

Subject: Quarter 2 Key Project and Performance Report

Report to: Policy & Resources Committee – 27 November 2018

Report by: Strategic Director (Kate Watts)

SUBJECT MATTER/RECOMMENDATIONS

The following gives an update on current performance for the second quarter of 2018/19 (Jul - Sept) where progress is assessed against targets which are set at the start of the financial year. Progress against targets is assessed by RAG (Red/Amber/Green) ratings and is also assessed in terms of Direction of Travel (DoT) through use of arrows.

The report also gives an update to the position of key projects that are linked to the corporate priorities from 'The Plan 2015-2020'. 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. This report highlights performance measures that have not achieved the target for this period and measures that do not have a target but are moving in the wrong direction. The report also highlights a number of measures that are showing exceptional performance against targets.

Measures have been separated into five headings consisting of the four service committees, with commentary at the end of each section highlighting those measures that outturns are below target or moving in the wrong direction.

The fifth section will only be reported to ELT as it contains measures that do not have targets but are reported for contextual information.

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

To consider all measures and key projects within the report and to continue to monitor throughout the year and report 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 nine new 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 2017/18 financial year and a new list of key projects was established and was included in the Council's Annual Action Plan 2018/19 which was approved by Policy & Resources Committee on 24 July 2018. Each highlight report details 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 nine reports, six have a current green status defined as no problems or minor issues.

The remaining three key projects have an amber status defined as having problems which have been identified but with a contingency plan in place.

	Key Project Current Status	Total
G	Green - no problems or minor issues	6
A	Amber - problems identified but contingency plan in place	3
R	Red – serious problems out of tolerance	0

KP07 – Winter Gardens: An amber status has been given as the Council was not successful with the major batch submission, but received positive feedback from the Heritage Lottery Fund (HLF) who are very supportive of the Council's commitment to the project and are keen to see something develop in the near future.

Heritage Enterprise, an HLF grant programme was announced early summer with a closing date in August 2018. Following the discussions held in July it was apparent that the Council and a potential operational partner would not be in a position to apply for the August deadline HLF Enterprise Fund. Officers are now working towards presenting a paper to Members about the next steps required to formalise the interest received so far which will include advice regarding State Aid, and procurement.

KP08 – Venetian Waterways: This has been given an amber status because we are currently in the early stages of construction and therefore still uncovering issues that should fall within contingency existing arrangements, to mitigate against this a further £55,000 has been moved into contingency.

KP09 - Improving the Markets and the Market Place: An amber status has been given as there was a delay in the announcement of the funding bid from Coastal Communities Fund. As the bid was unsuccessful a shortfall of £1.5m in the £2.7m development plan will impact on building of the Market Place infrastructure due to new funding avenues being sought.

3. Performance Measures




Performance Measures – Highlights

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.

An addition area has been added which will only be reported to ELT as it contains measures that do not have targets but are reported for contextual information.

Breakdown of the measures is shown below.

	Performance Measures against Targets	Total
	Green - Performance has met or exceeded target	32
	Amber - Performance is below target but within tolerance	16
	Red – Performance is below target and tolerance	4

The three measures that are within the Red status and are not achieving the target and below the tolerance level set are:

- PR11: % of completed Full Performance Reviews
- PR19: Corporate Property Portfolio Revenue Growth per annum
- HN09: Number of DFGs: Numbers of calendar days from initial request to works complete
- EN04: Number of Flytips reported

The following areas of performance are brought to your attention:

Improved performance:

1. Percentage of food premises scoring 3 star food hygiene ratings or above (EN01)

The current performance of 96.3% is above target and above the national average. It is pleasing to note that the work of Food Officers in the Commercial Team has resulted in the continued improvement in the number of food businesses achieving a hygiene rating of three or above. The team is now prioritising the 0 to 2 rated premises and is identifying a number of ways to work with them to improve standards. The Food Standards Agency (FSA) in their annual report for 2017/18 stated that “More than 95% of food businesses in England, Wales and Northern

Ireland now have a 'Generally satisfactory' rating or higher (3 or above).

2. Average Time to Re-let Local Authority Housing (HN03)

The improved performance is a result of the continuous improvement work undertaken to reduce void times. The improvements include; Development of process maps, creation of GYBC void team, pre-leave visits to tenants & any day sign ups. The performance figure for Quarter 2 is based on the Housemark definition of a major void property which has contributed to the more rapid recent improvement, however the trend has been one of reducing timescales prior to the adoption of this description.

Reduced performance:

3. Percentage of completed Full Performance Reviews (PR11)

All outstanding annual PDR's are expected to be completed in the Interim Review Period, to be completed by the end of Quarter 3.

