

Subject: Performance Management – Key Projects and Corporate Measures

Report to: Scrutiny Committee – 6th March 2014

Report by: Corporate Policy & Performance Officer

SUBJECT MATTER/RECOMMENDATIONS

Scrutiny committee is asked to consider the performance report for the 3rd quarter of 2013/14.

1. INTRODUCTION/BACKGROUND

The following summaries the Council's performance of key projects and corporate measures for 2013/14.

The reports for key projects and corporate measures refer to performance in the first 9 months of 2013/14 (1st April to 31st December 2013 inclusive).

FINANCIAL IMPLICATIONS: None

LEGAL IMPLICATIONS: None

EXECUTIVE BOARD OR DIRECTOR CONSULTATION: Report presented to EMT on 23rd January 2014.






























RECOMMENDATIONS

Does this report raise any legal, financial, sustainability, equality, crime and disorder or human rights issues and, if so, have they been considered?	Issues	No
	Legal	No
	Financial	No
	Risk	No
	Sustainability	No
	Equality	No
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No

CORPORATE KEY PROJECTS – SUMMARY REPORT QUARTER 3 2013/14 (APR-OCT)

Key projects that impact on the Corporate Priorities 2013/15.

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

Project	EMT Lead	Portfolio Holder	Last Quarter	This Quarter
Corporate Priority: Promoting economic growth and job creation.				
KP01 Continue to develop the highly successful Beacon Park with firm proposals for completing the A12 link road and the commencement of stage 2 residential development	Seb Duncan	Cllr. B Williamson		
KP02 Complete the Local Plan	Seb Duncan	Cllr. B Williamson		
KP04 Successful completion of St Georges and King Street Projects	Seb Duncan	Cllr. B Williamson		
Corporate Priority: Protecting and supporting vulnerable people.				
KP05 Minimise the impact of welfare benefit cuts by supporting residents through the new application process and Providing advice and assistance	Jane Beck	Cllr. B Walker		
KP06 Health integration project (Project added 31/10/13, report will be picked up next quarter)	Robert Read	Cllr. P Linden		
Corporate Priority: Creating and engaging with healthy, vibrant communities.				
KP07 Work with Saffron HA to develop the Old Fire Station & Trafalgar House into affordable residential units	Robert Read	Cllr. P Linden		
KP08 Develop with partners a wider programme of new build affordable housing including building new council houses	Robert Read	Cllr. P Linden		
KP09 Delivering the Empty Homes Programme a) Council's project b) HCA project	Robert Read	Cllr. P Linden	 	 
KP10 Review of the GYBS contract to deliver significant savings whilst not reducing service quality	Jane Beck	Cllr. V Pettit		
KP11 Improving recycling rates and expanding the Brown Bin Scheme	Jane Beck	Cllr. V Pettit		
Corporate Priority: Being an enterprising and ambitious Council.				
KP12 Improving facilities at the Marina Centre & Phoenix Pool	Robert Read	Cllr. T Wainwright		
KP13 Developing and delivering new sports and play strategies	Robert Read	Cllr. B Williamson		
KP14 Developing a programme of new income streams	Seb Duncan	Cllr. B Walker		
KP15 The future proofing of the ICT service within Great Yarmouth and the integrated use of back office systems across Norfolk	Jane Beck	Cllr. B Williamson		

Project	EMT Lead	Portfolio Holder	Last Quarter	This Quarter
KP16 To set up a cost sharing group with North Norfolk District Council to sell surplus capacity within back office services to charities and other not for profit bodies	Seb Duncan	Cllr. B Walker		

Projects where Council is not the lead organisation but is a partner				
Corporate Priority: Promoting economic growth and job creation.				
KP03 Deliver the GYTA BID	Jane Beck	Cllr. M Jeal		

Key	
	Project nearing completion or on target and with no problems
	Project in progress with known risks being closely managed
	Project experiencing or very likely to experience problems which require urgent action

