

# CABINET



**URN:** 23-185

**Report Title :** Quarter 2 Performance Report

**Report to:** Cabinet

**Date of meeting :** 5<sup>th</sup> December 2023

**Responsible Cabinet Member:** Carl Smith – Portfolio holder Governance, Finance and Major Projects

**Responsible Director / Officer :** James Wedon – Information Governance Lead & Data Protection Officer

**Is this a Key decision ?** No

## **EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER**

The following presents an update on performance for the second quarter of 2023/24 (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 key performance indicators, see Appendix 2, give a comprehensive overview of how the authority as a whole is performing and cover most Council functions.

## **RECOMMENDATIONS :**

**That Committee :** Note the contents of the Cabinet report which was approved by Cabinet at it's meeting on the 4 December 2023

Cabinet agreed to :

- All key performance indicators 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

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). The Performance Report will also be provided to the Governance, Finance and Major Projects Portfolio holder and presented to the Council's Cabinet for approval.

## 2. Work to Date

A review of all projects was conducted at the end of the 2022/23 financial year and a new list of key projects was established and included in the Council's 2023/24 Annual Action Plan, this was approved by Cabinet on 25<sup>th</sup> July 2023.

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 has a current status, which can be green, amber or red. Out of the thirteen projects, eleven 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	11
 Amber – problems identified but contingency plan in place	2
 Red – out of tolerance serious problems	0

## 3. Performance Measures

Performance measures cover the full range of services delivered by the Council. The details in this 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 some 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 of the report.

New for 2023/24, this report includes new Social Housing Regulator Tenancy Performance measures (see HN09 – HN20). Due to the timescales involved in collecting this data, information for quarters 1 & 2 was collected cumulatively and has been entered as Q2 data. Going forward data will be collected and reported quarterly.

In total there are 44 targeted and 22 monitored measures reported in the first 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.

A breakdown of the 44 targeted measures is shown below.

Performance Measures against Targets		Totals
	Green – Performance has met or exceeded target	28
	Amber – Performance is below target but within tolerance	11
	Red – Performance is below target and tolerance	5

There are five 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.

The red status measures are:

- PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)
- PR13(a): Internal Audit recommendations - Number of priority 1 Internal Audit recommendations outstanding
- PR13(b): Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- EN06: Contamination rate in dry recycling
- HN04: Average cost of a Void repair

#### **4. Financial Implications**

None

#### **5. Risk Implications**

None

#### **6. Legal Implications**

None

#### **7. Conclusion**

None

#### **8. Background Papers**

None

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

<b>Consultations</b>	<b>Comment</b>
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	N/A
Equality Issues/EQIA assessment:	N/A

**KEY PROJECTS – SUMMARY REPORT QUARTER 1 2023/24 (APR - JUN)****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	SRO Officer	Current Position
KP01 – Business Incubation Units	Steve Logan (Greyfriars)	Iain Robertson	
KP06 – Winter Gardens	Keith Henderson (Artelia UK Ltd)	Iain Robertson	
KP08a – Improving the six day covered market	Tom Warnes (Greyfriars)	Iain Robertson	
KP08b – Improving the Marketplace public realm	Tom Warnes (Greyfriars)	Iain Robertson	
KP11 – The Conge Redevelopment	Claire Wilkins	Iain Robertson	
KP12 – North Quay Redevelopment	Iain Robertson	Iain Robertson	
KP13 – Operations and Maintenance Base	Kate Dinis (Greyfriars)	Iain Robertson	
KP14 – Construction of 18 one bed houses (Jubilee Court)	Claire Wilkins	Iain Robertson	
KP15 – Library relocation & University Campus	Adri Van der Colff (Greyfriars)	Natasha Hayes	
KP16 – Town Wall restoration & walking trail	Tracey Read	Natasha Hayes	
KP17 – Creation of a Sculpture trail	Tracey Read	Natasha Hayes	
KP19 – Transitional Housing Scheme	Claire Wilkins	Paula Boyce	
KP20 – Physical Enhancements of the Railway Station Gateway	Steve Logan (Greyfriars)	Iain Robertson	

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

<b>Project Highlight Report</b>		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Business Incubation Units	<b>Project Sponsor</b>	David Glason
<b>Date of Report</b>	07 September 2023	<b>Project Manager</b>	Steve Logan
<b>Reporting Period</b>	Q2 2023/24	<b>Finance Officer</b>	Helena Craske

<b>Project Status</b>			<b>GREEN – no problems or only minor issues with the new instructions to proceed to RIBA Stage 3.</b>
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### Project Overview

The Incubator will help to achieve several of the economic and regeneration objectives within Great Yarmouth. These include increasing the amount of high quality, affordable commercial floor space, the amount of shared work facilities (to achieve higher levels of innovation), the extent of business enterprise in the town and the extent of collaboration between businesses (attraction of renewable energy industry and skilled job creation)

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Architect to complete RIBA Stage 3 designs for presentation to client	7 August 2023	15 August 2023	Ongoing – VE changes to plans, sections and elevations following Stage 3 cost plan to ensure project meets budget	
Submit RIBA Stage 3 package to planning for approval under the LDO.	30 September 2023		Ongoing	

Key activities achieved this reporting period	Areas of work for next reporting period
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Activity halted between February 2023 and May 2023 pending reallocation of funding process and formal TDB approval to proceed to RIBA Stage 3.	Consultant team re-engaged May 2023 to proceed to complete RIBA Stage 3, and secure defacto planning consent through the South Denes Local Development Order (LDO) process.
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### Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body).

The project has been approved to progress up to RIBA Stage 3 and will be halted at that point due the budget being reallocated to other projects which have been adversely affected by inflation. The council will be pursuing new sources of funding for the Business Incubator project to allow it to progress at a later date.

### Project Risks – the top 2 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Large increase inflation (minimum 15 %).	Inflationary pressures generally within the GYBC development programme have led to the temporary halting of the project after RIBA Stage 3 completion.	Red
2	No new sources of funding found.	Council to ensure resources are allocated to source new funding.	Amber

Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£245,000	£0		
<b>Funded by:</b>				
<b>GYBC</b>	£0	£0		
<b>Town Deal Fund</b>	£245,000	£0		
<b>Total Funding</b>	£245,000	£0		
<b>Actual Spend to date</b>	£198,750	£0	To 31-08-23	

**Project Manager projections:**

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£46,250	£	£	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07-09-23

<b>Project Highlight Report Winter</b>		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Restoration and Commercial use of the Winter Gardens	<b>Project Sponsor</b>	Iain Robertson
<b>Date of Report</b>	21 September 2023	<b>Project Manager</b>	Keith Henderson (Artelia)
<b>Reporting Period</b>	June to September 2023	<b>Finance Officer</b>	Jane Bowgen

<b>Overall Project Status</b>			<b>GREEN – no problems or only minor issues</b>
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<b>Project Overview</b>
To restore, re-purpose the Grade II* Listed building, transforming both the internal and external spaces into an all-year seafront attraction for both the local community and the visitors to Great Yarmouth.

<b>Project Timetable (Key upcoming milestones)</b>				
Milestone	Target date	Achieved Date	Status/Comment	RAG
RIBA Stage 3 Complete Design & Report	17 <sup>th</sup> Aug 2023	August '23	Completed	
Procurement of operator - commence ITT	Jan '24	Jan '24	On Track	
Listed Building Application	10 <sup>th</sup> Aug '23	August '23	Submitted	
HF Grant Application	17 <sup>th</sup> Aug	August '23	Submitted	
HF Grant Funding Decision	13 <sup>th</sup> Dec 2023	December	Pending	
Listed Building Planning Permission – Committee	29 <sup>th</sup> Nov 2023	November	Pending	

Key activities achieved this reporting period	Areas of work for next reporting period
<b>Project Management:</b> <ul style="list-style-type: none"> <li>Risk Register completed, submitted to HF</li> <li>Programme &amp; cost plan submitted to HF</li> <li>RIBA 3 design workshops completed.</li> </ul>	<b>Project Management:</b> <ul style="list-style-type: none"> <li>Awaiting decision from HF 13/12/23</li> <li>Gap workshop September '23</li> <li>Procurement workshop October '23</li> </ul>
<b>Finances:</b> <ul style="list-style-type: none"> <li>Business modelling profiled with Business Planner</li> <li>Procurement Strategy submitted – workshop in October</li> <li>Fundraising Strategy submitted</li> <li>Town Deal Fund PAR submitted</li> <li>Business Rate Pool claim approved (claim 1)</li> </ul>	<b>Finances:</b> <ul style="list-style-type: none"> <li>Business Rate Pool claim 2 due Jan 2024</li> <li>Submission of NLHF payment request to be submitted</li> </ul>

<b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)
There are no project changes in this reporting period.