4. Corporate Property Portfolio Revenue Growth per annum (PR19)

Although the overall rental income is significantly above target at 21.98%, the revenue growth has reduced purely as a result of Market income, which has had a negative impact of -17.60% giving a revenue growth of 4.38%. It is anticipated that the Market income will be £53k lower than anticipated, this is a direct result of the reduction in the 2-day market rate for the 2018/19 financial year which has now been profiled as a result of the first quarter activity.

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

Quarter two has seen a significant increase in the number of DFGs completed, the number has doubled from 18 in Quarter one to 36 in Quarter two. However, Analysis has revealed that the average cost of the adaptation has increased this quarter from £6,586 to £7,612 indicating a greater level of work per adaptation leading to a longer period of time to complete the work. Some cases were delayed waiting for a technical officer to be available. These cases were started prior to the appointment of an additional 0.5 fte Technical Officer who commenced work in January 2018. Two of the cases took a month to receive the recommendation from the Occupational Therapist this is likely to reflect the complexity of the case, which correlates with the increase in average spend and time taken to deliver the works.

6. Number of Flytips reported (EN04)

In the past year the Council has reviewed the manner in which it record's flytipping to fall in line with the how other Norfolk Authorities report theirs. This has already seen a significant reduction in the overall reportable figure. The Ranger teams has had its most successful year of enforcement – so far this year prosecuting 25

individual's for waste related offences with a further 17 cases in due court procedure. Comparatively the other Norfolk Councils have prosecuted a total of six cases between them. Alongside enforcement the team also carries out preventative work through the usage of signage, letter drops, social media and one to one education with a particular focus on hotspot areas. Further work is being carried out via the Norfolk Waste Partnership who is launching an anti flytipping campaign in the New Year.

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 2018/19 (JUL- SEPT)**Key projects that impact on the corporate priorities in ‘The Plan 2015 – 2020’.**

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	G
KP02 - Beacon Park Housing Development	Dawn Edwards	Neil Shaw	G
KP03 –Middlegate Estate	Anthony Moore	Kate Watts	G
KP04 – Licensing Programme for Private Sector Housing (Selective Licensing)	David Addy	Kate Watts	G
KP05 – Wellesley Road Recreation Ground	Claire Sullivan	Kate Watts	G
KP06 – Marina Centre	Michelle Burdett	Kate Watts	G
KP07 – Winter Gardens	Michelle Burdett	Kate Watts	A
KP08 – Venetian Waterways	Michelle Burdett	Kate Watts	A
KP09 – Improving the Markets and the Market Place	David Helsdon	Kate Watts	A

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

PROJECT REPORT

Project Name	(KP01) Energy Park & South Denes Regeneration		Date	October 2018
Project Manager	Stuart Dawson	Lead ELT Officer	David Glason	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview

The Great Yarmouth Energy Park was launched in late 2013 by the Great Yarmouth Development Company (a joint venture between GYBC & Norfolk County Council) and its purpose is to seek to regenerate the project area thereby targeted redevelopment and re- use of sites by private and public sectors, focusing on the energy industry.

The ambition is to secure inward investment to the area, to generate economic growth and improve the environment by redevelopment. The strategy is a reflection of the demand on the port area, in particular by the renewables sector. The Enterprise Zone status of the port area predicts a demand for sites that is likely to be higher than the supply within the port area creating a pressure on land adjacent to the port.

The Great Yarmouth Energy Park is complementary to the Enterprise Zone at the port. The forecast arrival of the East Anglia Array, as well as other Round 2 (windfarm) Projects is a limited window of opportunity to secure inward investment to Great Yarmouth, with the supply chain and operations and maintenance requiring proximity to the windfarm and potentially both deep water harbour and river port access.

The strategy of the GYEP addresses the 'need' to regenerate the project area due to the outdated and generally run down appearance. The opportunity presented by the new economic activity has been the trigger.

Part funding for the project has been put in place by Norfolk County Council from the Norfolk Infrastructure Fund, this is 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

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
September 2018	• Tecta – groundbreaking (Infrastructure)	Met
August 2018	• Ocean Yard site clearance complete	Met
January 2018	• Vanguard Point site clearance completed	Met
February 2017	• Millora Works – 2 acre site acquired February 2017	Met
January 2015	• The first non-energy business to relocate away from the Energy Park has completed freeing up just under an acre of land.	Met
March 2014	• Marketing strategy /particulars produced	Met

January 2014	<ul style="list-style-type: none"> Established locations for relocating non-energy business's 'off site' 	Met
November 2013	<ul style="list-style-type: none"> Launched late 2013 	Met

Summary / Progress

Land Assembly

Land assembly remains a key priority together with securing agreements with a number of non-port related businesses' to relocate 'off site'.

