

Subject: Quarter 3 Key Project and Performance Report

Report to: Policy & Resources Committee – 19 March 2019

Report by: Strategic Director

SUBJECT MATTER/RECOMMENDATIONS

The following gives an update on current performance for the third quarter of 2018/19 (Oct - Dec) 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, seven have a current green status defined as no problems or minor issues.

The remaining two 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	7
A	Amber - problems identified but contingency plan in place	2
R	Red – serious problems out of tolerance	0

The number of key projects showing green status has risen since Quarter 2, where there were six projects in the green status and three in amber.

KP08 – Venetian Waterways and Boating Lake: This has been given an amber status as during the construction element of this project a number of unforeseen issues have been identified which has led to the capita contingency for this project being spent. The quantity surveyor for the project has undertaken a worst case scenario exercise and as a result a maximum of an additional £75,000 to the support the project has been requested and subsequently agreed as part of the budget setting process. It is hoped that this amount will not be fully spent.

KP09 – Improving the Markets and the Market Place: This has been given an amber status because 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. The Policy & Resources 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.




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.

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.

Breakdown of the measures is shown below.

	Performance Measures against Targets	Total
	Green - Performance has met or exceeded target	36
	Amber - Performance is below target but within tolerance	13
	Red – Performance is below target and tolerance	4

The number of measures showing green status has risen from 32 in Quarter 2 to 36 in the current quarter. The number of measures in the red status remains at four.

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

- PR10: Percentage of FOI and EIR requests responded to within 20 working days
- PR11: % of completed Interim Performance Reviews
- PR19: Corporate Property Portfolio Revenue Growth per annum
- HN09: Number of DFGs: Numbers of calendar days from initial request to works complete

The following areas of performance are brought to your attention:

Improved performance:

1. Contact Centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (PR06) and Average wait time by customers contacting the Contact Centre (PR07)

This reflects an increase in resource following a successful business plan for continuous improvements to Customer Services and the launch of the new Customer Service Charter in October 2018. This enables us to divert much needed resource to frontline services and provide a high quality service whilst still working to increase and encourage the use of transactional online services.

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

Significant reduction in void property re-let times have been achieved through actions delivered from the void review led by Tenancy Services Manager. This process involved colleagues at the Council and GYN working together with an overall objective to reduce waiting times for applicants waiting for a new home. Key areas delivered included introduction of a comprehensive performance management system; new communication model and new void policy/improved void standard. This has been supported by GYN reducing property repair timescales.

Reduced performance:

3. Percentage of FOI and EIR requests responded to within 20 working days (PR10)

The actual performance during this quarter was 70.5%, which has resulted in the cumulative figure for the first nine months of 2018/19 to be 74.01%. New procedures have been introduced with full implementation expected to be completed during the final quarter of 2018/19. It is envisaged that once the new procedures are fully implemented and staff are fully trained on the new process then performance of this measure will improve.

4. Percentage of completed Interim Performance Reviews (PDRs) (PR11)

The Interim PDR period for completing forms was 17 September to 17 December 2018. The low figure at this stage can be attributed primarily to the paperwork not being returned to HR within the deadlines. Managers have confirmed that the majority have been completed. All outstanding PDR's are expected to be completed by year end.

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

As reported in Quarter two the overall rental income is significantly above target but the revenue growth has reduced purely as a result of Market income, which has had a negative impact 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.

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

Performance has improved this quarter from the last quarter however it remains below target. As reported in Quarter two there continues to be delays with two areas of the process:-

- (i) the Occupational Therapist assessment and the recommendation for works and;
- (ii) the technical officer availability.

There continues to be a 0.4 fte vacancy for an Occupational Therapist within the team and Norfolk County Council is currently running a recruitment process. The technical officer resource is being monitored with caseloads being kept under review to determine whether the level of resource available needs to re-evaluated.