<b>Project Risks – the top 5 highest risks</b>			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Financial risk to Council managing project of this magnitude and national importance.	The cost plan and budget continues to be tested and reviewed at regular design stages by the	

		appointed design team and overseen by a qualified client-side project manager.	
2	Programme delays experienced due to Historic England interventions and scheduling of decision-making requirements.	Project Manager has worked with GYBC to update Programme and PEP, decision points incorporated and MWG diarized to ensure this remains on track. Delivery Stage submission extended by agreement with NLHF.	
3	Commercial Operator withdraws from project.	Liaison has continued following positive outcome and a partnership discussion is ongoing to continue the development of the agreement in line with the other preferred partners. Regular engagement taking place between DC and potential operators. Pushing to have Head of Terms in place with operator by time of Round 2 submission to Lottery.	
4	Late changes to client brief: Changes lead to abortive work, increased design costs not budgeted for and delays to the project whilst re-design is undertaken. Knock on impact in submitting listed building application, securing operator. Potential impact on programme and risk of missing May 2023 application deadline. Grant Agreement may need to be extended.	Continued dialogue with NLHF and other stakeholders. Change control process to be put in place and managed by Artelia. All changes to the brief or scheme to be reviewed with the project team first to understand potential implications. Project governance requirements are factored into the programme to ensure decisions for change can be captured.	
5	Construction costs continue to escalate and failure to procure suitable specialists in timber, iron/metalwork, glazing components	Continued monitoring of market conditions and execute proactive procurement strategy	

Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£13.560m	£2.211m		£16m total. Development (£0.811m) and Delivery stages (£14.931m) plus approx. £68k internal PM costs.

Funded by:			
<b>GYBC</b>	£1.079m	£0.014m	Borrowing & Revenue contribution and EMR.
<b>National Lottery Heritage Fund</b>	£8.708m	£1.362m	£9.976m grant. Additional £94k approved in June 23 for delivery stage.
<b>Business Rate Pool</b>	£0	£0.444m	
<b>Town Deal</b>	£6.075m	£0	£2m additional funding subject to approval May 23
<b>Public Sector</b>	£0	£0.250m	
<b>Non-Cash volunteers</b>	£0	£0.090m	
<b>Other</b>	£0	£0.258m	
<b>Total Funding</b>	£15.862m	£2.418m	
<b>Actual Spend to date to end of August 2023</b>	£0 £0	£0.915m £0.021m	Development Stage only (budget revised to £962k) Development Stage internal PM (budget £21k)

**Project Manager projections:** Forecast as per cashflow submitted for delivery stage application in August 2023.

Forecast spend	Quarter 1	Quarter 2	Quarter 3	Quarter 4

	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
	£000	£000	£000	£000	£000	£000	£000	£000
FY 22/23								
FY 23/24					£ -	£ 0.002	£ 0.100	£ 0.043
FY 24/25	£ 0.100	£ 0.051	£ 0.100	£ 0.052	£ 0.100	£ 0.053	£ 0.150	£ 0.062
FY 25/26	£ 1.469	£ 0.290	£ 1.469	£ 0.315	£ 1.469	£ 0.295	£ 1.969	£ 0.380
FY26/27	£ 1.547	£ 0.314	£ 1.547	£ 0.366	£ 1.994	£ 0.445	£ 1.966	£ 0.472
FY 27/28	£ 0.055	£ 0.169	-	£ 0.128	-	£ 0.108	-	£ 0.102

Financial data verified by (name of finance officer)	Date
J Bowgen	08/09/2023

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL		
<b>Project Name</b>	Covered Market	<b>Project Sponsor</b>	Iain Robertson	
<b>Date of Report</b>	22 September 2023	<b>Project Manager</b>	Tom Warnes	
<b>Reporting Period</b>	June/September 2023	<b>Finance Officer</b>	Helena Craske	
<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>	
<b>Project Overview</b>				
<p>A unique redevelopment of the Market Place as a key part of the wider ambitions to regenerate the town centre. The project provides significantly improved market facilities in the heart of the Market Place, with new units under an architecturally striking canopy, designed to ensure the market is more inviting and better complements the historic setting. The overall the aim is for a beautiful building with more covered seating that will better meet the needs of traders, be more attractive to local shoppers and day trippers, create jobs and vibrancy.</p>				
<b>Project Timetable (Key upcoming milestones)</b>				
Milestone	Target date	Achieved Date	Status	RAG
Market stalls to phase 2	June	Completed	Completed	
Phase 3 roof and skylights	March	Complete	Completed	
Toilet block	1 <sup>st</sup> June	Completed	Completed	
Paving	August	Completed	Completed	
Completion of Project (Phases 2&3)	Aug 2023	Scheduled	PC 22/9/23	
<b>Key activities achieved this reporting period</b>		<b>Areas of work for next reporting period</b>		
<b>Project Management:</b> PC 22/9/23		<b>Project Management:</b> Market to be handed over to GYBC Property Services 22/9/23 O&M Manuals handed over already, Chaplin Farrant to review and approve. Copy sent to GYBC (A Wadsworth). Final Account to be agreed with Pentaco. Tenants to move in from as early as 11 <sup>th</sup> September subject to leases being signed, in order to fit out. Chip stalls/Fruit n Veg moving end September Tenants or GYBC remove stalls from Market Place		
<b>Budget:</b> Pentaco Delay Notices to be resolve (Extension of Time)		<b>Budget:</b> Adjust forecast to final account  Review of budget carried out, including prof fees and contingency.		
<b>Design:</b> Completed		<b>Design:</b> Completed		
<b>Procurement:</b> Larch cladding for Phase 1 defects still pending		<b>Procurement:</b> Cladding has 16wk lead time. NP Law advise.		

<b>Utilities:</b> Awaiting confirmation of installation date of gas meters by Total. Electric meters installed only unit 23 remains to be completed.		<b>Utilities:</b> Gas meter installations to be completed, along with the final electric meter. GYBC chasing meter installation dates.	
<b>Construction: Completed</b> Majority of construction complete, with only the east, west and south gates left to install. However, without the ability to secure the market GYBC are not able to take practical completion.		<b>Construction:</b> East, west and south gates booked for installation on the 18&19 <sup>th</sup> September, giving a potential handover of 22 <sup>nd</sup> Sept. Phase 2 & 3 Defects to be closed out.	
<b>Comms:</b> No comms update in the period.		<b>Comms:</b> Maintain communication with all stakeholders. Opening event October 2023	
<b>Snagging:</b> Ongoing snagging issues are being addressed. East and west gate latch has been re-designed and is awaiting installation. North gate locking lugs have been installed and gate is functioning as required. Cost to carry out remedials to phase 1 doors has been received and is under review.		<b>Snagging:</b> Phase 1 bi-fold doors cladding requires rectification. East and west gates latching mechanism to be completed in this period, in conjunction with installation of remaining gates. Clerk of works has completed snagging prior to completion of phase 2/3, de-snagging to take place once Pentaco present the building as complete and ready for inspection.	
<b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
Project delayed by identification and removal of further UKPN cable. Estimated 6 weeks delay at this stage. Project further delayed by Pentaco due to security gates not being ready to install on programme.			
<b>Project Risks – the top 5 highest risks</b>			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Delay due to further UKPN cable found in area of phase 3 foundations	Works completed – Extension of time to be agreed	
2	Cladding issues. No further issues, but phase 1 cladding boards need replacing, due to being left with fixings showing in them.	Bi-fold doors design issues resolved for phase 2/3. Phase 1 remains to be closed out.	
3	Proposed paving for phases 2&3 is not acceptable due to issues with cleaning.	Revised blocks selected for phase 2/3, of same make & colour blocks with smoother texture that will appear the same but be cleanable.	
4	East, west and south gate installation.	Gates do not get delivered and installed on the 18&19 <sup>th</sup> Sept as advised.	
5	Utilities companies do not provide electric and gas meters in line with programme requirements.	One electric meter remains to be installed. Gas meters still need to be installed, no firm date given yet, but the application is in hand. Issues with metering company verifying the supply pressures prior to authorising meter installations.	

Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£6,905,000			
<b>Funded by:</b>				
<b>GYBC Borrowing</b>	£2,000,000			
<b>GYBC Borrowing/Capital Receipts</b>	£535,000			
<b>FHSF</b>	£3,250,000			
<b>Business Rate Pool</b>	£1,100,000			
<b>Total Funding</b>	£6,905,000			
<b>Actual Spend to date</b>	£6,382,163			To 31-08-23

**Project Manager Projections:**

Forecasts spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23	£	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£522,837	£	£	£	£
FY 24/25	£	£	£	£	£	£	£	£	£
<b>Totals:</b>	£	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07-09-23

Project Highlight Report			 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Marketplace Public Realm Improvements	<b>Project Sponsor</b>	Iain Robertson	
<b>Date of Report</b>	21 <sup>st</sup> September 2023	<b>Project Manager</b>	Tom Warnes, Greyfriars PM	
<b>Reporting Period</b>	June to September 2023	<b>Finance Officer</b>	Helena Craske	
<b>Project Status</b>		<b>AMBER – Problems but within contingency plan</b>		
<b>Project Overview</b>				
<p>The project aim is to deliver public realm enhancements surrounding the new market building which aims to improve the functionality and sense of place for the area whilst preserving the historic character. This will be achieved through engagement with stakeholders to inform design. Repairing, removal and reconstruction of paved surfaces. New integrated trees and planters. New street furniture and lighting.</p>				
<b>Project Timetable (Key upcoming milestones)</b>				
Milestone	Target date	Achieved Date	Status	RAG
Design Freeze and detailed design	March 23	June 23	Only electrical and streetlight design remains to be finished.	
Contractor producing Construction cost, via engagement through Scape framework.	Mar23 – May 23	Ongoing	Process taking longer than expected with Morgan Sindall.	
Contractor Mobilisation	August 23		Delayed	
Construction Start	Autumn 23		Delayed	
Construction Finish	Autumn 24		TBC	
<b>Key activities achieved this reporting period</b>			<b>Areas of work for next reporting period</b>	
<b>Design:</b> <ul style="list-style-type: none"> <li>Design has been revisited, due to full scheme far exceeding budgetary constraints.</li> <li>Morgan Sindall are reviewing prices to determine what could be delivered for the budget, based on rates and outputs from their sub-contractors.</li> <li>Letter sent to Highways to seek alternative spec for scheme to reduce costs.</li> </ul>			<b>Design:</b> <ul style="list-style-type: none"> <li>Continue to answer queries from Morgan Sindall as they arise throughout the next phase of the Scape framework while MS put their contract price together.</li> <li>Revised scope will need instructing to design team for them to amend and update drawings.</li> </ul>	
<b>Commercial:</b> <ul style="list-style-type: none"> <li>Commercial team holding weekly meetings with Morgan Sindall during this phase of the Scape framework.</li> <li>Scaled back scheme has been priced.</li> </ul>			<b>Commercial:</b> <ul style="list-style-type: none"> <li>Continue to work with Morgan Sindall to review breakdown of scaled back scheme.</li> <li>Present this figure and details of what is in the scope of this scheme to GYBC.</li> </ul>	
<b>Programme:</b> <ul style="list-style-type: none"> <li>Programme updated to reflect slippage and updated design programme.</li> <li>MS have raised the issue of construction methodology as part of their work.</li> </ul>			<b>Programme</b> <ul style="list-style-type: none"> <li>Proactive management of design deliverables.</li> <li>Construction period being reviewed, opportunities to be looked at in depth.</li> </ul>	
<b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.				

Project is in the process of reviewing the scope of works that can be delivered for the budget. Spec from detailed design gives rise to cost and programme changes, as identified below in risks.

**Project Risks – the top 5 highest risks**

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Uncertainty of rising construction costs and risk costs. The project is currently exceeding budget.	MS engaged through Scape framework and working to produce accurate construction cost. Areas for VE and reduction in scope identified.	
2	Programme slippage due to length of time to produce revised scope and price up revised scheme. Potential extended construction programme due to change in spec and subsequent methodology of construction.	Meetings held regularly with MS to identify how logistics can be revised and improved. Letter sent to Highways requesting review of spec. Potential VE options and scaling back on scope of work would provide time savings as well as cost savings.	
3	Unidentified ground constraints – There is a risk that the ground conditions/utilities encountered are not as anticipated.	Undertake trial holes have been undertaken to prove the design concept. Residual risk is low, however still the possibility of services being encountered during construction.	
4	Alignment with other projects, 6 Day Market build ongoing if further delays arise this could impact a potential start date.	Ongoing co-ordination with 6-day team and Palmers project team. 6 Day phase 2&3 on the verge of handover, should not affect public realm project. Seeking gains from shared offices and welfare with Palmers.	
5	Mixed messaging on scheme completion could cause uncertainty with local businesses.	A robust communications plan developed and implemented to ensure that stakeholders expectations are managed.	

**Financial Summary**

	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£4,608,309	£		
<b>Funded by:</b>				
<b>GYBC</b>	£	£		
<b>Future High Street Fund</b>	£4,427,184	£0		
<b>HAZ</b>	£181,125	£0		
<b>Total Funding</b>	£4,608,309	£		
<b>Actual Spend to date</b>	£524,734	£		To 31-08-23

**Project Manager projections:**

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23	-	-	-	-	-	-	-	-	£
FY 23/24					£800,000		£800,000		£
FY 24/25	£800,000		£800,000		£800,000		£608,309		£

**Financial data verified by (name of finance officer)**

**Date**

H Craske

07-09-23

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	FHSF Intervention 3 The Conge	<b>Project Sponsor</b>	Iain Robertson
<b>Date of Report</b>	30 <sup>th</sup> August 23	<b>Project Manager</b>	Claire Wilkins
<b>Reporting Period</b>	1st July 23 – 31 <sup>st</sup> August 23	<b>Finance Officer</b>	Helena Craske

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
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### Project Overview

Transforming The Conge: by 2025, The Conge is transformed with new development lining both sides of the lower half of the street connecting it to the renewed Market Place. Funding relates to the SOUTH side only.

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Appointment of Strategic Partner	January 23		Development and Partnership Agreement between GYBC and preferred bidder finalised and awaiting signature	Green
Vacant possession of South Side	January 23	March 23	All buildings are now vacant	Green
Demolition of buildings to the South	Commence July 23		Internal strip out has started. Start of main demolition reliant upon utilities disconnection, Party Wall Agreement and nesting birds.	Yellow
Vacant possession of the Top North (adjacent to job centre)	31 <sup>st</sup> March 24		Notices served upon occupiers.	Yellow
<b>Key activities achieved this reporting period</b>		<b>Areas of work for next reporting period</b>		
<ul style="list-style-type: none"> <li>- Internal strip out of buildings completed</li> <li>- Commencement of site re-design works</li> </ul>		<ul style="list-style-type: none"> <li>- Announcement of Strategic Partnership</li> <li>- Completion of demolition works</li> </ul>		

**Project Changes** (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)

Cost - Within budget  
Timescales - Actions to date within deadlines to meet grant funding requirements

### Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Lengthy delays or failure to secure vacant possession could result in loss of funding	Vacant possession of the South secured therefore moving forwards this risk no longer applies. FHSF grant conditions relating to the South have been met.	Green
2	Viability gap	Use of FHSF and other secure grant funding to increase viability to south side of The Conge. Strategic Partner to bring additional funding to address remaining viability gap, will remain a risk until grant secured. Additional funding streams being considered to support delivery of the North.	Yellow

3	Failure to secure North side of site	Property and Assets negotiating with leaseholders, alongside securing additional funding to secure vacant possession.	
4	Key town centre site remains demolished / vacant	Contract with strategic partner incorporates long-stop date.	

Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£883,882	-		

Funded by:				
<b>GYBC</b>	£220,000			
<b>Future High Street Fund</b>	£444,727			
<b>Other grant funding</b>	£219,155			
<b>Total Funding</b>	<b>£883,882</b>			
<b>Actual Spend to date</b>	£642,329		To 31-08-23	

**Project Manager projections:**

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£241,553	£	£	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07.09.23

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	North Quay Riverside Gateway	<b>Project Sponsor</b>	Iain Robertson
<b>Date of Report</b>	21 September 2023	<b>Project Manager</b>	Greyfriars (Infrastructure)
<b>Reporting Period</b>	June to September 2023	<b>Finance Officer</b>	Helena Craske

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
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Project Overview
Comprehensive redevelopment of the North Quay Riverside Gateway in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan and North Quay SPD 2020. Town Deal & LUF 2 spend by 31 <sup>st</sup> March 2026

Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status	RAG
Procurement – PIN issued August; developers contacted; marketing material completed for developer awareness event on 13 <sup>th</sup> September. Contract Notice to be issued September and target contract award March/April 2024. Once developer appointed, pursue masterplan design process and planning application	April 2024		On track	
CPO team appointed. Cabinet Report required for final approval to make CPO with Statement of Reasons	March-September 2025		On track	
Land Assembly team appointed. Cabinet approved Land Assembly & Engagement Strategy in July 2023 with budget. Strategy implemented, all persons having a property interest in North Quay contacted and negotiations ongoing. Complete acquisitions.	March to September 2025		On Track	
Infrastructure & public realm 'Gateway' team appointed (incl Vauxhall Bridge, technical work, surveys, archaeology, utilities, flood defenses, remediation) to drive forward creating linkages to North Quay and The Conge, Town Centre from the Rail Hub. Secure designs and planning Commence construction	2024/25 2025/26		On track	
Reclaim Public Highway	April 2024		On track	
Contract Award Development Partner	March 24		On Track	
Planning permission for scheme	March 25		On Track	
CPO Vesting Order	March 26		On Track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> <li>DLUHC engagement</li> <li>Sharpe Pritchard &amp; LSH initiate PIN to secure development partner 2024</li> </ul>	<ul style="list-style-type: none"> <li>Procurement tender documents to be completed</li> <li>Pursue Land Assembly strategy</li> <li>Engage with landowners, tenants</li> </ul>



FY 23/24	£	£	£	£	£2,042,084	£	£1,500,000	£
FY 24/25	£	£	£11,000,000	£	£	£	£10,850,000	£
FY 25/26	£	£	£650,000	£	£	£	£650,000	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07-09-23

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Great Yarmouth Operations & Maintenance Facility	<b>Project Sponsor</b>	David Glason
<b>Date of Report</b>	11 September 2023	<b>Project Manager</b>	Jon Barnard
<b>Reporting Period</b>	Q3 2023	<b>Finance Officer</b>	Helena Craske / Tom Galer (NCC)

<b>Project Status</b>	AMBER – Problems but within contingency plan
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### Project Overview

The objectives of the Proposed Scheme are:

- Deliver an O&M Facility at the existing Port at Great Yarmouth to serve the operation of North Sea offshore windfarms.
- Create new, additional employment and training opportunities at the Port site, during the construction and operation of the Proposed Scheme.
- Provide the opportunity for further site development once construction is complete.

This will be achieved through:

1. Demolition (in part) and upgrading of the Quay wall.
2. Construction of a floating pontoon for Crew Transfer Vessels.
3. Construction of an extended highway.
4. Creating storage and parking areas.
5. Delivering an electricity substation/kiosk and associated utility provisions.

The site is located to the southern tip of the South Denes Road, covering an area of approx. 6.9 hectares with a perimeter of 1,600m.

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Design package for Tender delivered		May 2021	Completed	
Planning Application (06/21/0415/F) submitted to GYBC LPA		May 2021	Completed	
MMO Construction License application submitted		May 2021	Completed	
Demolition works completed		June 2021		
Commenced main works tender process using EHA4 framework		June 2021	Completed	
Commenced main works tender process using Open Tender		August 2021	Completed	
NALEP Funding released		March 2022	Completed	
Flood Risk Assessment Permit granted		August 2022	Completed	
Contractor Award		September 2022	Completed	
Planning Approval granted		September 2022	Completed	
Construction Issue Drawings distributed		October 2022	Completed	
Contractor access to Site		February 2023	Completed	
MMO Construction License granted		February 2023	Completed	
Completion of UXO Site Investigation		April 2023	Completed	
Perform additional Ground Investigation		June 2023	Completed	
Discharge of Pre-Construction Planning Conditions		August 2023	Completed	
Construction commencement	September 2023		Delayed	

Pontoon installation	April 2024		Delayed	
Contractor demobilisation	September 2024		Delayed	
<b>Key activities achieved this reporting period</b>		<b>Areas of work for next reporting period</b>		
<ul style="list-style-type: none"> <li>Implementation of the use of CEMAR for contract management.</li> <li>Soft start site mobilisation.</li> </ul>		<ul style="list-style-type: none"> <li>Ongoing use to facilitate open dialogue with Tilbury Douglas in contractual timescales.</li> <li>Ensure delivery to programme; all changes to programme to be reviewed with respective Project Managers.</li> </ul>		
<ul style="list-style-type: none"> <li>Initial review of plastic alternative material with specifications sent through to WSP.</li> </ul>		<ul style="list-style-type: none"> <li>Collaborative review (WSP, TD and manufacturer) of the drainage proposal accommodating the comments raised by GYBC LPA and LLFA.</li> </ul>		
<ul style="list-style-type: none"> <li>Wave data received and being analysed by subcontractor.</li> </ul>		<ul style="list-style-type: none"> <li>Finalise pontoon designs and assess against client requirements.</li> </ul>		
<ul style="list-style-type: none"> <li>Procurement of outstanding subcontractors ongoing.</li> </ul>		<ul style="list-style-type: none"> <li>Continue to progress subcontractor onboarding</li> </ul>		
<ul style="list-style-type: none"> <li>Further discussions around infill material shortfall.</li> </ul>		<ul style="list-style-type: none"> <li>Agreement of NCE and movement of material to site storage facility.</li> </ul>		
<ul style="list-style-type: none"> <li>Agreement progressed with GYBC regarding storage site for infill near to the construction site.</li> </ul>		<ul style="list-style-type: none"> <li>PMI to be accepted by Project Manager for quantity of infill.</li> </ul>		
<ul style="list-style-type: none"> <li>Discussions with GYBC regarding the pre-use condition progression (non-construction, but site operation) and discharge.</li> </ul>		<ul style="list-style-type: none"> <li>Meeting to be held with GYBC Property Asset Team to progress further, align resources and budget (outside the scope of this project).</li> </ul>		
<b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)				
<ul style="list-style-type: none"> <li>Programme has been revisited following the delay caused by additional ground investigation requirements.</li> <li>The shift of material from pre-cast concrete to plastic has been proposed</li> </ul>				
<b>Project Risks – the top 5 highest risks</b>				
Issue No	Significant Risk/Issue Description	Mitigation actions		RAG
1	<b>Remediation</b> – The full extent of remediation required is unknown until earthworks are underway.	<ol style="list-style-type: none"> <li>Ongoing communication with Contractor to use the early warning process.</li> <li>Asbestos; risk meeting held with contractor to agree programme limiting</li> </ol>		
2	<b>Underground Tanks</b> - Previously unidentified underground tanks require investigation, emptying of the liquid within, and demolishing / backfilling.	<ol style="list-style-type: none"> <li>Conclude tank investigations (CCTV surveys).</li> <li>Seal openings as necessary.</li> <li>Demolish / backfill tanks.</li> </ol>		
3	<b>Pontoon Design</b> - Pontoon designs may require option engineering due to results from latest wave analysis data indicating more onerous conditions than earlier survey data.	<ol style="list-style-type: none"> <li>Pontoon designers to assess all available data.</li> <li>Option engineer pontoon designs if necessary.</li> <li>Designers of concept pontoon design to review &amp; confirm suitability of any option engineered designs.</li> </ol>		
4	<b>Fill Material</b> – An additional 20,000m <sup>3</sup> of imported fill material may be required, but final quantities will not be known until contamination (outside of known areas) is identified during construction.	<ol style="list-style-type: none"> <li>Confirm volume of imported fill required.</li> <li>Order imported fill material to avoid possible inflationary impacts.</li> <li>Utilisation of local storage facility provided by GYBC.</li> </ol>		

Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£21.4m	£0	<b>Red</b>	Estimated forecasted costs and risk allowance exceed the approved budget. This is to be discussed at the NCC full Cabinet meeting to take place on 26/09/23. Funding and forecast spend to be updated following full Cabinet approval.