Ocean Yard North (Block 4) – Demolition contractors have completed site clearance and securing site ready for new occupier.

Former ITS Site (Havenshore South) - Demolition contractors appointed and have commenced site clearance

Millora Works & adjacent site (Block 12 & 13b) - Demolition contract out to tender with return date 24th October 2018. Works planned to start Mid November.

Vanguard Point (Block 3b)

Marketing underway. Planning permission has been granted to advertise on the hoarding for marketing purposes and to promote the EZ extension.

Tecta (Block 1)

Phase 1 of major infrastructure is underway by the ingoing tenant. Lawyers are progressing legal documentation.

General

- NCC/GYBC have appointed a consultant to review the prospect of relocating a manufacturing company (non-port related) currently based in South Denes to Beacon Park. The report has been submitted and currently under review by the occupier.
- Construction of the 81 Bedroom Premier Inn hotel (Edge development, South Denes) is progressing and still on program with an anticipated opening of Spring 2018

Issues / Risks	Mitigation / decision required
Delays with NIF funding – GYBC in the interim funding approved programme of works.	The County Council have agreed to release NIF funding but require legal agreement to be documented. Officers progressing.
Development surveyor required	Asset Manager leading project however workload is limiting progress and recruitment of development surveyor required.
Remaining negativity from some non-energy businesses	Continue having dialogue with businesses, positive press statements.

Financial Summary

Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£3,000,000	£9,000	£760,000	£40,000	£n/a	£n/a
Financial data verified by (name of finance officer)				Date	
Lorna Snow				22/10/2018	

PROJECT REPORT



Project Name	(KP02) Beacon Park Housing Development		Date	Oct 2018
Project Manager	Dawn Edwards	Lead ELT Officer	Neil Shaw	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

Development of housing on site 25 Beacon Park. The project is separated into three phases the first phase of 56 properties being delivered on the western end of the site has detailed planning approval granted in 2016. The project is to be delivered through a Local Authority Trading Company, Equinox Enterprises.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
Nov 2016	Approval of the original business case	Met
Mar 2017	Outline planning permission for the whole site and detailed planning consent for phase 1	Met
Mar 2017	Completion of s106 agreement and transfer of land to Equinox	Met
June 2018	Installation of rising main	Met
June 2018	Upgrade of Woodfarm Lane	Partially met
Feb 2017	Tendering process (phase 1)	Met
May 2018	Final agreement of tender (phase 1)	Met
June 2018	Contract signature	Met
Aug 2018	Commence procurement, mobilise contractors, site set up	Met
Sept 2018	Commence construction	Met
Nov 2018	Member engagement on phase 2 proposal	Nov/Dec 2018
May 2019	Completion of first tranche of development (phase 1)	May 2019
April 2019	Feasibility proposal (phase 2)	Apr 2019
Sept 2019	Planning consent for phase 2	Sept 2019
Aug 2019	Completion of second tranche of development (phase 1)	Aug 2019
Oct 2019	Completion of third tranche of development (phase 1)	Oct 2019
Dec 2019	Completion of fourth tranche of development (phase 1)	Dec 2019
April 2020	Completion of fifth tranche of development (phase 1)	April 2020
July 2020	Final site completion (phase 1)	July 2020

Summary / Progress

Overall phase 1 of the project was six months behind the timeline anticipated in the original business case developed in 2016 for the pre-contract phase. Since then it has remained on track during the post-contract timeline and the project is now being tracked on the milestones since the contract was signed in July. As a result the project is current green/on track.

The project pre-contract phase experienced delays between Autumn 2017 and Summer 2018 with the discovery of a high voltage cable on site not in the location asserted on plans. Investigatory work around the actual route of the cable, amendment to plans, amending the layout of the site and seeking formal approval of the amended work from UKPN has been lengthy. These issues were resolved in Summer 2018 but caused delay in the pre-contract phase.

In June 2018 the Board and Shareholder's Committee approved the updated business case, still within the original projections agreed in the business plan. Equinox signed the contract on 25 July 2018 and Lovells have now mobilized sub-contractors so groundworks can begin in October 2018. An update was provided to the Policy & Resources Committee on 16 October 2018.