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 3 2018/19 (OCT- DEC)**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	G
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	December 2018
Project Manager	Stuart Dawson	Lead ELT Officer	David Glason	
Status (delete as appropriate)			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
Business Growth / Development	Tecta Site – ground breaking commenced	September 2018
Land Assembly	Ocean Yard site clearance complete	August 2018
Land Assembly	Vanguard Point site clearance completed	January 2018
Land Assembly	Millora Works – 2 acre site acquired	February 2017
Land Assembly	The first non-energy business to relocate away from the Energy Park has completed freeing up just under an acre of land.	January 2015
Promotion of scheme	Marketing strategy /particulars produced. Promotion of scheme	March 2014
	Established locations for relocating non-energy business's 'off site'	January 2014
	Launched late 2013	November 2013
Summary / Progress		

Marketing

Building on the success of the numerous site acquisitions by GYBC the next phase is to partner with a reputable commercial property agent/s to support wider marketing of these sites with other stakeholders and maximise delivery of development within South Denes. A draft specification has been produced (for approval by GYEP officer group). Appointments will be made by March 2019.

Land Assembly

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

Havenshore North (5 acres approx)

The site is expected to be vacated by the end of 2019 and will be marketed in-line with this timeline.

Havenshore South (1 acres approx) Site cleared ready for use

Ocean Yard South (1 acre approx) – Site cleared ready for use

Millora Works & adjacent site (2.67 acres approx) - Delays encountered with appointing demolition contractor owing to a tender documentation error on Pro-contract. Contract re-tendered and supplier has been appointed. Prestart meeting week commencing 14th January 2019

Vanguard Point (0.80 acre approx) – Site cleared ready for use

Planning permission has been granted to advertise on the hoarding for marketing purposes and to promote the EZ extension. Quotes received to arrange poster advertising

General

- Tecta (Block 1) Phase 1 of major infrastructure is nearing completion by the ingoing tenant. Lawyers are finalising legal documentation.
- The prospect of relocating a manufacturing company (non-port related) currently based in South Denes is under review (following consultant's report).
- 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

Financial Summary

Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£3,000,000	£9,000	£792,000	£40,000	n/a	n/a
Financial data verified by (name of finance officer)				Date	
Lorna Snow					

PROJECT REPORT

Project Name	(KP02) Beacon Park Housing Development		Date	16 January 2019
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				
Housing development project on Eastwood - Site 25, Beacon Park. The project is separated into three phases. The first phase of 56 properties received detailed planning approval in 2016 and is scheduled to be complete by 2020. Planning for phase 2 will start during 2018/19 once construction on phase 1 has progressed. The project is being delivered through the council's 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	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
Jul 2019	Completion of first tranche of development inc show home (phase 1)	Jul 2019
Nov 2019	Completion of second tranche of development (phase 1)	Nov 2019
Jan 2020	Completion of third tranche of development (phase 1)	Jan 2020
Mar 2020	Completion of fourth tranche of development (phase 1)	Mar 2020
Jun 2020	Completion of fifth tranche of development (phase 1)	Jun 2020
Sep 2020	Final site completion (phase 1)	Sep 2020
Summary / Progress		

Lovells mobilized sub-contractors in August 2018. Groundworks began in October 2018. The site has been re-levelled, contractor compound completed during Oct-Dec 2018. NHBC registration completed.

Groundwork has been completed for the first 7 plots by Christmas 2018.

Future work during the next period includes:

Agreement of the sales strategy to determine, for example, engagement of an estate agent, approach to the show home, brochures and online marketing.

Construction of the first tranche of 7 properties between Jan and June 2019 and construction of groundworks and commencement of construction for the second and third tranches during the same period. The first tranche will include a show home, projected to be open in July 2019.

Financial Summary					
Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£9,460k		£2,082k			
Financial data verified by (name of finance officer)				Date	
Jane Bowgen				January 2019	

PROJECT REPORT

Project Name	(KP03) Middlegate Estate		Date	January 2019
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
<p>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 Member's 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.</p> <p>Officer's review of more ambitious plan 15/1/19 Member's working group review to be diarised following officer's review.</p>

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Financial Summary					
Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£320,000 (DCLG)		£117,304.28			
Financial data verified by (name of finance officer)				Date	
Danielle Lee				17.12.18	

PROJECT REPORT

Project Name	(KP04) Selective Licensing		Date	14/01/2019
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, within a discrete legally designated area in the Nelson Ward.				

