

Subject: Quarter 2 Key Project and Performance Report

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

Report by: Senior Performance & Data Protection Officer

SUBJECT MATTER/RECOMMENDATIONS

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

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

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

RECOMMENDATIONS

The actions are:

- All measures to be monitored during the next quarter.
- All key projects will continue to be monitored over the next quarter with the aim of maintaining a green status and where possible attaining a green status for those key projects which are currently amber.

1. INTRODUCTION/BACKGROUND

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





2. PROGRESS OVERVIEW OF KEY PROJECTS

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

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

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

Each report also has a current status, which can be green, amber or red. Out of the ten reports, seven have a current green status defined as no problems or minor issues and three 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	7
	Amber - problems identified but contingency plan in place	3
	Red – serious problems out of tolerance	0

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

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

KP12 - North Quay Redevelopment: This project has experienced delays caused by the COVID-19 pandemic.

3. Performance Measures

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





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

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

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

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

Breakdown of the remaining 37 targeted measures is shown below.

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

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

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

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

The Red status measures are:

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

Data Quality note

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

4. FINANCIAL IMPLICATIONS

None

5. RISK IMPLICATIONS

None

6. CONCLUSIONS

None

7. RECOMMENDATIONS

The actions are:

- All measures to be monitored during the next quarter
- All key projects will continue to be monitored over the next quarter with the aim of maintaining a green status and where possible attaining a green status for those key projects which are currently amber.

8. BACKGROUND
PAPERS None

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

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

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

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

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

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

Project Progress Report

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

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

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

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

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

Project Progress Report

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

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

Project Quarter Progress Report

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

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

Project Progress Report

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

Summary of Project Quarter Performance

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

IMPACT OF COVID 19

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

Open issues	Mitigation
Flood Risk – a flood risk assessment has shown that when climate change is considered in the future the building may be in danger of flooding (a 1 in 200 years event)	Although a remote possibility, it is intended to include additional flood mitigation measures in the construction of the building

Financial Summary – Actuals

	Revenue	Capital	Notes on Background
Total Budget Approved	£0	£25,893,000	Approved by Full Council in June 2019
Funded by:	This is to be being broken down in the below rows – leave this line blank.		
GYBC	£0	£21,293,000	
External Grant e.g. HLF	£0	£1,600,000 £2,500,000 £500,000	Sport England New Anglia 'Getting Building Fund' Business Rates Fund
Other	£0	£0	Not applicable
Total Funding	£0	£25,893,000	
Actual Spend to date	£0	£1,286,204	Finance Team currently reviewing end to end capital

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

Project Quarter Progress Report

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

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

Project Progress Report

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

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

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

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

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

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

Project Quarter Progress Report

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

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

Summary of Project Quarter Performance

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

Deliverables:

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

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

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

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

Project Finances:

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

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

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

Financial Summary – Actuals

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

Commentary:

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

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

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

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

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

Financial data verified by (name of finance officer):

Date:

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Project Quarter Progress Report

Project Name	ESF Community Economic Development (CED) Inclusion		
Date	14 October 2020		
Lead ELT Officer	Lindsay Barker		
Support ELT Officer	Kate Watts		
Project Manager	Stacy Cosham		
Status		Amber: Issues that are being mitigated	
Summary - the whole project			
The project will support new and innovative neighbourhood-based employability services to meet gaps identified by local residents with governance provided by a Community Economic Development Group and Panel. This group will be chaired by a local resident with 50% community representation and sector specialists. Inclusion Grants will be targeted at social economy SMEs, with support provided by an Inclusion Worker who will help these organisations and participants to access community support. All grants provided will aim to reduce the disconnection between people who face complicated life challenges and the benefits of economic growth.			
Key Project achievements	Milestones	Target Date/ Outcome	
Project Coordinator to award 16 – 24 grants to SME Not for profit organisations.	To award £43k in grants by end of February 2020, grants to be signed off by senior management.	Fourth call for applicants has been postponed due to Covid-19. To date, eleven grants have been awarded. Grant Panel to agree whether to continue with fourth round.	
Project Inclusion Worker to identify and engage targeted residents within the targeted wards of Great Yarmouth.	To engage with all beneficiary projects who will benefit from support offered by the inclusion worker. Individuals will benefit from the programs offered by the SME's.	ESF Grant Beneficiary project outcomes to be added to Inclusion Worker database to improve figures. Inclusion Worker started in role 1 September 2020	
Submit EClaim to DWP on a quarterly basis.	Q3 19 Claim submitted by 31 st July 2019. Q4 19 claim submitted by 31 January 2020 Q1 20 to be submitted April 2020 Q2 20 to be submitted July 2020 Q3 20 to be submitted October 2020 Q4 20 to be submitted January 2020 Final claim submitted by 31 March 2021	Delay in submitting Q1 & Q2 2020 claims due to staff redeployment Covid-19. New PM recruited June 2020, claim to be submitted by end of July 2020. Outstanding issues and validation of Q3-4 19 outstanding, delay in approval. Drafting of Q1-3 20 to be commenced October 2020.	
Summary of Project Quarter Performance			
Project delivery has been stalled since January 2020 following decision to freeze the local grant application round. The application round was launched the start of March 2020 and ran for 20 days (out of 26 required) before Coronavirus pandemic caused the round to be pulled. The open call for grant applications is suspended until further notice. Local Grant Beneficiaries have been contacted throughout August and September to share their final reports; to obtain their achieved budgets. Most beneficiaries had completed their schemes before lockdown commenced. However, two beneficiaries were unable to complete delivery and remain engaged to			

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

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

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

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

Project Progress Report

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

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

Project Quarter Progress Report

Project Name	North Quay		
Date	October 2020		
Lead ELT Officer	David Glason		
Support ELT Officer	Sheila Oxtoby		
Project Manager	Tracey Read		
Status		Amber: Issues that are being mitigated	
Summary - the whole project			
Comprehensive redevelopment of the North Quay waterfront site in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan.			
Key Project achievements	Milestones	Target Date/ Outcome	
Land acquisition	Land acquisition strategy	July 2018 - Complete	
	Committee report on acquisition strategy	July 2018 - Complete	
	Submit application for Business Rates Pool (BRP) funding £170k (decision November 2018)	September 2018 – Complete & Successful	
	Set up Officers Working Group Meetings for next 12 months	Complete	
	Appoint Development Surveyor	Complete	
	Carry out an independent review of the Land Evaluation Survey and factor in final land evaluation cost needed	Complete	
	Commission a study for legal advice on Compulsory Purchase and engagement	Complete	
Business Rate Pool Milestones	BRP monitoring reports	Ongoing with all deadlines hit	
Communications Strategy	Draft Communications Strategy	Complete	
	Draft letters for residents	Complete	
	Draft Media Statement	Complete	
	Ongoing Media Preparedness	Complete	
Engagement with Land Owners	Letters to Businesses	Complete	
	Engage all parties (landowners and leaseholders) initially to identify specific constraints and opportunities for agreements beginning with investors and developers.	Ongoing	

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

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

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

POLICY & RESOURCES COMMITTEE

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

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

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

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

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

ECONOMIC DEVELOPMENT COMMITTEE

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

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

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


ENVIRONMENT COMMITTEE

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

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




HOUSING AND NEIGHBOURHOODS COMMITTEE


[illegible]


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

Key

Status

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

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

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