Great Yarmouth Borough Council

Progress Report

Date of report:	21 st January 2014	Project Sponsor(s):	Seb Duncan
Project name:	Beacon Park		
Project description:	Continue to develop the highly successful Beacon Park with firm proposals for completing the A12 link road and the commencement of stage 2 residential development		
Project Status:	AMBER – project for stage 2 residential development not started		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Seb Duncan (GYBC)	Project team:	Peter Wright (GYBC) Robin Neve (GYBC consultant) Andy Dyson (GYBC)
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Speculative development within Enterprise Zone	31/03/15		
Approval of Sainsburys planning application	30/09/13	31/03/14	15/10/13
Enterprise Zone grant funding bid	18/11/13		18/11/13
Beacon Park Stage 2 Housing Development working party	November 2013	Jan 14	
Beacon Park Stage 2 Housing Development proposal	February 2014	April 14	
Diversion of gas main for Sainsburys development	30/06/14		
Sainsburys development	31/12/14	31/12/15	
Summary of progress in this period:	<ul style="list-style-type: none"> Enterprise Zone grant funding bid submitted by LEP for £5.1m grant on £16m speculative build Positive visit to EZ by Communities and Local Government Speculative development on schedule to deliver by required timescales A12/A143 link road proceeding as expected. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> Planning permission for A12 / A143 link road. Local contribution for road. 		
Key decisions taken:	<ul style="list-style-type: none"> Work begun to support £5.1m build in advance of announcement 		
Outlook for next period:	<ul style="list-style-type: none"> First meeting of working party Continued progress on speculative development 		
Budget: £8m capital funding allowed for speculative development			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£8m	£Nil	£Committed but not spent	£Nil

Great Yarmouth Borough Council

Progress Report

Date of report:	January 2014	Project Sponsor(s):	Cllr B Williamson
Project name:	Local Plan		
Project description:	To produce the suite of documents that form the Local Development Plan for the borough, guiding future development from 2014 to 2029.		
Project Status:	Green		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	David Glason	Project team:	Strategic Planning team

Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
The well advanced Core Strategy (first strategic document of the Local Plan) and associated Sustainability Appraisal completed a Regulation 19 consultation on 8 November 2013. Analysis of responses taken to the Local Plan Working Party on 18 December 2013. Submission to the Secretary of State will follow in March 2014 prior to an Examination in Public. It is anticipated that the document will be adopted in December 2014. Supporting Examination documents are currently being finalised, including: whole plan viability assessment; infrastructure study (consultation completed on 8 November 2013) and the Duty to Co-Operate. In readiness for the Examination, a series of Background Evidence Papers (thematic) are being written to support the Core Strategy.	24/12/2014 with future reviews		
The Annual Monitoring Report was published on 31/12/2013.	31/12/2013 next AMR due 31/12/2014		31/12/2013
The Statement of Community Involvement has been adopted.	07/03/2013 with future reviews		07/03/2013
The Local Development Scheme (programme management document) was published on 22/07/2013.	22/07/2013 with future reviews		22/07/2013
The Site Specific and Development Management policy work is being progressed & will be the main focus of attention for 2014.	01/08/2015 with future reviews		
Great Yarmouth Waterfront Area Action Plan	01/08/2015 with future reviews		