Issues / Risks	Mitigation / decision required
Formal written authorisation of the UKPN easement agreement	UKPN and nplaw have agreed verbal approval for the works and documentation has been issued
Completion of Woodfarm Ln upgrade, inc street lighting	In discussion with Norfolk County Council to resolve the issue with the adoption and on-going maintenance of street lighting
Delivery of tranche one (phase 1) of construction due to unforeseen delays	Project management of contractors

Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£9.46m	£	£2.082m	£	£	£
Financial data verified by (name of finance officer) Don McCallum				Date Oct 2018	



**GREAT
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PROJECT REPORT

Project Name	(KP03) Middlegate Estate		Date	October 2018
Project Manager	Anthony Moore	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	
Project Overview: A feasibility study for potential to regenerate Middlegate Estate.				
Key Project Targets and Achievements	Milestones			Achieved/ Target Date
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 detailed financial analysis.	Create project team			Met
	Tender consultants			Met
	Appoint Consultant			Met
	Area Appraisal – Member’s review			Met
	Viability Report – Member’s review			Met
	Options Appraisal – Member and Stakeholder participation			Met
	Options Appraisal report – Member’s review and recommendation to H & N Committee			02/19
	Final Report to H & N Committee			02/19
	Final Report to DCLG			03/19
	Final Report to Council			04/19
Project Review			05/19	
Summary / Progress				
Extensive stakeholder engagement has taken place and as a result a master plan for the area was being progressed. However due to the announcement that the cap on HRA borrowing would be lifted it has been agreed with the Members working group that additional work will be undertaken to reflect this new opportunity. As a result the master plan will not be completed until the new year.				
Issues / Risks		Mitigation / decision required		
Don’t meet DCLG deadline		Achievable project plan, reviewed weekly by DM and at Project Team meetings. Timely and honest relationship management with DCLG.		
Tenant and leaseholder disengagement due to consultation fatigue		Slow launch when viable options are available. Use Community board as initial proxy. Community strategy through tenant’s champions (connectors). Win trust through iterative achievable stages and		

				transparent workings.	
Financial Summary					
Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£320,000 (DCLG)	£	£ £147,231.18	£		
Financial data verified by (name of finance officer)			Date		
Danielle Lee			04/10/18		

PROJECT REPORT



Project Name	(KP04) Licensing Programme for Private Sector Housing (Selective Licensing)		Date	October 2018
Project Manager	David Addy	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview
Selective Licensing of the Private Rented Sector

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
<p>To intention is to consult upon, and designate the areas of Great Yarmouth with the most deprivation and challenges, as a Selective Licensing area. Selective Licensing requires all privately rented dwellings within the designated area to be licensed.</p> <p>The objectives are improving the living conditions and life outcomes for tenants in the private rented sector, and their neighbours. This will result in a better environment for our tourist and visitors, leading to repeat demand. Our Landlords will get increase rents and property values, and better tenants. Low housing demand, anti-social behaviour, poor property conditions, migration, deprivation, and crime will all be significantly improved for communities within the designated Selective Licensing areas.</p>	Data gathering/peer review visits	Met
	Appointment of intelligence & data analysis consultants	Met
	Produce communications plan with David Wiles	Met
	Procured intelligence & data analysis report submitted	Met
	Define proposed designation area and produce consultation document	Met
	Report to Housing and Neighbourhoods Committee on consultation proposals	Met
	Full media rollout	Met
	10 week statutory consultation on Selective Licensing	Met
	Report on consultation responses	Met
	Verbal update to Housing and Neighbourhoods Committee	Met
	Report to seek approval from Full Council to designate Selective Licensing area(s)	Met
	Designation of Selective Licensing area(s)	Met
	Award of Delivery Partner Concession Contract	Met
	Appointment of Housing Licensing Officers	10/18
	Online application system for Selective licensing active	12/18
	Selective Licensing Desination commences	1/19
	Selective Licensing inspections begin	1/19
	Business as usual stage	1/19
	Scheme ends (if not renewed)	1/24

Summary / Progress

The Selective Licensing report and consultation were launched on the 15th of July, following a presentation of the report and approval by the Housing and Neighbourhoods Committee.

Media coverage on Radio Norfolk, interviews on Harbour Radio (which is supportive of the Scheme), in The Mercury, and EDP was positive, with the Council getting its message out well, and the National Landlords Association (NLA) publicly giving their support to the Scheme.

Two stakeholder consultation events, and a NLA meeting about Selective Licensing took place. Residents, partner agencies, and other non-landlords were in support, with mixed views from landlords; the design of scheme, monthly fee structure, and benefits seemed to be more acceptable to landlords than a standard selective licensing scheme.

A presentation was also made to the Eastern Landlords' Association (ELA) Great Yarmouth Branch on the 11th of July, where landlords were generally less supportive. Following the meeting, members of the ELA Branch considered proposing an alternative landlord managed voluntary housing complaint management membership scheme through the consultation, similar to 'SEAL', the 'South Essex Area Landlords' within the Southend BC unitary area. We investigated SEAL further through Southend BC and SEAL, so that we could more fully advise.

The stakeholder consultation closed on the 24th August. The interim results (in the week before the consultation closed) were reported to Management Team on 3rd September, and the Housing and Neighbourhoods Committee on 6th September, where Members were very supportive.