Funded by:				
New Anglia Local Enterprise Partnership		£6m	£0	
Great Yarmouth Borough Council		£1.5m	£0	
Norfolk County Council		£1.5m	£0	
Norfolk Pooled Business Rates Pool		£1m	£0	
Norfolk County Council prudential borrowing to be repaid from Great Yarmouth Enterprise Zone Pot B business rates funding		£11.4m	£0	
<b>Total Funding</b>		£21.4m	£0	
<b>Actual Spend to date</b>		£7.9m	£0	

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL		
<b>Project Name</b>	Beach Coach Station (Jubilee Court)	<b>Project Sponsor</b>	Iain Robertson	
<b>Date of Report</b>	25 <sup>th</sup> October 2023	<b>Project Manager</b>	Alex Williamson (Broadland Housing) & Tom Warnes GPM	
<b>Reporting Period (Quarter months)</b>	Q2 to 30 <sup>th</sup> September 23	<b>Finance Officer</b>	Jane Bowgen	
<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>	
<b>Project Overview</b>				
Construction of 18 new one-bedroom homes at the former Beach Coach Station site off Nelson Road North, Great Yarmouth.				
<b>Project Timetable (Key upcoming milestones)</b>				
Milestone	Target date	Achieved Date	Status	RAG
All invoices collated and paid and final highlight report issued	31.12.23		Costs known, just awaiting invoices	
<b>Key activities achieved this reporting period</b>		<b>Areas of work for next reporting period</b>		
<ul style="list-style-type: none"> <li>Nominations and viewings of homes</li> <li>Formal signs offs of the new homes completed</li> <li>Handover of homes to Tenancy Team</li> <li>All properties occupied the day after handover</li> <li>All remaining funding drawn down from Homes England</li> </ul>		<ul style="list-style-type: none"> <li>Final outstanding invoices paid and project closed</li> </ul>		
<b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)				
<p>Time – The handover date was slightly later than forecast at the outset of the build however there were no financial or other implications to this.</p> <p>Cost – Final invoices being collated however all amounts now known and project will come in well under budget. Exact amounts to be reported in next period.</p>				
<b>Project Risks – the top 5 highest risks</b>				
No	Significant Risk/Issue Description	Mitigation actions		RAG
1	There are no further risks to this project as properties are complete.			

<b>Financial Summary as at 30.09.23</b>			
	<b>Capital</b>	<b>Revenue</b>	<b>Notes on Background</b>
<b>Total Budget Approved</b>	£3,564,602	£0	Committee Approval May 2021
<b>Funded by:</b>			
<b>GYBC</b>	£2,197,005	£0	Borrowing
<b>Homes England</b>	£776,076	£0	Funding to be apportioned to 12 homes
<b>Right to Buy Retained Receipts</b>	£384,249	£0	Funding to be apportioned to 6 homes
<b>Brownfield Land Release Fund</b>	£207,272	£0	Held by GYBC from the outset of the project
<b>Actual Spend to date</b>	£3,186,965		To end of September 23
<b>Total Funding Utilised</b>	£3,186,965		
<b>Financial data verified by;</b>			<b>Date</b>
Jane Bowgen			25.10.23

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	GY ULC & Library Relocation	<b>Project Sponsor</b>	Natasha Hayes
<b>Date of Report</b>	10 September 2023	<b>Project Manager</b>	Adri Van der Colff
<b>Reporting Period</b>	July to September 2023		Helena Craske

<b>Project Status</b>		<b>GREEN – no problems or only minor issues</b>
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### Project Overview

The project involves the full refurbishment of the former Palmers Department store in the Marketplace to create a home for the relocated public library and a new University Centre. The overall aim of the co-located 'learning centre' is to improve access to learning at all levels, to increase the levels of skills and ultimately to improve employability in Great Yarmouth. The Library Relocation and University Centre is a partnership between Great Yarmouth Borough Council, East Coast College, the University of East Anglia and the University of Suffolk.

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
RIBA Stage 3 completed	August 2022	October 2022	Completed	
Internal strip-out and external demolition completed	December 2022	December 2022	Completed	
Planning consent achieved	February 2023	February 2023	Completed	
Main contractor to be engaged through SCAPE framework with Stage 1 costs	March 2023	March 2023	Completed	
Roofing contractor appointed for enabling works for replacement roof	March 2023	n/a	Now included in the main contractor package	
Public consultation completed and report issued	March 2023	March 2023	Completed	
Roof repair works to commence	September 2023	September 2023	Now included in main contractor's package	
Lease and Agreement to Lease to be finalised and signed off	June 2023	September 2023	All partners agreed to lease once costs finalised	
Appoint main contractor	July 2023	August 2023	On track – price expected 18/07/2023	
Main contractor start on site	August 2023	12 September 2023	On track	
RIBA 4 designs and specifications signed off and completed	August 2023	August 2023	Completed	
£1m redirected from Town Deal Fund to meet inflationary gap	September 2023		Awaiting decision from Dept from Levelling Up, Housing and Communities	
Project completion	October 2024	Ongoing	On track	

Key activities achieved this reporting period		Areas of work for next reporting period	
<ul style="list-style-type: none"> <li>Fixed price contract agreed with SCAPE contractor Morgan Sindall</li> <li>Morgan Sindall's appointment approved by project board and funding partners</li> <li>Morgan Sindall starting on site 11 September 2023. Initial works to replace the roof to make the building water-tight</li> <li>RIBA 4 designs and specifications (Room Data Sheets) frozen</li> <li>Leases issued to tenants</li> <li>£1,005,000 reallocation from Town Deal Fund approved by Town Board; awaiting final approval from Dept for Levelling Up, Housing and Communities</li> <li>Press announcement re. works starting on site</li> <li>Partnership agreement about running of building and curriculum offer in development</li> </ul>		<ul style="list-style-type: none"> <li>Internal fit-out element of works to start once the roof has been completed and the building is dry and water tight.</li> <li>Put furniture package out to competitive tender</li> <li>£1,005,000 redirected from other Town Deal projects to accommodate inflationary uplift to be approved by Town Deal (awaiting approval from central government)</li> <li>Cabinet paper to October cabinet to approve disposal of asset through long lease</li> <li>Agree curriculum offer and operational partnership agreement with tenants</li> </ul>	
<b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body).			
No scope changes. Funding of £1m redirected from Town Deal to meet inflationary increases. Programme confirmed with contractor. Project to be completed in October 2024.			
<b>Project Risks – the top 5 highest risks</b>			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	The inflationary market and supply and lead-in issues are resulting in programme and cost issues across the industry.	Fixed contract price prevents contractor from offloading further inflation costs on the client. £1,005,000 from other Town Deal projects redirected to accommodate inflationary increase from RIBA Stage 3. Awaiting decision from central government. Part-order placed with contractor to allow order of items with long lead-in times.	
2	It may not be possible to incorporate all sustainable technology to give the building a good EPC rating and help tenants save on their energy bills. This is due to sharp inflationary increases in mechanical equipment.	Cost of new technology (e.g. air source heat pumps and PV panels) included in Morgan Sindall price. It was not necessary to cut out any sustainable solutions as part of value engineering.	
3	There may be significant structural /load-bearing issues with the Palmers building which makes it unsuitable as a library. The existing drains may also not be adequate.	Strip-out revealed that the structure is broadly sound and suitable for the new intended purpose. Structural and civil surveys are ongoing to underpin detailed design.	
4	It may not be possible to reach an acceptable negotiated contract price with the SCAPE contractor, in which case an alternative procurement route via Find-a-Tender (post-Brexit OJEU open tender) will have to be pursued, which could result in delays.	Price was agreed with Morgan Sindall that is within the budget.	
5	Unexpected issues with the building encountered during the refurbishment period could cause delays and increased costs.	Extensive surveys were undertaken to mitigate against this risk.	

Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£17,048,918	£267,000		Estimated capital costs at feasibility stage based on RIBA Stage 3 design.
<b>Funded by:</b>				
<b>GYBC</b>	£694,312	£0		
<b>Norfolk Strategic Fund (business rates)</b>	£0	£190,000		Grant for project development costs
<b>One Public Estate Phase 8</b>	£0	£77,000		Grant for project development costs for the next stage RIBA 3 development.
<b>Future High Street Fund</b>	£3,390,659	£0		Capital funding grant
<b>Town Deal Fund</b>	£7,463,947	£0		<b>Capital funding grant could be increased by £1,005,000 to accommodate inflation, but this is still subject to approval</b>
<b>Norfolk County Council</b>	£2,000,000	£0		Capital contribution to project (library element)
<b>East Coast College / University of Suffolk partnership</b>	£3,500,000	£0		Capital contribution to project (university element)
<b>Total Funding</b>	<b>£17,048,918</b>	<b>£267,000</b>		
<b>Actual Spend to date</b>	£2,784,396	£267,000		Revenue - Project development to RIBA Stage 2 Capital – Figures to 31/08/2023

**Project Manager projections:**

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£253,000	£	£850,000	£0	£1,752,100	£0	£2,577,704	
FY 24/25	3,208,009	£0	£3,804,947	£0	£1,075,312	£0	£743,450	

Financial data verified by (name of finance officer)	Date
Helena Craske	07/09/2023

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Public Wayfinding and Sustainable Connectivity Town Wall Restoration	<b>Project Sponsor</b>	Natasha Hayes
<b>Date of Report</b>	7 <sup>th</sup> September 2023	<b>Project Manager</b>	TBC
<b>Reporting Period</b>	July-August 2023	<b>Finance Officer</b>	Jane Bowgen

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
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### Project Overview

Town Wall - The project will develop a walkable route along the 1.2 mile medieval town wall of Great Yarmouth using the historic asset as a means of linking the town together. The project will involve enabling a clear unobstructive footpath, interpretation of the ancient monument through physical panels/boards artwork and online webpages, seating, planting, and where appropriate improvement to the public realm. Creating a walkable route and enhancements along the wall will showcase and celebrate one of the town's most important heritage assets, allow for better appreciation of our culture and support health and wellbeing.