Summary of progress in this period:	<ul style="list-style-type: none"> • The well advanced Core Strategy (first strategic document of the Local Plan) and associated Sustainability Appraisal completed a Regulation 19 consultation on 8 November 2013. A series of well publicised roadshows/exhibitions were well attended. Analysis of responses taken to the Local Plan Working Party on 18 December 2013. Supporting Examination documents are being finalised, including: whole plan viability assessment; infrastructure study (consultation completed on 8 November 2013) and the Duty to Co-Operate. In readiness for the Examination, a series of Background Evidence Papers (thematic) are being written to support the Core Strategy. • The Annual Monitoring Report was published on 31 December 2013. • The Site Specific and Development Management policy work is being progressed.
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> • By way of resource, two Strategic Planning Assistants have left the Council within Q3, with permission granted to fill one post on a fixed-term contract. This will obviously have an impact on Local Plan delivery timescales. More time is being spent on the Local Plan by the Growth Group Manager as a result. • The Strategic Planning unit are also engaged in numerous delivery projects and partnerships in bringing forward development e.g. masterplanning south Bradwell; successfully bidding for £4.7M Pinchpoint funding for the A12/A143 link road and progressing the project; Enterprise Zone projects, A47 Alliance, EIA screening, pre-planning application discussions etc. Excellent engagement and partnership work in delivering growth, but diverts time dedicated to Local Plan delivery.
Key decisions taken:	<ul style="list-style-type: none"> • Housing target and percentage of affordable housing agreed. • Broad locations for growth (housing & economic) agreed. • Strategic allocations in south Bradwell and central Great Yarmouth agreed. • £4.7M A12/A143 funding from DfT accepted.
Outlook for next period:	<ul style="list-style-type: none"> • Progression of the Background Evidence Papers and supporting evidence base for the Core Strategy. Submission of the Core Strategy to the Secretary of State. Preparation for the Examination.
Budget: Statutory function funded within existing budget.	
Allocation	Spending to date
£60,000	£35,000

Great Yarmouth Borough Council

Progress Report

Date of report:	January 2014	Project Sponsor(s):	Cllr M Jeal
Project name:	Greater Yarmouth Business Improvement District		
Project description:	To deliver the Greater Yarmouth (Tourism) Business Improvement District		
Project Status: Comment required where not green to explain reasons	Amber Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Alan Carr	Project team:	GYTA Project Manager GYTA Board of Director GYTA BID Task Group Mosaic Partnership
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Feasibility Study	30 April 2013		30 April 2013
Establish at Task Group and Design support	31 May 2013		31 May 2013
Consultation Phase: Compile Fact Sheet, Survey, Face to Face, Business Meetings and Newsletters	31 August 2013		31 Aug 2013
Compile draft Business Plan	30 Sept 2013	30 Oct 2013	
Key Documents: Operating agreement, baselines, delivery model, additional income and start to prepare Business Plan	30 Nov 2013	Feb 2014	
Publication of draft Business Plan	Jan 2014		Jan 2014
Campaign and publication of final Business Plan	Jan-Feb 2014	March	
Ballot Period: Postal Vote/Month	March 2014	Mid Apr/Mid May	
Summary of progress in this period:	<ul style="list-style-type: none"> A number of workshops were held in November 2013 with key tourism business sectors An outline of the draft BID Business Plan was presented to around 200 tourism business leaders as part of the annual brochure launch in December 2013 A special BID business meeting was held on 16th January 2014 in the Assembly Room at the Town Hall. GYTA published the draft business plan as part of the out-going consultation. 		

Significant risks/ issues to be addressed:	<ul style="list-style-type: none">GYTA need the support of some significant tourism businesses in order to secure the essential ‘Yes’ vote.The ballot period is likely to be 15th April - 15th May 2014		
Key decisions taken:	<ul style="list-style-type: none">GYTAs key decision was to appoint the Mosaic Partnership.		
Outlook for next period:	<ul style="list-style-type: none">Publication of the baseline statement and final Business Plan and announcement of the ballot period.		
Budget: The delivery of the Business Improvement District is funded by the Greater Yarmouth Tourist Authority although GYBC will be undertaking the levy collection. GYBC will be liable for some levy payments (ie car parks/toilets) although these should be met from within the projected increase in revenue as result of the increased BID activity.			
Allocation		Spending to date	
£0.00			

