.2%	55.2%	95.5%	97.0%	R	N/A	↓
The first two quarters collection has been effected by the COVID 19 due to some residents ability to pay with uncertain financial situations, reduced incomes and impact of lockdown. It should also be noted that it was decided to delay the normal process of recovery action and whilst gentle reminders were sent, formal recovery has not been able to commence until the Magistrates' Court confirmed they would begin to schedule Liability Hearings again. We have recently been notified by the court of our first liability court hearing date for 2020, which will be on 4 December 2020. Formal recovery process has now commenced in readiness for this court.									
PR04: Empty Homes									
a) Number of long term empty homes (6 months or more)	712	Less than 600	673	607	610	Less than 600	R	↓	↓
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	155	Less than 160	143	173	160	Less than 160	G	↓	↑
The number of properties over two years old have remained below 160. However the number of empty properties over six months has increased. This is likely due to the COVID 19 pandemic and the slowness in the housing market in both rental and sales, due to lockdown.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
PR05: Collection rates NNDR (Quarterly Cumulative)	47.4%	52.4%	23.4%	55.8%	96.5%	97.0%	R	N/A	↓
The first two quarters collection has been effected by the COVID 19 with ratepayers facing uncertain financial situations, reduced incomes and impact of lockdown. It should also be noted that it was decided to delay the normal process of recovery action and whilst gentle reminders were sent, formal recovery has not been able to commence until the Magistrates' Court confirmed they would began to schedule Liability Hearings again. We have recently been notified by the court of our first liability court hearing date for 2020, which will be on 4 December 2020. Formal recovery process has now commenced in readiness for this court.									
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	92.66%	90%	91.70%	89.35%	89.97%	90%	G	↑	↑
High service levels have continued to be maintained through quarter 2 and even with an increase in call volumes due to restricted face to face service delivery, the team answered an additional 1900 calls in the period compared to the same period in the prior year.									
PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly)	0:32 minutes	1:30 minutes	0:47 minutes	1:13 minutes	1:04 minutes	1:30 minutes	G	↑	↑
High service levels also had a positive impact in average call waiting time with the quarter 2 achieving a further improved average wait time.									
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	75.69%	90%	81%	87%	93.40%	90%	R	↓	↓
The completion rate of FOI's and EIR's has been significantly impacted due to our COVID 19 response, we have received a vast number of requests for information during Q2 including a significant increase in the number of land searches requested. Staff within Corporate Services are working hard to ensure responses are sent out on time however this relies heavily on information being given from other departments within the Council who at times have seen resourcing issues and have therefore not responded to requests within the allocated 20 working days. Corporate Services have a system in place whereby chase emails are sent to the relevant department one week before a response is due.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)	0%	69%	0%	78%	86%	85%	N/A	↔	↓
Rollout of new 1:1 form and objective setting complete, including training sessions for all staff and managers. 1:1's are currently being completed and we will be able to show completion rates in Q3.									
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	4.83 days	4.2 days	2.44 days	5.11 days	12.91 days	8.5 days	R	N/A	↑
<p>We have seen a reduction in sickness absence for Q2 of 2020/21 with 4.83 days lost per FTE compared to 5.11 days in 2019. At the end of Q2 we only had 2 confirmed cases of Covid-19 in staff, of those only one was absent from work for a short period of time and has made a full recovery. Whilst we have seen a few cases of self-isolation all those affected have been able to successfully work from home.</p> <p>Long term sickness remains high with 27 occurrences of long term absence at the end of quarter 2. Of those cases, 7 remain absent at the time of writing this report. Reasons for long term absence are varied and include musculo-skeletal, cancer treatment and surgery. All cases are being proactively managed by HR and supported by line managers, regular review meetings are held, interventions with occupational health are being made, access to our employee assistance programme and return to work programmes are being used and staff are being supported to return to work with appropriate return to work plans.</p> <p>Short term sickness absence reasons are varied and include headaches, stomach and digestion, cold symptoms, chest and respiratory, hospital tests and infections.</p> <p>Whilst long term absence remains an ongoing concern, short term absence has significantly decreased compare to 2019. This may be because we still have a significant number of staff working from home and the usual coughs and colds, stomach upsets etc are not being passed round in the normal way.</p> <p>It is anticipated with continued and ongoing support to staff and managers that we will see a longer term overall reduction in sickness absence.</p>									
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	116%	Monitor	103%	54%	79.54%	Monitor	N/A	↑	↑

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	3%	36%	0%	50%	98%	100%	R	N/A	↓
The internal audit plan is normally spread across the year. Due to COVID-19 the plan has predominantly been assigned to quarter 3 and quarter 4, with just the assurance mapping commencing in quarter 2. Internal audit resources have been assigned to the audits for the remainder of the year and are underway. With continued support from the Council we are expecting to complete the plan by 31st March 2021.									
PR13: Percentage of priority 1 Internal Audit recommendations completed on time (Quarterly cumulative)	100%	100%	100%	100%	100%	100%	G	↔	↔
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	1.29%	1.26%	Not available	2.35%	0.36%	2.50%	G	N/A	↓
PR15: Corporate Property Portfolio Arrears per annum (Quarterly Cumulative)	28.58%	7.5%	57.65%	6.1%	5.47%	7.5%	R	↑	↓
The level of arrears reflects the ongoing position with reference to COVID-19 impacts. As can be seen from the previous quarter arrears levels have reduced, we continue to work with occupiers to identify suitable and manageable payment plans for next quarter.									
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	96.07%	90%	96.07%	95.91%	95.47%	90%	G	↔	↑
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	93.70%	90%	94.6%	96.7%	96%	90%	G	↓	↓