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	Met
	Online application system for Selective licensing active	Met
	Selective Licensing Designation commences	Met
	Selective Licensing inspections begin	4/19
	Business as usual stage	Met

	Scheme ends (if not renewed)	1/24
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Summary / Progress

The three Housing Licensing Officers to administrate the scheme, following interviews on 9/10/18, with locally based internal candidates appointed to the one five year fixed term post, and two one year fixed term posts. Their training has been ongoing since appointment.

The Communications Plan for the Selective Licensing rollout and drop-in sessions for Prospective Selective Licence holders was completed, with the two sessions taking place in the week commencing 3rd December, when applications also opened.

The website content and supporting information for applicants, licence holders, and other stakeholders has been updated and expanded significantly.

The Selective Licensing Designation commenced on 7th January 2019, with the inspections due to start from April 2019 onwards, after the bulk of applications, have been made. To date over 40 prospective Selective Licence holders have made applications, with many of these for multiple properties.

Further Selective Licensing information and training sessions have been delivered for Council Officers and partner organisations.

Financial Summary

Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£0	-£280,248	£0	£63,967		£0
Financial data verified by (name of finance officer)				Date	
Fiona Castleton				14/01/2019	

PROJECT REPORT

Project Name	(KP05) Wellesley Recreation Ground		Date	14/01/2019
Project Manager	Claire Sullivan	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)			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. 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.

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.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
Undertake a sports participation and activity survey across the borough.	Planning and Resource Committee - Public consultation on sports participation in the Borough report. 11th September 2018	Met
	Public survey sports participation 17th September 2018 until 12th 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

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
	Housing and Neighbourhood Committee –Activity Participation Survey Update with Active Norfolk. 6 th December 2018.	Met
	Sporting Assets Meeting to discuss next stage	Met
	Members Working Group	March 2019
	Corporate Project Board	March 2019
	Housing and Neighbourhood Committee	April 2019

Summary / Progress

Sporting Assets have produced the first stage report; this was presented to CPB and the subsequent ELT to consider the preferred option to take to full business case. A joint Marina Centre and Wellesley Member Working Group meeting was held and approved taking forward to Housing and Neighbourhood Committee the following option for further development:

Members received option report with preferred option and voted to go forward with Option 2a 9v9 floodlit artificial 3G pitch, refurbished tennis pavilion, refurbished ticket office, resurfaced athletics track and refurbished football stand changing rooms with the addition of a BMX pump track.

Sporting Assets will continue to work on developing a Full Business Case for the preferred option. The FBC be presented to Committee in April 2019.

Financial Summary

Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
	£25,000		£14,198		
Financial data verified by (name of finance officer)				Date	
Keith Philips				14/January/2019	

PROJECT REPORT

Project Name	(KP06) Marina Centre		Date	January 2019
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				
<p>The project has largely completed RIBA Stage 2 with the projects multi-disciplinary team moving to RIBA stage 3. This progress was approved at the December Full Council meeting in which the funds to complete RIBA stage 3 work was released.</p> <p>The project proposes to rebuild the Leisure Centre including: 6 lane pool, sports hall, health and fitness suite, leisure water and climbing wall.</p>				

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
	<i>Executive Approval</i>	met
	<i>Notify Tenderers</i>	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 – documents submitted	met
	Full Council meeting – approval to release funds for RIBA Stage 3	met
	RIBA Stage 3 – DEVELOPED DESIGN commences	03/01/19
	Public engagement	18/2/19 to 14/03/19
	Develop Gen. Arrangement plans and layouts	27/2/19
	Complete surveys	6/14/19
	Issue RIBA 3 design snapshot for costing	18/03/19
	April Council costing exercise	29/03/19
	April Full Council sign off – inc. capital release	16/04/19

	Finalise RIBA 3 report	08/04/19
	RIBA 3 sign off	03/06/19
	Submit planning	29/05/19
	RIBA Stage 4 – Technical Design	June – Sept 19
	Planning Approval	29/08/19
	Approve to commence construction	07/11/19
	Appoint Contractor	October 2019
	CONSTRUCTION	Oct 19 – June 21 TBC