Great Yarmouth Borough Council

Progress Report

Date of report:	January 2014	Project Sponsor(s):	Cllr B. Williamson
Project name:	St Georges and King Street Townscape Heritage Initiative Scheme		
Project description:	Area based conservation-led historic building repair and regeneration scheme funded by the Heritage Lottery Fund		
Project Status:	Green		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Darren Barker	Project team:	Ian Hardy, Adrian Barnes
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Full and Comprehensive repair and reuse of St Georges Chapel and removal from the English Heritage Buildings at Risk Register	December 2012		December 2012
Undertake the full and comprehensive repair to historic buildings on King Street for sustainable end use	November 2015		
Deliver traditional skills training as part of building repair	November 2015		
Deliver community engagement in heritage through artists and workshops	November 2015		
Summary of progress in this period:	St Georges Chapel fully completed and signed off by English Heritage. 134 King Street complete 151 King Street complete 133 King Street underway The White Lion underway 122 King Street underway 148 King Street underway Training underway Community engagement underway		
Significant risks/ issues to be addressed:	No risk, all funding in place		
Key decisions taken:	Decisions are based on a robust project and action plan approved by cabinet and submitted to the HLF		
Outlook for next period:	Anticipated completion of 133 King Street The White Lion 122 King Street 148 King Street Grant offer to 135 King Street and 136 King Street		
Budget: The budget (common fund) is made up of funding from the Heritage Lottery Fund, English Heritage, NCC, GYBC, EEDA, Seachange (government grant program)			
Allocation		Spending to date	
Common fund	Grants offered	Spend to date	
3,555,573	3,293,987	2,517,280	

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Progress Report

Date of report:	January 2014	Project Sponsor(s):	Cllr B Walker
Project name:	Welfare Reform		
Project description:	To minimise the impact on customers affected by the changes to benefit entitlement as a result of Welfare Reform		
Project Status:	Amber		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to hit significant problems – urgent action required Amber: project has potential for significant problems – action required Green: project on target and no significant problems anticipated 		
Project Lead(s):	Miranda Lee	Project team:	Lorraine Houghton, Deana Brimble
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Maximised use of effectively allocating funds from the Discretionary Housing Payment (DHP) budget to assist those customers affected by the introduction of cuts to housing benefit entitlement due for households deemed to be under occupying their home where they are in social housing.	31/3/14 ongoing for future years		
Maximised use of effectively allocating funds from the Discretionary Housing Payment (DHP) budget to assist those customers affected by the introduction of the Benefit Cap.	31/3/14 ongoing for future years		
Maximised use of effectively allocating funds from the Council Tax Assistance Payment (CTAP) budget to assist those customers affected by the introduction of Local Council Tax Support.	31/3/14 ongoing for future years		
Effective advice and assistance working in partnership with DIAL to support customers by referral with budget and debt advice.	31/3/14		
Summary of progress in this period:	<ul style="list-style-type: none"> Customers affected by the welfare reform changes to Housing Benefit have been identified and assisted through the year by advice and guidance from Customer Service Advisors, Awards of Discretionary Housing Payments for appropriate cases and for local authority tenants affected a wide range of assistance from their Estate Management Teams. An effective referral process remains in place with DIAL for customers who need additional support with budgeting and/or require debt advice. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> The Discretionary Housing Payment fund is nearly exhausted with 52 current applications for help now outstanding. The full impact of customers affected by the introduction of council tax support is now being understood. Out of approximately 6,000 working age customers, 1043 customers are currently within stages of the recovery process. A significant number of customers have made their payments towards their council tax. Local Authorities have this week been notified by DWP of a change with entitlement rules around under-occupancy welfare reform changes. A customer with a tenancy which has been in place from 1st January 1996 and where Housing Benefit/rent Rebate has been awarded without any significant gaps should not be affected by the under-occupancy rules and regulations. Local Authorities need to identify cases where under-occupancy rules have 		

	been applied from 1 st April 2013 where this scenario may apply. Whilst it is not anticipated there will be a high number of these cases there are potential issues associated with tenants who are subject to this rule but have had to move from their tenancy because of the under-occupancy regulations. More information regarding clarity over this issue is awaited.		
Key decisions taken:	<ul style="list-style-type: none">• The Council Tax Support/Reduction Scheme has been agreed by Council 14th January 2014. Members have agreed that the Council will allocate funds for a Council Tax Assistant Payment scheme for 2014/15.		
Outlook for next period:	<ul style="list-style-type: none">• It is anticipated that GYBC will receive an increased Discretionary Housing Payment fund from DWP for 2014/15 based on Government returns on expenditure to date for 2013/14 however GYBC is yet to receive notification of funding arrangements for the coming financial year.• Customers have been identified within various stages of the recovery process. The recovery team and Customer Service Advisors are now working to identify those who may be vulnerable who would benefit from being awarded a Council Tax Assistance Payment or who need help with debt advice and budgeting.		
Budget: The Discretionary Housing Payment (DHP) Budget is Government Funded. The Council Tax Assistance Payment (CTAP) Budget has been funded for 2013/14by Norfolk County Council.			
Allocation		Spending to date	
DHP	CTAP	DHP	CTAP
£231,334 original plus additional funding of £14,146	£15,000	£237,345	£5,310