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL - SEP) 2020/21

ECONOMIC DEVELOPMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	100%	75%	100%	100%	100%	75%	G	↔	↔
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	59%	75%	66%	78.9%	87.8%	75%	R	↓	↓
Consultation responses from statutory consultees have slowed and due to COVID-19 access to sites has proved more difficult, this along with staff shortages and bedding in new staff has adversely effected performance. As part of restructure we now have new staff and posts filled with permanent staff and it is anticipated that with further review of working practices that performance will improve.									
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	97.2%	75%	97.2%	92.1%	94.4%	75%	G	↔	↑
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	73.5%	75%	78.7%	78.1%	79.03%	75%	A	↓	↓
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0.0%	9%	2.8%	2.63%	2.7%	9%	G	↑	↑
ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications (Quarterly Cumulative)	0.2%	9%	0.3%	0.46%	0.29%	9%	G	↑	↑

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	100%	100%	100%	100%	100%	100%	G	↔	↔
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	91.37%	90%	97.40%	86.03%	91.58%	90%	G	↓	↑
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	5.11%	12.5%	5.11%	7.5%	5.11%	12.5%	G	↔	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL - SEP) 2020/21

ENVIRONMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
EN01: Food Hygiene									
a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	No Inspections	94%	Not Available	97.8%	93%	94%	N/A	N/A	N/A
b) Number of food premises inspected (Quarterly)	No Inspections	TBD	No Inspections	87	814	TBD	N/A	N/A	N/A
EN02: Garden waste service: Number of households taking up garden waste bin service.	10032	TBD	9858	9596	9746	TBD	N/A	↑	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	34.46%	TBD	33.57%	34.86%	30.9%	TBD	N/A	↑	↓
EN04: Number of Flytips reported (Quarterly Cumulative)	578	Monitor	500	710	1491	Monitor	N/A	N/A	↑
EN05: Number of streets in the Borough meeting street cleanliness levels									
a) Litter (formerly NI195a)	No Inspections	TBD	No Inspections	80%	97.9%	TBD	N/A	N/A	N/A
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	No Inspections	TBD	No Inspections	84%	96.3%	TBD	N/A	N/A	N/A
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	18.1%	19%	18.6%	21.3%	20.6%	19%	G	↑	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL - SEP) 2020/21




HOUSING AND NEIGHBOURHOODS COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
HN01: GYBC Housing : rent collection rate									
a) % of rent & arrears collected	96.51%	77%	91.34%	99.15%	99.39%	80%	G	↑	↓
b) Arrears as a % of rent debit	2.01%	3.6%	2.45%	1.45%	1.93%	3.5%	G	↑	↓
c) Total rent arrears (Quarterly Cumulative)	£468,969	£775,000	£571,568	£330,709	£423,709	£755,000	G	↑	↓
HN02: Number of									
a) Social housing applicants in allocation pool	828	N/A Demand Lead	949	690	943	Monitor	N/A	↑	↓
b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	189	150	186	242	174	150	A	↓	↑
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	42 days	50 days	48 days	22 days	24 days	30 days	G	↑	↓
HN04: Average cost of a Void repair (Quarterly Cumulative)	£3,072.80	£2,745	£2,991.72	£2,582.09	£2,978.62	£2,745	R	↓	↓
Costs are under close scrutiny and work is underway to reduce overheads in this area. Agreement has also been reached for the GYN Client Asset role to be returned to GYBC management from 1st April 2020 this will see all voids works over £20k managed through an in-house process.									
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	Not Available	95%	Not Available	93.85%	97.2%	95%	N/A	N/A	N/A
Issues with the Survey Monkey system have resulted in data being unavailable this has now been rectified and performance information will be available for quarter three									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
HN06: Costs – Total Void Works (service provision) as % of Total Repairs Costs (Quarterly Cumulative)	12.38%	8.1%	10.17%	7.86%	10.1%	8.1%	R	↓	↓
Costs are under close scrutiny and work is underway to reduce overheads in this area. Agreement has also been reached for the GYN Client Asset role to be returned to GYBC management from 1st April 2020 this will see all voids works over £20k managed through an in-house process.									
HN07: Costs – total responsive repairs as a percentage of total repairs costs	24.83%	22.1%	23.54%	20.5%	16.33%	22.1%	R	↓	↓
Increase on Q1 from 23.54% to 24.83% this is due to the downturn in Capital works this financial year, as sales increase the percentage should drop. Last year the end figure was 16.63%									
HN08: Number of Disabled Facilities Grant (DFGs) ②									
a) Numbers of calendar days from initial request to works complete	187 days	Monitor	No jobs completed in the 1st quarter	190 days	289 days	Monitor	N/A	N/A	↑
b) Number of calendar days from OT recommendation to completion (Quarterly Cumulative)	146 days	Monitor	No jobs completed in the 1st quarter	N/A	N/A	Monitor	N/A	N/A	N/A
HN09: Neighbourhoods That Work programme (Reporting period for this indicator runs from Oct 2015- Sept 2020)									
a) Number of self-help resident led community groups supported to develop. (Cumulative)	170	120	169	154	167	120	G	↑	↑
b) Number of residents who have overcome issues preventing them from getting and holding down a job, resulting in them sustaining employment.(Cumulative)	158	150	158	121	137	150	G	↔	↑
c) Number of residents with complex needs supported to overcome at least one personal challenge. (Cumulative)	403	400	403	260	396	400	G	↔	↑

Key

Status

	Current performance has met or exceeded target/ has met or exceeded trend
	Current performance is below target but within tolerance/ is below trend but within tolerance
	Current performance is below target and tolerance/ is below trend and tolerance

↑↓ Performance for quarter is improving (up) or deteriorating (down) compared to previous quarter.

↑↓ Performance for period (quarter) is improving (up) or deteriorating (down) compared to same quarter last year.