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Production of Conservation Plan	Dec 2022	Dec 2022	Complete	
Production of comprehensive project plan	Q2 2023		On track	
Procurement of professional team	Q2 2023		On track	
Procurement of contractor	Q2 2023		On track	
Works start date	Q3 2023		On track	
Works completion	March 2026		On track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> <li>Project Planning Phase</li> <li>Town Wall mapping of wayfinding route and opportunities for enhancements completed</li> <li>Indicative costings drafted</li> <li>Draft project plan produced</li> <li>Need for QS support identified re costing plans</li> <li>Liaising with Historic England re Ancient Monument Consent requirements</li> <li>OWG established (OWG will also oversee Sculpture Trail)</li> </ul>	<ul style="list-style-type: none"> <li>Development to RIBA 3</li> <li>OWG to be presented with wayfinding route and enhancement proposals</li> <li>Proposals to be costed and project plan to be finalised</li> <li>Planning to be engaged</li> </ul>

**Project Changes** (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)

Nothing to report

### Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Cultural officer to support project	
2	Inflation & costs of materials	Monitor and value engineering	
3	Planning permission required	Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be met	
4	Procurement of specialist contractor	Early discussions with specialist contractors	
5	Unforeseens due to complex nature of ancient monument	Additional surveys may be required	

## Financial Summary

	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£0.520m	£0.090m		Town Deal Connectivity Public Wayfinding

### Funded by:

<b>GYBC</b>	£0	£0	
<b>Town Deal Programme</b>	£0.335m	£0	
<b>Heritage Action Zone</b>	£0.185m	£0	HAZ Programme – match funding noncash
<b>Historic England</b>	£0	£0.090m	HE Funding agreement 2122 – 2324– match funding non cash
<b>Total Funding</b>	<b>£0.520m</b>	<b>£0.090m</b>	£0.610m
<b>Actual Spend to date August 2023</b>	£0.185m	£0.036m	HAZ and Historic England Town Wall spend.

### Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23					-	-			
FY 23/24	-	-	-		-	-	-	£0.054m	£0.060m
FY 24/25	-	-	-		-	-	-		
FY 25/26	-	-	-	-	-	-	£0.335m		£0.335m

Financial data verified by (name of finance officer)	Date
J Bowgen	08/09/2023

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Public Wayfinding and Sustainable Connectivity Sculpture Trail	<b>Project Sponsor</b>	Natasha Hayes
<b>Date of Report</b>	7 <sup>th</sup> September 2023	<b>Project Manager</b>	Tracey Read
<b>Reporting Period</b>	July-August 2023	<b>Finance Officer</b>	Jane Bowgen

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
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### Project Overview

Sculpture and public art trails radiating from the town centre will create visual rhythms of connectivity supporting wayfinding and signposting. The project will strategically populate the urban area with sculpture and public art creating an outdoor gallery carefully located for navigation and to connect the town.

The project will deliver 30 permanent works of public art/sculpture in various forms including traditional sculpture and street art. This will be complemented with an annual sculpture event where a significant art exhibition is staged for a 4-week period.

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Feasibility stage	Dec 2022	Dec 2022	Complete	
Concept design	Feb 2023	Q2 2023/24	Complete	
Sculpture procurement	Q3 2023	Q3 2023/24	On track	
Installation start	Q4 2023/24	Q4 2023/24	On track	
Project completion	Q3 2024	Q4 2025/26	On track – in line with TD funding completion	

Key activities achieved this reporting period	Areas of work for next reporting period
Trail route, artwork themes, locations and procurement routes approved by TC MWG. Artist briefs drafted and circulated to Public Artwork Panel for final approval. Procurement and nplaw engaged for support with procurement and artist agreements respectively. Communications plan being drafted to include public consultation. Greyfriars to PM installation programme. Project specific OWG established – OWG to also oversee Town Wall project	<ul style="list-style-type: none"> <li>Public Artwork Panel to approve artist briefs</li> <li>Procurement of artworks to begin</li> <li>Communications plan to be finalised</li> <li>Artist agreements to be finalised ahead completion of procurement</li> <li>Public engagement process to be finalised</li> <li>Planning to be engaged once final artworks have been approved</li> </ul>

**Project Changes** (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)

Nothing to report

### Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Cultural officer supporting with project	
2	Inflation & costs of materials	Monitor and value engineering	
3	Planning permission required	Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be met	
4	Procurement of artists	Advertise and promote widely	

5	Public perception/negativity	Robust communications plan	
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### Financial Summary

	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£0.295m	£0		Town Deal Connectivity Public Wayfinding
<b>Funded by:</b>				
<b>GYBC</b>	£0m	£0		
<b>Town Deal Programme</b>	£0.227m	£0		
<b>Future High Street Fund</b>	£0.050m	£0		Mkt place sculpture - Match funding noncash
<b>Great Yarmouth Preservation Trust</b>	£0.020m	£0		Blackfriars Road Sculpture GYPT spend - Match funding noncash
<b>Norfolk County Council</b>	£0.05m	£0		Contribution to mkt place sculpture. (was £60k now £5k as per DB) – match funding noncash
<b>Total Funding</b>	<b>£0.302m</b>	£0		
<b>Actual Spend to date August 2023</b>	£0	£0		

### Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23					-	-	-	-
FY 23/24	-	-	-	-	-	-	£0.055m	-
FY 24/25	-	-	-	-	-	-	-	-
FY 25/26	-	-	-	-	-	-	£0.247m	--
Totals:							£0.302m	

Financial data verified by (name of finance officer)	Date
J Bowgen	08/09/2023

# Project Highlight Report



<b>Project Name</b>	Transitional Housing Scheme	<b>Project Manager</b>	Claire Wilkins
<b>Date of Report</b>	25.10.23	<b>Project Sponsor</b>	Paula Boyce
<b>Reporting Period (Quarter months)</b>	Q2 to 30 <sup>th</sup> September 2023	<b>Finance Officer</b>	Helena Craske – Capital

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
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## Project Overview

Purchase of 7 properties ‘off the shelf’ to be used as ‘Transitional Housing’ to meet the needs of those with low or medium support needs who are rough sleeping or at risk of rough sleeping.

Project to be delivered in 2 Phases. (One block of three flats, one block of 4 flats)

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> <li>- DLUCH agreed to additional funding to support purchase of 4 properties in Phase 2</li> <li>- Due diligence underway for Phase 2</li> </ul>	<ul style="list-style-type: none"> <li>- Progression of the purchase of the remaining homes to deliver the complete project.</li> </ul>

## Project stage tolerance status

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

Phase 1 (3 homes) – Completed within budget and funding timescales.

Phase 2 - Will now be for 4 homes as opposed to 3 (overview above amended) as DLUCH have agreed additional funding to support an additional home.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Failure to secure replacement 4 dwellings to complete Phase 2 within funding timescales and within budget.	Replacement properties identified and due diligence (on fire safety / building control sign offs etc) underway	
2	Interest rate increases since the outset of the project are having significant impact on viability of proposed purchases.	Additional funding agreed by DLUHC to support delivery.	

<b>Financial Summary</b>			
	<b>Capital</b>	<b>Revenue</b>	<b>Notes on Background</b>
<b>Total Budget Approved</b>	£1,499,718		Total Budget approved is for delivery of 12 properties in total however grant funding to support 7 only has been awarded.
	£687,990		Relates to purchase of the 7 homes
<b>Funded by:</b>			
<b>GYBC</b>	£325,115		
<b>Homes England Grant and GYBC Capital contribution</b>	£397,757	£45,682	Revenue grant funding to subsidise cost of support worker
<b>Actual Spend to date</b>	£328,067	£0	To 30-09-23
<b>Total Funding Utilised</b>	£328,067		
<b>Income Achieved</b>	£0		
<b>Savings Achieved</b>	£0		
<b>Financial data verified by;</b>			<b>Date</b>
Helena Craske (Capital)			25-10-23

<b>Project Highlight Report</b>		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Improvements to Great Yarmouth Rail Station	<b>Project Sponsor</b>	Iain Robertson
<b>Date of Report</b>	2 <sup>nd</sup> November 2023	<b>Project Manager</b>	Steve Logan
<b>Reporting Period</b>	1 <sup>st</sup> July – 30 <sup>th</sup> September 2023	<b>Finance Officer</b>	Helena Craske

<b>Project Status</b>		<b>GREEN – no problems or only minor issues</b>
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### Project Overview

To improve a key commuter/visitor gateway to enhance physical connectivity and sustainable transport. Improving the arrival by rail to Great Yarmouth is crucial to encourage sustainable travel choices by workers and visitors. Investment has been made by Abellio into the rolling stock and the signaling however this is not translating into significant numbers travelling via train. The Great Yarmouth Transport Strategy notes 'The main station building in Great Yarmouth serves as a poor gateway feature to the town'. Town Deal funding to be used for minor capital improvements to the station building.