Great Yarmouth Borough Council

Progress Report

Date of report:	January 2014	Project Sponsor(s):	Cllr Penny Linden
Project name:	KP 06 - Health integration project		
Project description:	Joint working with the local Clinical Commissioning Group for Great Yarmouth & Waveney (HealthEast), Norfolk & Suffolk CCs and Waveney DC to integrate health, social care and district council services for the benefit of residents and the community		
Project Status:	Amber		
Comment required where not green to explain reasons	Project is in early days of development and is likely to experience a number of barriers and issues along the way which will need to be managed Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Robert Read	Project team:	Project teams drawn from a range of partner agencies exist at strategic and operational levels. Internally, a Health & Well being Project team consists of Cllr Penny Linden Robert Read – Dir. H'sing & N'hoods Vicky George – GM Health & Well-being Rob Gregory – GM N'hoods & Communities Kate Watts – GM Environmental Services Marie Hartley – Sports & Leisure Manager Tracey Jones – Partnerships Officer
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Formation of Integrated Care System Project Board			July 13
Letter of Intent with agreed principles signed by partners			October 13
Development day held with key commissioners and providers			Dec 13
Workstreams developed to test principles including Nelson Ward Project bringing together key partners and community through an Asset Based approach to health improvement			Jan 14
First draft of Better Care Fund proposals which integrate Health & social care budgets, including DFGs to be submitted	Feb 14		

Summary of progress in this period:	<ul style="list-style-type: none">• High level of commitment from partners• Development of high level system picture• Development of workstreams• Work on budgets and resources		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none">• Engagement with providers• Engagement with staff at all levels• Budgets to be aligned or shared• Barrier busting to collaboration – i.e. different IT systems, cultures		
Key decisions taken:	<ul style="list-style-type: none">• Letter of intent signed		
Outlook for next period:	<ul style="list-style-type: none">• Ongoing development of proposals		
Budget: No budget currently attached to the project and no budget implications known at this stage.			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	January 2014	Project Sponsor(s):	Cllr P Linden
Project name:	Work with Saffron Housing Trust to develop the Old Fire Station and Trafalgar House into affordable housing units		
Project description:	With the completion of the Town Hall refurbishment project and subsequent office moves, Trafalgar House and the Old Fire Station building became surplus to requirement at the end of 2012. A number of options for its alternative use were looked at but, it was agreed by Cabinet on 19 th December 2012 to transfer the buildings to Saffron HT at nil cost to allow the development of 29 affordable housing units. Once complete the properties will be allocated through the Borough's Housing Allocations Policy.		
Project Status:	Green		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Tracey Slater	Project team:	Saffron HA Wellington Construction NP Law Property Services – Valuers.
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Transfer of site to Saffron HA	25/10/13	Dec 13	Dec 13
Works commence on-site	25/10/13	Dec 13	Dec 13
Works completed/properties available for allocation	31/03/15	31/03/15	
Summary of progress in this period:	<ul style="list-style-type: none"> Land transfer completed to Saffron H.T. Work commenced on-site. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> None identified during this period 		
Key decisions taken:	<ul style="list-style-type: none"> As above. 		
Outlook for next period:	<ul style="list-style-type: none"> Works to continue on-time for completion. 		
Budget: As sites have been transferred to Saffron HT all works will be undertaken by them and there will be no financial commitment to the Local Authority. Once completed the properties will attract New Homes Bonus.			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	January 2014	Project Sponsor(s):	Cllr P Linden
Project name:	Develop with partners a wider programme of new build affordable housing including new council houses.		
Project description:	The Affordable Housing Working Group which consists of Members and Officer was set-up in the Summer of 2012 and brought together a series of data about land availability previously contained in separate work streams into one single database containing a picture of potential development sites across the Borough. Regular quarterly meetings now take place where opportunities for future housing development are discussed and moved forward. Schemes can be developed by GYCH, other Registered Providers or private developers as part of S106 Agreement.		
Project Status: Comment required where not green to explain reasons	Amber. Risks identified below for GYCH developments and how they will be managed. Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Tracey Slater	Project team:	Affordable Housing Working Group Susan Bolan – Enabling Officer Great Yarmouth Development Company
Outline plan showing major milestones:			
Key milestones		Planned end date	Revised end date
See spreadsheet for individual scheme milestones.			
Regular quarterly progress meetings - ongoing			
Completion of one or more Council Housing development		1 st April 2014	
Completion of all three sites		30 th April 2014	
Summary of progress in this period:	<ul style="list-style-type: none"> Affordable Housing Working Group took place on 12th June 2013 and 26th September 2013. Next meeting 10th January 2014. Works commenced on Trafalgar House and Old Fire Station. 		
Significant risks/ issues to be addressed:	Council Housing sites <ul style="list-style-type: none"> Planning approval for Bradwell requires variation – decision due 17/02/14 plus rights of ways issues to be resolved. 		
Key decisions taken:	<ul style="list-style-type: none"> Land transfer of Old Fire Station and Trafalgar House. 		
Outlook for next period:	<ul style="list-style-type: none"> On-going works to schemes on-site and start on site for Newport Road, Hemsby anticipated. Council Housing sites <ul style="list-style-type: none"> Works completed on Charles Close, Caister Commence works at Kingfisher Close, Bradwell. 		