Summary / Progress

- RIBA stage 2 was completed (except for intrusive surveys) and presented to the Members in December at both an all member briefing and the December Full Council.
- The S151 officer has worked through the funding required to pay for the building, taking into account the projected income for the building. This has been modeled on the option 5 proposal including some leisure water.
- Financial analysis of the potential income for the building has now been modelled. Capital costs were finalized before the December full council meeting including the revenue financial modelling and proposed designs, whereby Council released the funding for the completion of the next RIBA stage (3) with the already appointed multi-disciplinary design team led by Mace.
- The multi-disciplinary design team are now working to complete the steps required to sign off the capital budget for the April Council meeting. The completion of RIBA 3 report will follow shortly after.
- The public engagement exercise is due to commence in February and will feed into the plans for the building.
- Sport England will attend future design team meetings to provide assurances and advice on the progression of the project.

Financial Summary

Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£560,000	£0	£0	£0		
Financial data verified by (name of finance officer)				Date	
				04/02/19	

PROJECT REPORT

Project Name	(KP07) Winter Gardens		Date	January 2019
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 investment in the steel works restoration	Investor open day 19 and 31 July	Completed
To identify a commercial end user	Arrange Project Team meeting. Operator meeting with one interested party.	Completed.
	New 2018.10 Prepare procurement tender	December 2018. Documentation Prepared.
	New 2018.10 Identify preferred operator to commence application bid process	Jan to March 2019
To generate council income and boost the local economy	Review of Business Plan and Financial Modelling. A revised business plan will be developed once a commercial operator has been identified, updating it with them.	February to March 2019
	Assess what is required for application submission	January 2019 HLF launch new application round.
	Procurement Tender. Procurement tender to identify commercial operator has been drafted ready for launch in December.	Procurement Tender not launched in December, delayed by legal advice. Launch January. Consequently pushes back timeline.
	Write up application submission	March to April 2019
	Present draft submission to CPB	March to April 2019
	Convene WG Working Group to review application	April 2019

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
	Present proposed submission and updated financial modelling to Policy and Resources Committee	April 2019
	Submit Stage 1 Heritage Enterprise application	2019
	Submission of Final Business Plan and Financial Modelling alongside HLF application	2019

Summary / Progress

The procurement tender has been prepared by the Regeneration and Funding Manager. This has been reviewed by the Council's procurement support (Caroline Watling) and passed to NPLaw, Sarah Gibbs, for review before launch. NPLaw have raised some issues for review such as providing an outline Contract to accompany the procurement tender. As at 18 December 2018, the tender was being drafted on Contract Finder ready for launch. Although it had been intended to launch the tender by the 10 December, reviewing these comments delayed drafting on Contract Finder until the 18th, therefore advice was provided by Caroline to delay launch until January to avoid a launch at Christmas when officers are unavailable to address questions and potential operators may miss the announcement.

The Project Support Officer has met with the service accountant to understand spend to date.

Property Services have conducted a risk assessment of the building which has been provided back to the Project Management Team for information. This will be reviewed by the PMO in January. A site safety induction is scheduled for January to ensure any further site visits comply with liability insurance conditions.

Financial Summary

Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
0.00	30,000	0.00	45,188		
Financial data verified by (name of finance officer)				Date	
Keith Phillips				18 December 2018	

PROJECT REPORT

Project Name	(KP08) Venetian Waterways and Boating Lake		Date	January 2019
Project Manager	Michelle Burdett	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)		Amber – due to capital costs exceeding contingency, but mitigation is in place		
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
	Contractor Award and Appointment	complete
	Start date on site	complete
	Members Working group and Stakeholders site meetings	Complete and ongoing
	Volunteers to start physical works on site including planting	Complete ongoing
	Launch of tender for whole of site operation	Complete
	Recruitment of Gardeners	complete
	Beginning of graphic design works	Commenced
	Restoration work to Boat Heads	Commenced
	Thatching Work to Shelters	Complete
	Joinery works to shelters to begin	January to April (commenced)
	Oral History Interpretation	February 2019
	Apprentice Employed	Complete
	Issuing contracts for café and site maintenance	Procurement commenced Complete Easter 19
	Completion of boating lake works	Easter 19
	Completion of all site works	15/5/19