The Designation report, which presented the results of the consultation, and made recommendations for the proposed Designation for Member's decision, went to ELT on 10th September, before being approved by Full Council on 13th September. The legal designation was subsequently made, and the Public Notice issued.

The recruitment of the Selective Licensing staff was then possible to progress. With sufficient suitable internal and external candidates applying for the posts. Interviews were taking place 9/10/18, with the intention of appointing as soon as possible to start with the training and work.

The Home Safe Scheme were appointed as the Council's Delivery Partner on 25th September, to operate the Landlord Support Scheme under the concession agreement.

Issues / Risks	Mitigation / decision required
Not possible to recruit to Selective Licensing Team	Meeting with HR; JE documentation & example posts provided; Meeting with The Home Safe Scheme; Posts out to advert.
Project Manager unable to continue with project	Support available and offered; Project planned and timed; Community Protection Manager fully aware of project, and able to cover in extremis.
Legal challenge from stakeholders	Meeting with NLA representatives; Presentation to NLA landlords; Statutory consultation & events; NLA/GYBC Consultation Landlord Forum. Selective Licensing Designation made.

Financial Summary					
Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£0	-£280,248	£0	£30,558	£	£0
Financial data verified by (name of finance officer)				Date	
Fiona Castleton				19/9/2018	

PROJECT REPORT

Project Name	(KP05) Wellesley Road Recreation Ground		Date	October 2018
Project Manager	Claire Sullivan	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

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.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
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.	Create project team	Met
	H & N Committee	Met
	Tender consultants	Met
	Appoint Consultant	Met
	Area Appraisal – Member's review	Met
	Viability Report – Member's review	Met
	Detailed Options Appraisal – Member and Stakeholder participation	Met
	Detailed analysis of options by Sporting Assets to develop a preferred option mix	Met
	Options Appraisal report – Member's review of options and development of proposal for committee	10/18
	Final option Report to H & N Committee	12/18
	Project review and next steps	12/18

Summary / Progress

Housing and Neighbourhoods Committee approved funding of £25,000 on the 21 March 2018. Following a procurement process the member's steering group chose to appoint '**Sporting Assets**' after an Interview process. They were seen as more innovative than the other parties and they fall within the agreed budget.

Sporting Assets met with Officers, Members and Stakeholders on 5th & 6th July for inception meetings. Work is currently ongoing to develop a long list of options for Wellesley that was discussed with members in August 2018. This meeting developed a short list of potential options for Sporting Assets to further develop. A report will be forthcoming to Housing and Communities committee on the potential short options in December 2018.

Complementary to this we have undertaken a borough wide sports and activity participation survey to identify barriers to physical activity and potential views on sporting grounds within the borough. We received 310 responses from stakeholders across the borough and are working to analyse the results. We are working in partnership with Active Norfolk and will present a report on the potential consultation to Housing and Neighbourhood Committee December 2018.

Issues / Risks				Mitigation / decision required	
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					
Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£25,000	£	£	£		
Financial data verified by (name of finance officer)			Date		



PROJECT REPORT

Project Name	(KP06) Marina Centre		Date	October 2018
Project Manager	Michelle Burdett	Lead ELT Officer	Sheila Oxtoby	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan		GREEN – no problems or only minor issues
Project Overview: The project has moved to the next stage (progression of multi-disciplinary team to move the project to RIBA Stage 2) following approval from Full Council that Option 5 should be developed and that the project team should look at developing a new build Centre including some leisure water offer.				
Key Project Targets and Achievements	Milestones			Achieved/ Target Date
	Executive Approval			met
	Notify Tenderers			met
	Award Contract (Director level)			Met
	Design Team (Mace) inception meeting			Met
	RIBA Stage 1			Met
	Officer meeting to discuss financial package			met
	Members meeting to discuss RIBA 1 principles			MET
	RIBA Stage 2			11/10/18
	PAM for full paper			4/12/18
	Full Council meeting - approval of capital funds			13/12/18
	RIBA Stage 3 – DEVELOPED DESIGN			03/01/19
	Develop Gen. Arrangement plans and layouts			07/12/18
	Design review			Feb 19
	Finalise RIBA stage 3 report			Mar 19
	Pubic Engagement preparation			Oct-Nov 18
	Public engagement period			Dec18-Feb19
	Planning			
	Submission for planning			April 19

	Planning decision	May 19
	Complete SQ tender docs for approval	Dec18-Jan 19
	ITT Issue and Evaluation	Jan 19
	Contract signing and award	TBD
	Start on site	Oct 19
	Fit out / handover	TBD
	Launch and test events	TBD
	Completion	TBD
	<i>Executive Approval</i>	met

Summary / Progress

- The timeline has slipped as the stand still period and stage 1 discussions with both the tenderers have extended beyond what was anticipated. The timeline has been adjusted above to reflect this.
- Financial analysis of the potential income for the building has now been modeled. Capital costs are to be finalized before the December full council meeting including the revenue financial modeling and proposed designs
- The RIBA 2 plans will be released for the December meeting and will include designs for the centre, including leisure water, 6 lane pool, sports hall, fitness centre, spa and 2 external flumes.

Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£141,022	£	£141,022	£	£	£
Financial data verified by (name of finance officer) Keith Philips			Date		

PROJECT REPORT

Project Name	(KP07) Winter Gardens		Date	October 2018
Project Manager	Michelle Burdett	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview
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 Targets and Achievements	Milestones	Achieved/ Target Date
To achieve capital grant funding to restore	Investor open day 19 and 31 July	01 August 2018
	Arrange Project Team meeting	June 2018
	Review of Business Plan and Financial Modelling	Ongoing
investment in the steel works restoration	Officer meeting to discuss procurement of operator and financial arrangements	August 2018
To identify and work with securing a commercial end user	Assess what is required for future HLF application submission	August 2018
	Complete the financial assessment of the conservation deficit	September 2018
To generate council income and boost the local economy	Bring together working group to discuss next steps and proposed option	Winter 18 (date TBC)
	Announcement of HLF Strategic Plans	January 19
	Draft application to revised Heritage Lottery Fund – Heritage Enterprise grant programme.	Jan-Mar19
	Present proposed submission to Policy and Resources Committee	Spring 19
	Submit Stage 1 Heritage Enterprise application	Unknown date (awaiting announcement from HLF)
	Stage 1 HLF Assessment	Unknown
	Review of HLF Feedback	Unknown

Summary / Progress	
July	<ul style="list-style-type: none"> - Officers met with potential commercial operators. - Further bespoke site visits were arranged with two agents representing commercial operators. Those viewings were reported back to their clients for consideration.
August	<ul style="list-style-type: none"> - Following the discussions held in July it was apparent that the Council and potential operational partner would not be in a position to apply for the August deadline HLF Enterprise Fund. The Council continued to work with interested operators in developing their business case for the venue. - The Council was approached by BBC "The One Show" to feature the building and promote that the Council is searching for a Commercial Operator.
September	<ul style="list-style-type: none"> - The Victorian Society featured the building in its 2018 Top 10 Endangered Buildings list. This led to a surge in publicity for the building, covered by BBC Look East and carefully supported by the Victorian Society's patron, Griff Rhys Jones. - One of those interested parties has built a strong business plan with architectural scope provided. Officers continue to communicate with any interested operators. - Officers are now working towards presenting a paper to Members about the next steps required to formalise the interest received so far which will include advice regarding State Aid, and procurement.

Issues / Risks	Mitigation / decision required
HLF convert Heritage Enterprise to a loan scheme and alternative funding option not available	We continue to communicate with the HLF to understand what funding they provide and how their schemes fit the Winter Gardens. Recent communications indicate that a future round will look very similar to the Heritage Enterprise grant programme.
A tender submission is not received during procurement timeframe, resulting in the Council not identifying a commercial operator to apply for further HLF Enterprise funding.	The HLF will likely continue to launch a Major Batch funding opportunity in early 2019 that the Council could submit an application, without a commercial operator but will require a stronger operational business case to support the application.

Financial Summary					
Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£0	£45,200	£0	£45,200	£0	£0
Financial data verified by (name of finance officer)				Date	
Keith Phillips				19/10/2018	

PROJECT REPORT

Project Name	(KP08) Venetian Waterways		Date	October 2018
Project Manager	Michelle Burdett	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

The aim of the whole project is to undertake comprehensive restoration and repair, engaging experts, trainees and volunteers throughout the duration of the project. The legacy will be a restored heritage asset, a highly skilled workforce with traditional construction and horticulture skills which will be supported into employment. In addition to this, the project will closely work with the Community, particularly those presently disconnected from the labour market or whom face multiple disadvantages when trying to access employment.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
	Contractor Award and Appointment	complete
	Start date on site	complete
	Members Working group and Stakeholders site meetings	complete
	Decision on café / restaurant offer	complete
	Volunteers to start physical works on site	1/8/18
	Launch of tender for whole of site operation	Oct 18
	HLF and Members Working group and Stakeholders Meetings	21/8/18
	Recruitment of Gardeners	complete
	HLF and Members Working group and Stakeholders Meetings	20/9/18
	Tender completed, assessed and awarded	15/10/18
	Completion of boating lake works	Easter 19
	Completion of all site works	15/5/19

Summary / Progress

- Work has started on site: the compound has been set up between the boating lake and waterways, and work has begun at the boating lake.
- Site works focusing on the Boating lake site are progressing well, the whole site has now been closed so work has also commenced on the Waterways site. There are some delays but works are being moved around to accommodate this. Thus far the end date of the project has not changed.
- Members working group met to discuss the completed business case review and have an overview of current financial position, they also visited the construction site. A follow up P+R paper has been discussed at the October Committee.
- The stakeholder group met to be updated about the project, here a number of concerns regarding the water quality of the VW were raised, and they also visited the construction site.
- Gardeners posts – the Head Gardener and Assistant Gardener are now appointed, both Head / Asst gardeners are now recruiting the Apprentice (the advert has now closed).