Budget: Individual to each scheme.			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	January 2014	Project Sponsor(s):	Cllr P Linden
Project name:	Delivering the Empty Homes Programme		
Project description:	<p>Council's Empty Homes Project – funding was agreed for this project in February 2012 and a number of essential business requirements were agreed. These were to reduce the number of empty homes by a minimum of 10% per annum, bring back into use for the benefit of the community long term empty properties, to improve the impact of empty properties on the community, operate a pilot project to ensure value for money and sustainability and to provide good quality temporary accommodation that offers the opportunity of reduced revenue costs to the LA.</p> <p>HCA Grant empty homes project – offered the opportunity to compliment the work being undertaken as part of the above and assist with the purchase of 25 properties that had been empty for 6+months, bringing them back into use as accommodation for homeless families..</p>		
Project Status: Comment required where not green to explain reasons	<p>Green – Council's Empty Homes Project.</p> <p>Amber – Contract been re-negotiated with HCA to now bring back into use 16 properties – 3 before end of March 2014 and remaining 13 by the end of March 2015.</p> <p>Key Project Status:</p> <ul style="list-style-type: none"> • Red: project experiencing or very likely to experience problems which require urgent attention • Amber: project in progress with known risks being closely managed • Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Tracey Slater	Project team:	Empty Homes Project Board Ian Talbot – Private Sector Susan Bolan – Enabling Officer Tim Noble - Valuer
Outline plan showing major milestones:			
Key milestones		Planned end date	Revised end date
Council's Empty Homes Project			Actual end date
Completion of Hall Quay/used as temporary accommodation		November 2013	December 2013
Purchase of 124/125 Nelson Road Central		August 2013	Sept 2013
Obtain planning permission to convert 124/125 Nelson Rd Central		January 2014	Dec 2013
Works commence on refurbishment works at 124/125 Nelson Rd Central		February 2014	April 2014
Works complete/used as temporary accommodation		September 2014	Dec 2014
HCA Grant empty homes project			
Complete purchase of three properties and see occupied.		March 2014	March 2014
Complete purchase of remaining 13 properties and see occupied		March 2015	March 2015