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Approval of Town Deal summary documents enabling funds to be spent	June 2022		Completed	
Discussion with Greater Anglia on procurement strategy and scope of works	September/October 2023		Ongoing	
Greater Anglia to procure the works – finalisation and acceptance of tenders	December 2023		On track	
Commencement of works	January 2024		On track	
Completion of Towns Fund element of the works	31 March 2024		On track	
Completion of Norfolk Community Rail Partnerships / Changing Places element of the works	June 2024		On track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> <li>Agreement on funding process reached between GYBC and Greater Anglia</li> <li>Works scoped out with Greater Anglia and Community Rail Partnerships which include: a Changing Places facility in the main building &amp; improved 'out of hours' entrance/exit with a brighter/safer experience.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of tender process and acceptance of suppliers (being carried out by GA)</li> <li>Agreement of works to be undertaken - by all parties</li> </ul>

### Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

The method of procurement has changed, now using the services of the Norfolk Community Rail Partnership to coordinate and procure suppliers on behalf of Greater Anglia. This will allow the faster procurement of suppliers, having experience in delivering at Lowestoft Rail Station.

### Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Improvement costs exceed budget	The works have been scoped out on an item by item basis, none of which are contingent on each other. Once prices	

		received, then if over budget, a prioritisation process will take place to ensure the project remains within budget.	
2	Suppliers unable to supply works/products within programme	Early engagement with suppliers during tender process, to ensure that programme is clear, and working within programme dates is part of the tender approval process.	
3	Inflation/increased costs of materials	Ensure that there is no delay between selection of suppliers and closing the contract.	
4	Planning consent needed, which would have programme implications.	Assess all elements of the works which are being procured by Greater Anglia and ensure planning matters are assessed.	
5	Greater Anglia make strategic decision to not engage with procuring the works, leaving not enough time for GYBC to pick up the threads and move forward on programme.	Maintain close communications with Greater Anglia.	

Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£52,180.00	£150,000.00		

Funded by:			
<b>GYBC</b>	£0	£0	
<b>Town Deal Fund</b>	£0	£150,000.00	
<b>Norfolk Community Rail Partnership</b>	£52,180.00	£0	
<b>Total Funding</b>	£52,180.00	£150,000.00	
<b>Actual Spend to date</b>	£0	£0	

Forecast spend Project Manager projections:	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
<b>FY 22/23 Actuals</b>	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£	£52,180.00	£150,000.00
<b>FY 23/24 Actuals</b>	£							
FY 24/25	£	£	£	£	£	£	£	£
<b>FY 24/25 Actuals</b>	£							
<b>Totals:</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>

Financial data verified by (name of finance officer)	Date
Helena Craske	2 <sup>nd</sup> November 2023

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24

OPERATIONAL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR01: Average time to assess Housing Benefit: New claims (Quarterly Cumulative)	15 days	16 days	14 days	14 days	13 days	16 days	G	↓	↓
PR02: Average time to assess Housing Benefit: Change in circumstances (Quarterly Cumulative)	9 days	10 days	9 days	13 days	9 days	10 days	G	↔	↑
PR03: Collection rates Council Tax (Quarterly Cumulative)	54.2%	54.7%	28.4%	54.6%	96%	96%	A	N/A	↓
PR04: Empty Homes									
a) Number of long term empty homes (6 months or more)	605	Less than 600	599	575	584	Less than 600	A	↓	↓
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	155	Less than 160	150	136	144	Less than 160	A	↓	↓
Commentary: The number of long-term empty properties has increased from 599 to 605 since the last quarter and is only slightly above the target figure of 600 properties. This slight increase is likely due to the current position of the housing market. The number of properties empty for more than two years is still the same at 155 properties									
PR05: Collection rates NNDR (Quarterly Cumulative)	54.8%	55%	26.1%	57.5%	97.8%	97.5%	A	N/A	↓
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	83.93%	90%	87.11%	81.9%	80.16%	90%	R	↓	↑
Commentary: Long term sickness continued to impact our quarter 2 performance when call demand is still high. Two members of staff have now returned to work following a successful phased return with one member of the team still absent. With the return of the two members of staff we expect to acheive target in Q3. with performance for October being 90.48%.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly)	1m 40s	1m 30s	1m 17s	2m 30s	2m 30s	1m 30s	A	↓	↑
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	96%	92%	87%	90%	88%	92%	G	↑	↑
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)	85%	75%	73%	77%	85%	90%	G	↑	↑
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	5 days	4.2 days	2.69 days	6.17 days	12.25 days	8.5 days	A	N/A	↑
<p>Commentary: Sickness absence has decreased in the second quarter of 2023/24 for 2022/23 with a reduction of 1.17 days per FTE. 44% of the workforce had a period of absence in the first two quarters of 2023/24, a reduction of 3% when compared to the same period past year. The top reasons remaining similar to previous years.</p> <p>Personnel Today has reported that sickness absence rates have soared to a 10 year high, so it is encouraging to see that our figures are reducing.</p>									
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	64%	Monitor	64%	63%	58%	Monitor	N/A	↔	↑
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	27%	50%	11%	39%	89%	100%	A	N/A	↓
<p>Commentary: The percentage of audit days delivered has not met the target for Q2, due to a significant number of audits being deferred to Q3 and Q4 at the request of management. Due to this, only one audit has remained scheduled for Q2. The Q1 work has all been either concluded or finalised, and Q3 work is underway.</p>									
PR13: Internal Audit recommendations									
a) Number of priority 1 Internal Audit recommendations outstanding	13	3	14	New Measure	New Measure	3	R	↑	N/A
b) Number of priority 2 Internal Audit recommendations outstanding	36	9	36	13	32	9	R	↔	↓
<p>Commentary: The number of outstanding P1 and P2 recommendations remains high. Internal Audit urge management to work together with internal audit to ensure these recommendations are updated, and closed as soon as possible.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	100%	1.26%	15.86%	3.97%	13.29%	2.50%	<b>G</b>	↑	↑
Commentary: Skewed result as this is based upon a single lease in the value of £4000. Fully expect a decrease back towards target in following months as more lease renewals and new leases are progressed.									
PR15: Corporate Property Portfolio									
a) % Arrears per annum	4.4%	7.5%	14.50%	7.06%	4.05%	7.5%	<b>G</b>	↑	↑
b) Total Arears amount in £'s	£45,304	£100,000	£101,939	£204,166	£208,086	£100,000	<b>G</b>	↑	↑
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	80%	90%	85.44%	97.01%	97.01%	90%	<b>A</b>	↓	↓
Commentary: Ongoing amendments are being made to the property database to increase accuracy with a data cleanse. Project still underway so expect the figures to be quite volatile until complete.									
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	94%	90%	93.4%	91.8%	92%	90%	<b>G</b>	↑	↑

**PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24**

**DEVELOPMENT CONTROL MEASURES**

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	100%	80%	100%	86%	96%	80%	<b>G</b>	↔	↑
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	88%	80%	94%	85%	84%	80%	<b>G</b>	↓	↑
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	91%	80%	89%	98%	90%	80%	<b>G</b>	↑	↓
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	83%	80%	78%	86%	80%	80%	<b>G</b>	↑	↓
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0%	3%	2%	2%	2%	3%	<b>G</b>	↑	↑
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)	0.6%	6%	0.7%	0.76%	0.58%	6%	<b>G</b>	↑	↑
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%	90%	87.5%	100%	<b>G</b>	↔	↑
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	88%	90%	85.4%	78%	78.4%	90%	<b>A</b>	↑	↑
Commentary: Improvement on q1 and nearing target. Staff sickness and a current lack of resilience mean target has not yet been reached. Resources currently under review.									
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	0.74%	3%	0.74%	0.74%	0.74%	3%	<b>G</b>	↔	↔

**PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24**

**ENVIRONMENTAL MEASURES**

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 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)	97.8%	90%	96.9%	97.3%	96.6%	90%	<b>G</b>	↑	↑
b) % of scheduled Cat A food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	100%	New Measure	New Measure	100%	<b>G</b>	↔	N/A
c) % of scheduled Cat B food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	100%	New Measure	New Measure	100%	<b>G</b>	↔	N/A
d) % of new food premises inspections completed (Snapshot at last day of quarter)	88.1%	100%	43.2%	New Measure	New Measure	100%	<b>A</b>	↑	N/A
Commentary: We are still catching up from the backlog of new inspections from the Covid period. The team has 28 days to complete inspections from the date of trading. 104 of 118 new food premises have been visited.									
EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly Cumulative)	11,251	10,500	10749	10741	10916	10,500	<b>G</b>	↑	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	36.64%	35%	36.4%	34%	32.5%	35%	<b>G</b>	↑	↑
EN04: Number of Flytips reported (Quarterly Cumulative)	676	Monitor	305	689	1171	Monitor	N/A	N/A	↑
EN05: Number of streets in the Borough meeting street cleanliness levels for:									
a) Litter (formerly NI195a)	99%	95%	100%	98.2%	100%	95%	<b>G</b>	↓	↑
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	98%	95%	93.3%	100%	92.3%	95%	<b>G</b>	↑	↓

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	23.5%	19%	24.9%	19%	19.4%	19%	<b>R</b>	↑	↓
<p>Commentary: Contamination rates of recycling bins does still remain high and there has been an national trend of contamination rates increasing for the past six years. The Government is implementing the “Simpler Recycling” requirements to make recycling easier for the public with a view to increasing recycle quantity and quality. At a Borough level training is taking place for specific collection crews from GYS around contamination and the impact it has on the sorting and reprocessing of materials. Clarity will be given around when to reject bins and crews will then be expected to follow this guidance which will be supported with a 3 step process for addressing repeat issues at a household. This will be trialed for 6 weeks and then gradually rolled out to other crews.</p>									

**PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24**

**HOUSING MEASURES**

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN01: Great Yarmouth Housing rent: GYBC rent collection rate									
a) Rent collected as % of rent and arrears (snapshot at end of quarter)	97.3%	97%	98%	97.83%	99.5%	97%	<b>G</b>	↓	↓
b) Arrears as a % of rent debit (snapshot at end of quarter)	2.7%	3%	2%	2.17%	0.5%	3%	<b>G</b>	↓	↓
c) Arrears of Rent and Service Charge (snapshot at end of quarter)	£183,389	£203,602	£136,845	£135,923	£122,367	£203,601	<b>G</b>	↓	↓
d) Amount of arrears recovered (former years arrears from current tenants) in year £	£31,001	Monitor	£42,369	£177,741	£120,580	Monitor	N/A	↑	↑
HN02: Number of Number of Social housing applicants on Housing Register	616	Demand led	409	1165	326	Demand led	N/A	↓	↑
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	24 days	25 days	27 days	30 days	32 days	25 days	<b>G</b>	↑	↑
HN04: Average cost of a Void repair (Housemark Indicator) (Quarterly Cumulative)	£4,132	£3,051	£4,426	£2,297	£3,341	£3,051	<b>R</b>	↑	↓

Commentary: A contributing factor in the cost increase is the poorer quality of returned voids, of the 131 voids completed in Q1&2, 28% of the voids were in poorer condition than would normally be expected this in turn raises GYBC average order cost to the GYN.

Assets are working closely with colleagues in Housing to ensure tenants return their property in a suitable condition to re-let, to allow GYBC to relet with the minimum expenditure required.

Of the 131 voids completed by GYN in Q1&2 2023/34, 21 needed significant revenue works due to their returned condition, these “Larger” voids had average cost of over 12K and have caused a spike the Q1&2 average cost. The 110 “Standard” voids completed with an outturn of less than 7k had the expected average cost of 3.2K.

GYBC and GYN now have a new process where “Standard Revenue Voids” (Ave. order value of 3.2k) are reported separately to the “Larger Revenue Voids”, this change will help GYBC and GYN drive efficiencies into void delivery.

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN05: Percentage of residents: a) very or fairly satisfied with the repairs service they received (Social Housing Regulator TP02 measure)	80%	Monitor	Not Available	93.61%	Not Available	Monitor	N/A	N/A	↓
b) very or fairly satisfied with the condition of their new home	74%	Monitor	81.48%	New Measure	New Measure	Monitor	N/A	↓	N/A
Commentary: a) TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This shows a slight increase against the STAR data (79%).									
HN06: Average cost of a standard responsive repair (Housemark Indicator) (Quarterly Cumulative)	£134.41	£167.53	£137.20	New Measure	New Measure	£167.53	<b>G</b>	↑	N/A
Commentary: The average cost of a repair is falling, it is noted that this will not be fully reflected in spend due to increases in demand. It is anticipated that the average cost will reduce significantly on transfer of the service due to the high overhead cost charged by Norse to GYN.									
HN07: Customer Perception - Total number of repairs completed first time as a % of total repairs completed (Quarterly Cumulative)	83%	Monitor	83.67%	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: Although the actual performance is close to the target, this KPI is a priority for GYN to improve customer satisfaction and to increase productivity.									
HN08: Number of Disabled Facilities Grant (DFGs)									
a) Number of completions	12	Monitor	18	14	77	Monitor	N/A	↓	N/A
b) Number of calendar days from GYBC receipt of D(OT)2 recommendation to works complete in the quarter.	214	Monitor	178	New Measure	New Measure	Monitor	N/A	↓	N/A
HN09: Percentage of tenants either very satisfied or fairly satisfied with the service they received (Social Housing Regulator TP01 measure) (Quarterly)	79%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This shows a slight decrease against the STAR data (80%).									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN10: Percentage of tenants either very satisfied or fairly satisfied with the time taken to complete their most recent repair after reporting it (Social Housing Regulator TP03 measure) (Quarterly)	79%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: Positive performance reflected on successfully completing minor responsive repairs. The performance can be improved with the successful completion of more complex repairs and improved communication with residents when the works are being completed. Again, this is a priority for GYN in Quarter 3.									
HN11: Percentage of tenants either very satisfied or fairly satisfied that their home is well maintained (Social Housing Regulator TP04 measure) (Quarterly)	77%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This mirrors the STAR data (77%).									
HN12: Percentage of tenants either very satisfied or fairly satisfied that their home is safe (Social Housing Regulator TP05 measure) (Quarterly)	80%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This mirrors the STAR data (80%).									
HN13: Percentage of tenants either very satisfied or fairly satisfied that their views are listened to and acted upon (Social Housing Regulator TP06 measure) (Quarterly)	59%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows no change against the STAR data score.									
HN14: Percentage of tenants either very satisfied or fairly satisfied that they are kept informed about things that matter to them (Social Housing Regulator TP07 measure) (Quarterly)	77%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows an increase against the STAR data (66%).									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN15: Percentage of tenants either very satisfied or fairly satisfied that they are treated fairly and with respect (Social Housing Regulator TP08 measure) (Quarterly)	83%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows an increase against the STAR data (77%).									
HN16: Percentage of tenants either very satisfied or fairly satisfied that their communal areas are kept clean and well maintained (Social Housing Regulator TP10 measure) (Quarterly)	78%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows no change against the STAR data score.									
HN17: Percentage of tenants either very satisfied or fairly satisfied that GYBC makes a positive contribution to their neighborhood (Social Housing Regulator TP11 measure) (Quarterly)	72%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows an increase in satisfaction levels against the STAR data (68%).									
HN18: Percentage of tenants either very satisfied or fairly satisfied with GYBC's approach to handling anti-social behavior (Social Housing Regulator TP12 measure) (Quarterly)	67%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This matches the STAR data (67%). .									
HN19: Percentage of GYBC homes that do not meet the Decent Homes Standard (Social Housing Regulator RP01 measure) (Quarterly)	19%	Monitor	19%	New Measure	New Measure	Monitor	N/A	↔	N/A
Commentary: The Decent Homes Standard non compliance figure is not reviewed quarterly, however, there is an active programme to address Decent Home Standard failures.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN20: Percentage of repairs completed									
a) within the 28 day timescale we publish (excluding emergency repairs)	85.98%	Monitor	91.71%	New Measure	New Measure	Monitor	N/A	↓	N/A
b) Emergency repairs only (Social Housing Regulator RP02 measure) (Quarterly)	95.34%	Monitor	96.04%	New Measure	New Measure	Monitor	N/A	↓	N/A
HN21: Engage at least 500k 'active' customers per annum across both Freedom Leisure sites (Quarterly Cumulative)	204,465	250,000	140,783	New Measure	New Measure	500,000	<b>A</b>	N/A	N/A

### 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.