- The final drafts of the Boating Lake café / horticultural work tenders have been completed. These are due to be launched by the end of October via OJEU.
- Helpful officer meetings have taken place with GYPT to agree their involvement / lead on the joinery / carpentry and other volunteering works on site.

Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£2,088,000	£668,000	£ 199135	£ 46003	£	£
Financial data verified by (name of finance officer) Lorna Snow		Date October 2018			

PROJECT REPORT

Project Name	(KP09) Improving the Market place		Date	October 2018
Project Manager	David Helsdon	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview

By 2025, trade and custom in the 6- and 2-day markets is greatly improved, supported by new stalls and service facilities and by the newly-paved Market Place which has created a beautiful setting for an expanded programme of outdoor events and improved building frontages.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
B1. Better market operations	<p>Better management of both markets Restructure has taken place and Market Management is on site 6 days a week. New market fees for 2 day traders has encouraged new traders to join and the 6 day market remains stable ahead of development options. Regular marketing meetings are held with trader representation to strengthen the market offer.</p> <p>Better management of both markets Restructure has taken place and Market Management is on site 6 days a week. New market fees for 2 day traders has encouraged new traders to join and the 6 day market remains stable ahead of development options. Regular marketing meetings are held with trader representation to strengthen the market offer.</p> <p>Better facilities for 2 day market Revised fees in place.</p>	Met
B2. Business support	<p>Shopfront improvement scheme Now on the 5th tranche of applications. Awaiting committee to agree next tranche £16k applications. Should all applications be approved be up to 48K however only £20,800 claimed from 60k budget.</p>	The scheme will continue until the funds are exhausted. At the current rate we can expect the funds to be exhausted by Spring 2019.
B3. Public Realm investment	<p>Market Place and Church Square Design concept and funding bid Design team has been appointed and 2nd design meeting arranged. P&R Committee have deferred a decision on the redevelopment until the consultation</p>	<p>Market Trader consultations will run from 8th November to the 30th November.</p> <p>Week commencing 12th</p>

	<p>with individual Market Traders has been completed. No timeframe was submitted on the deferment.</p> <p>CCF fund for £2.3 million submitted (expression of interest stage)</p> <p>Note. Decision regarding the CCF has been delayed and is now expected end/ start of November.</p>	<p>November we received notice we had not been successful with our £1.5m bid to the Coastal Communities fund.</p> <p>An application has been made to draw down upon the Pooled Business Rates fund, a decision is expected imminently.</p>
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Summary / Progress

The planned redevelopment of the Market Place has been challenged by existing six-day market traders who have raised a number of concerns about the project. During the P&R meeting held on Tuesday, 16 October. The committee asked for a deferment on the decision surrounding the development of the market until all 32 of the six-day traders had been individually consulted with. Commencing of the 8th November Head of Property and Project Manager started this individual business consultation process. To ensure accurate record of the consultation is kept a Statement of Common Ground will be signed by all parties around the table.

As a result of the deferment and the request from members for the individual business consultations, the development will now be presented during the December P&R Committee. Planning for the application will then be sought January 2019.

Week commencing 12th November we received notice we had not been successful with our £1.5m bid to the Coastal Communities fund. An application has been made to draw down upon the Pooled Business Rates fund, a decision is expected imminently.

Issues / Risks	Mitigation / decision required
If the November individual consultations are not recorded correctly this could potentially delay the project being sent to planning January 2019	Individual consultations to be completed by the end of November 2018. Statements of Common ground to be signed by all parties to ensure the validity and accuracy of the consultation meetings.
A shortfall of £1.5m in the £2.7m development plan will impact on building of the Market Place infrastructure due to new funding avenues being sought.	PM office (David Helsdon/ Claire Sullivan) have made an application to the Pool Business Rates fund to meet the shortfall in funding.