Summary / Progress

- Site works are 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.
- 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.
- Now the gardeners are in post, detailed planning work has taken place and volunteers have started planting. Green Gym attend every Tuesday afternoon with public sessions pre booked Thursdays. This coincides with deliveries and will continue until mid-February
- Work to rethatch the rusticated shelters has been completed. A volunteer who worked alongside the thatcher's said: 'it has been a real tonic and it has given me my life back'
- The Boating Lake café / horticultural work tenders have been launched and press release gone out to publicise. So far 22 expressions of interest recorded.
- Meetings are on-going with GYPT and the College to co-ordinate the volunteer joinery works. Specification before Christmas with works after Christmas. Work with contractor to identify potential volunteer opportunities is ongoing.
- Initial design meetings with Ugly on interpretation, members happy with ideas produced and further work ongoing to produce draft boards
- Communications plan progress meetings ongoing with positive press via Radio Norfolk and via social media.
- Volunteer opportunities identified with various groups, Princes Trust, GY College, Lowestoft College, Model Boat Club, History Group, Green Gym and members of public
- 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 paper went to P&R in October.
- As the construction side of the project has progressed a number of unforeseen issues have been identified which has led to the capital contingency for this project being spent, for example additional costs have had to be allocated to the boating lake floors and walls for repair that were only identified once initial work had begun. The quantity surveyor for the project had undertaken a worst cost scenario exercise and as a result a maximum of an additional £75,000 to support the project has been requested of Council as part of the budget setting process, although it is hoped that this amount will not be fully spent. This is why the project has been identified as Amber.

Financial Summary					
Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
667,727	2,884,480	63,313	402,982		
Financial data verified by (name of finance officer)				Date	
Lorna Snow				December 2018	

N.B the approved budget above includes awarded funding from Heritage Lottery Fund (HLF)

PROJECT REPORT

Project Name	(KP09) Improving the Marketplace	Date	3 January 2019
Project Manager	David Helsdon	Lead ELT Officer	Kate Watts
Status (delete as appropriate)		Amber - problems but within contingency plan	
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 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. Should all Shopfront Improvement Scheme applications be approved the figure will total £52,366.31 to date £27,725.53 has been claimed and released.</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 with individual Market Traders has been completed during the course of November. No timeframe was submitted on the deferment by the P&R Committee.</p>	<p>Market Trader consultations will run from 8th November to the 30th November.</p> <p>Week commencing 12th November we received notice we had not been successful with our £1.5m bid to the Coastal Communities</p>

	<p>A market place development fund of £1.5m is still required for the overall development. A successful application was submitted to the Pooled Business Rates for funding.</p>	<p>fund.</p> <p>The application has been successful, the agreed contributions will be as follows:</p> <p>2017 – 2018 Business Rates Pool: £70,000 or 50% of total project costs, whichever is lesser.</p> <p>£1,082,500.00 will be held from the 2018 – 19 and 2019 – 20 Business Rates Pool Rounds.</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 the Head of Property and Asset Management and the 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. Due to availability of the traders the consultations are scheduled to conclude on the 15th January, 2019.

A successful application has been made to draw down upon the Pooled Business Rates fund see point B3.

Financial Summary

Overall Approved Budget		Actual Spend to date		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
0	£100,000	0	£95,000	0	0
Financial data verified by (name of finance officer)				Date	

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (Oct – Dec) 2018/19

POLICY & RESOURCES COMMITTEE

[illegible]