Financial Summary

Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£	£100k	£	£95k	£	£
Financial data verified by (name of finance officer)				Date	

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (Jul – Sept) 2018/19

POLICY & RESOURCES COMMITTEE

[illegible]

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Indicators	Previous Quarter	This Quarter	Target	Qtr 2 2017/18	Status	Trend	
						Last Period	Last Year
PR15: Percentage of priority 2 Internal Audit recommendations completed on time (Quarterly cumulative)	*	*	90%	New measure	*	N/A	N/A
Note: *See commentary for PR14.							
PR16: Number of people signed up to 'E Billing'(Quarterly Cumulative)	3,429	3,586	3,300	2,532	G	↑	↑
PR17: Open Access: Number of user logins within 'Open Access' (Quarterly)	520	417	375	278	G	↓	↑
PR18: Number of 'Webchat' calls received (Quarterly Cumulative)	45	589	500	684	G	N/A	↓
PR19: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	15.33%	4.38%	10%	New measure	R	N/A	N/A
Commentary: Revenue growth has reduced purely as a result of Market income, it is anticipated that the Market income will be £53k lower than anticipated, this is a direct result of the reduction in the 2-day market rate for the 2018/19 financial year which has now been profiled as a result of the first quarter activity. The overall rental income is significantly above target at 21.99% although this is then impacted by the Market income which is -17.60%.							
PR20: Corporate Property Portfolio Arrears per annum (Quarterly Cumulative)	8%	5.42%	3%	New measure	*	↑	N/A
Commentary: *The current performance, as reported in Quarter 1 includes some payments and installments which do not yet fall due and distorts the outturn figure of 5.42%. Work is still underway to exclude these payments from the calculation.							
PR21: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	93.9%	94.2%	95%	New measure	A	↑	N/A
PR22: % of agendas published in accordance with statutory deadlines (no later than five working days from date of meeting) (Quarterly Cumulative)	100%	100%	100%	New measure	G	↔	N/A
PR23: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	95.8%	96.7%	90%	New measure	G	N/A	N/A

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (Jul - Sept) 2018/19

ECONOMIC DEVELOPMENT COMMITTEE

Measure	Previous Quarter	This Quarter	Target	Qtr 2 2017/18	Status	Trend	
						Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	80%	85.7%	75%	100%	G	↑	↓
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	78%	78%	75%	89.5%	G	↔	↓
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	93%	95%	75%	91.7%	G	↑	↑
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	78.6%	84%	75%	New measure	G	↑	N/A
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0%	0.08%	9%	0%	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)	0.69%	0.16%	9%	New measure	G	↑	N/A
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%	G	↔	↔
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	97.4%	96.4%	90%	83%	G	↓	↑
ED09: Enterprise Zone: Beacon Park a) % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	15.56%	15.56%	15%	20.39%	A	↔	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (Jul - Sept) 2018/19

ENVIRONMENT COMMITTEE







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PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (Jul – Sept) 2018/19

HOUSING AND NEIGHBOURHOODS COMMITTEE

Measure	Previous Quarter	This Quarter	Target	Qtr 2 2017/18	Status	Trend	
						Last Period	Last Year
HN01: Great Yarmouth Community Housing rent: GYCH rent collection rate					G	↑	↑
a) % of rent & arrears collected	95.64%	98.08%	98%	96.59%	A	↓	↑
b) Arrears as a % of rent debit	1.49%	1.56%	1.4%	1.75%		↓	↑
c) Total rent arrears (Quarterly Cumulative)	£345,095	£361,688	£300,000	£404,963			
HN02: Number of						↓	↓
a) Social housing applicants in allocation pool	304	369	300*	218	G	↑	↑
b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	395	350	350	375			
Commentary: *The number of applicants in the allocation pool has risen. This is to be seen as improved performance as it reduces the number of applicants waiting for a decision. An increased number of applicants in the pool contribute to a lower average void time (HN03) and lower nomination time (HN08) due to the immediate availability of prospective tenants. The implementation of the revised Allocation Scheme will increase the numbers in the pool further. A revised target will be set shortly once the revised Allocation Scheme is in place.							
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	29 days	23 days	35 days	47 days	G	↑	↑
HN04: Average cost of a Void repair (Quarterly Cumulative)	£2,684	£2,745	£2,540	£3,425	A	↓	↑
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	97%	98%	95%	New measure	G	↑	↑
Note: The way satisfaction monitoring was changed in March 2018, with different criteria applied so no comparative figure available for 2017/18.							
HN06: Time taken for GYNorse to complete standard voids (Quarterly Cumulative)	9.9 days	9.4 days	10 days	27 days	G	↓	↑
HN07: Time taken for GYNorse to complete all voids (Quarterly Cumulative)	26.96 days	27.10 days	24.54 days	42.50 days	A	↓	↑

[illegible]

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
	Contextual information only
Trend	
	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.

Key:

NA = No target set, contextual information only

N/A = Not available/not applicable