Indicators	Previous Quarter	This Quarter	Target	Qtr 3 2017/18	Status	Trend	
						Last Period	Last Year
PR12: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	3.17	5.54	6.37	7.90	G	N/A	↑
Note: Current performance of 5.54 days per FTE is over 0.8 days better than the profiled target and over 2.3 days better than the figure reported for the same period in 2017/18. In 2015/16 the Quarter 3 figure was 9.77, so sickness absence has nearly decreased by 4 ^{1/4} days per FTE.							
PR13: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	39%	74%	75%	74%	G	N/A	↓
PR14: Percentage of priority 1 Internal Audit recommendations completed on time (Quarterly cumulative)	100%	100%	100%	New measure	G	N/A	N/A
Note: Two priority one recommendations have been raised to date in 2018/19 and both of these have been implemented by management.							
PR16: Number of people signed up to 'E Billing'(Quarterly Cumulative)	3,586	3,893	3,400	2,508	G	↑	↑
PR17: Open Access: Number of unique users accessing their accounts within 'Open Access' (Quarterly)	417	461	375	250	G	↑	↑
PR18: Number of 'Webchat' calls received (Quarterly Cumulative)	589	1,045	900	850	G	N/A	↑
PR19: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	4.38%	4.38%	10%	New measure	R	N/A	N/A
Commentary: As reported last quarter 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 although this is then impacted by the Market income.							
PR20: Corporate Property Portfolio Arrears per annum (Quarterly Cumulative)	5.42%	5.88%	3%	New measure	G	↑	N/A
Commentary: *The current performance, as reported in Quarter 2 includes some payments and installments which do not yet fall due and distorts the outturn figure of 5.88%. Work is still underway to exclude these payments from the calculation.							
PR21: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	94.2%	94.5%	95%	New measure	A	↑	N/A

Indicators	Previous Quarter	This Quarter	Target	Qtr 3 2017/18	Status	Trend	
						Last Period	Last Year
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)	96.67%	97.1%	90%	New measure	G	N/A	N/A

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (Oct - Dec) 2018/19

ECONOMIC DEVELOPMENT COMMITTEE

Measure	Previous Quarter	This Quarter	Target	Qtr 3 2017/18	Status	Trend	
						Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	85.7%	92.3%	75%	100%	G	↑	↓
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	78%	79%	75%	85.3%	G	↔	↓
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	95%	95.45%	75%	97.3%	G	↑	↑
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	84%	83.62%	75%	New measure	G	↑	N/A
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0.08%	0.85%	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)	0.16%	0.59%	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%	97.6%	G	↔	↑
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	96.44%	96.80%	90%	86.5%	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%	G	↔	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (Oct - Dec) 2018/19

ENVIRONMENT COMMITTEE

[illegible]

Measure	Previous Quarter	This Quarter	Target	Qtr 3 2017/18	Status	Trend	
						Last Period	Last Year
EN05: Flytips removed within 3 working days (Quarterly Cumulative)	89%	89%	100%	100%	A	↔	↓
Note: Due to GYBS' methodology of working this figure will fluctuate and the 100% target is difficult to achieve. GYBS operate a scheduled cleansing service within the town with areas having a set collection day. If a flytip is reported a day or two after the scheduled cleanse then it would not be removed until the next scheduled cleanse the following week.							
EN06: Number of streets in the Borough meeting street cleanliness levels					G	↑ ↓	N/A N/A
a) Litter (formerly NI195a)	98%	99%	95%	New measures			
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	95%	94%	93%				
EN07: Contamination rate in dry recycling (Quarterly Cumulative)	21.2%	22.1%	19%	New measure	A	↓	N/A
Note: Contamination remains an issue within the recycling stream. Authorities within the NWP have seen a marked increase in their contamination rates. The Partnership continues working on a communications strategy which will seek to address contamination at a local level by targeting properties based on their acorn data which will enable the most appropriate medium to be used. It also has developed a number of new work streams with the view to targeting contamination including producing a tool box talk for refuse collection staff.							








PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (Oct – Dec) 2018/19

HOUSING AND NEIGHBOURHOODS COMMITTEE

Measure	Previous Quarter	This Quarter	Target	Qtr 3 2017/18	Status	Trend	
						Last Period	Last Year
HN01: Great Yarmouth Community Housing rent: GYCH rent collection rate a) % of rent & arrears collected b) Arrears as a % of rent debit c) Total rent arrears (Quarterly Cumulative)	98.08%	99.72%	98%	98.45%	G	↑	↑
	1.56%	1.11%	1.4%	1.09%		↑	↓
	£361,688	£243,732	£300,000	£271,580		↑	↑
HN02: Number of a) Social housing applicants in allocation pool b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	369 350	347 383	* 350	220 363		↑	↓
Note: *Although the number of applicants in the allocation pool has fallen since Quarter 2 compared to the same period in 2017/18 the number has risen. As reported last quarter 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.							
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	23 days	21 days	35 days	43 days	G	↑	↑
Note: Performance has improved for the third quarter running this financial year and has seen a trend of continuous improvement over the last two years, albeit from a high baseline.							
HN04: Average cost of a Void repair (Quarterly Cumulative)	£2,745	£3,012	£2,540	*	A	↓	N/A
Note: This indicator continues to be a high priority and particularly in relation to the costs for bathrooms and kitchens, as a direct result these components will from the 1 st April be undertaken as part of the programme replacement rather than directly through the void team in a move to reduce costs. Individual monthly costs for both October and November remained around £2,800 however in month costs from December increased impacting the year to date. Void costs now incorporate all costs including areas such as asbestos management or removal, this was not the case in 2017/18 and therefore makes the comparison of year on year figures difficult to compare.							

Measure	Previous Quarter	This Quarter	Target	Qtr 3 2017/18	Status	Trend	
						Last Period	Last Year
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	98%	98.03%	95%	New measure	G	↑	N/A
HN06: Time taken for GYNorse to complete standard voids (Quarterly Cumulative)	9.4 days	7.1 days	10 days	*New measure	G	↑	↑
Note: *During 2017/18 the information for this measure was collected in a totally different way, so it is not possible to compare current performance against those for the same period in 2017/18.							
HN07: Time taken for GYNorse to complete all voids (Quarterly Cumulative)	27.1 days	28.0 days	24.54 days	*New measure	A	↓	N/A
Note: The GYN Improvement Plan identifies voids as an area of continued focus although standard voids continue to be completed within target all voids remain 3.5 days above target. Work continues to improve the delivery through the void team with identification of the delivery of some component replacements through the programme rather than direct through the void team, this will continue to be monitored in relation to both cost and delivery timescales.							
HN08: Time taken for Housing Options to match property (Quarterly Cumulative)	2 days	-2 days	14 days	17 days	G	↑	↑
Note: As Council tenants normally have to give four weeks' notice it is possible that the Housing Options team can match a new tenant to the property before the current tenant moves out.							
HN09: Number of Disabled Facilities Grant (DFGs) Numbers of calendar days from initial request to works complete (Quarterly Cumulative)	309 days	280 days	240 days	New measure	R	↑	N/A
Commentary: Performance has improved this quarter from the last quarter however it remains below target. There continues to be delays with two areas of the process:- (i) the Occupational Therapist assessment and the recommendation for works and (ii) the technical officer availability. There continues to be a 0.4 fte vacancy for an Occupational Therapist within the team and Norfolk County Council is currently running a recruitment process. The technical officer resource is being monitored with caseloads being kept under review to determine whether the level of resource available needs to be re-evaluated.							
HN10: Wherry Way Control Centre call handling: a) Alarm Calls answered within 30 seconds b) Alarm Calls answered within 60 seconds (Quarterly Cumulative)	87.56% 94.06%	86.99% 94.12%	80% 98%	84.95% 93.53%	G A	↓ ↑	↑ ↑

Measure	Previous Quarter	This Quarter	Target	Qtr 3 2017/18	Status	Trend	
						Last Period	Last Year
HN11: Neighbourhoods That Work programme					G		
a) Number of self-help resident led community groups supported to develop.	12	16	14	4		N/A	↓
b) Number of residents who have overcome issues preventing them from getting and holding down a job, resulting in them sustaining employment.	28	33	30	5		N/A	↑
c) Number of residents with complex needs supported to overcome at least one personal challenge. (Quarterly Cumulative)	41	56	20	15		N/A	↑

Key	
Status	
	Current performance has met or exceeded target/ has met or exceeded trend
	Current performance is below target but within tolerance/ is below trend but within tolerance
	Current performance is below target and tolerance/ is below trend and tolerance
	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.
	Performance for quarter is showing improvement (up) or deterioration (down) compared to same quarter last year for measures that are for contextual information.

Key:

NA = No target set, contextual information only

N/A = Not available/not applicable