Summary of progress in this period:	<ul style="list-style-type: none"> • Council's Empty Home Project – works completed on conversion of Hall Quay public toilets to temporary accommodation (2 x 1 bedroom flats and 1 x 2 bedroom flat). Planning application submitted and approved for conversion to 5 units of temporary accommodation at 124/125 Nelson Road Central. Awaiting tender return. • HCA Grant empty homes project – Purchase of three properties completed, minor works needed before let. On-going CPO work continuing.
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> • Council's Empty Homes Project – none • HCA Grant empty homes project – none now contract for funding re-negotiated.
Key decisions taken:	<ul style="list-style-type: none"> • Council's Empty Homes Project – purchase of 124/125 Nelson Road Central. • HCA Grant empty homes project – purchase of three properties successfully completed.
Outlook for next period:	<ul style="list-style-type: none"> • Council's Empty Homes Project – tender received back for 124/125 Nelson Road Central and works commence. • HCA Grant empty homes project – works completed on three properties purchased last quarter and properties duly let. Complete purchase via CPO of minimum of three properties. Continue to review and identify additional empty properties to secure HCA funding.

Allocation Council's Empty Homes Project		Spending to date Council's Empty Homes Project	
Capital	Revenue	Capital	Revenue
£ 350,000	£	£150,964	£
HCA Grant Empty Homes	Project	HCA Grant Empty	Project
Capital	Revenue	Capital	Revenue
£ 425,000 (HCA)		£0.00	
£1,893,750. (GY)		£225,000.	

Great Yarmouth Borough Council

Progress Report

Date of report:	17 th January 2014	Project Sponsor(s):	Cllr. V Pettit
Project name:	Joint Venture Company with Great Yarmouth Borough Services		
Project description:	To report on the progress in working with GYBS to maximize savings for the Council through growing the business, increasing income and reducing costs with the minimum impact on service delivery.		
Project Status: Comment required where not green to explain reasons	AMBER – Areas identified for budget savings but further investigation needed to ascertain impact and amounts achievable. Investigation will identify savings from both within GYBC existing budgets and directly as part of the contract. Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Jane Beck	Project team:	Graham Jermyn, Kate Watts Simon Mutton, Peter Stockwell George Jarvis
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Full evaluation of all options appraised – areas under consideration utility costs, service change, organizational infrastructure and increasing income.	Nov 2013	Jan 14	
Completion of action plan for savings	Dec 2013	Feb 14	
Liaison Board Meeting – saving opportunities approved/declined	Jan 2014	Mar 14	
Introduction of the new Materials Recycling Facility	Apr 2014	Oct 2014	
Summary of progress in this period:	<ul style="list-style-type: none"> Areas of priority have been identified and GYBS team engaged in working with GYBC to maximize savings to the Council. The priority areas are identified as: growth, income and cost reduction. Project meetings arranged to progress identified opportunities Opportunities to be presented to Liaison Board and CBS/Cabinet March 2014. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> Savings not being achieved in full for April 2014 therefore impacting on 2014/15 budgets Absence of key GYBS staff. 		
Key decisions taken:	<ul style="list-style-type: none"> Areas of consideration for potential savings 		
Outlook for next period:	<ul style="list-style-type: none"> Clear proposal for growth, building income and reducing costs. 		
Budget: To identify savings to the Council of £500K for the 2014/15 budget.			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£Nil	£Nil	£Nil	£Nil

Great Yarmouth Borough Council

Progress Report

Date of report:	15/01/14	Project Sponsor(s):	Cllr V. Pettit
Project name:	IMPROVING RECYCLING RATES AND EXPANDING THE BROWN BIN SERVICE		
Project description:	Improving recycling rates within the borough through promotion and education of recycling services available to the public, expanding these services and tackling issues of contamination.		
Project Status: Comment required where not green to explain reasons	Amber-Brown bin service will come to a pinch point of sales whereby extra resources will be required to carry out service demand Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Paul Shucksmith	Project team:	Environmental Services GYBS
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Increased tonnage of garden waste sent for composting through brown bins sales	Ongoing		
Reduced contamination in the recycling stream	Ongoing		
Promoting and encouraging the use of the recycling services and facilities	Ongoing		
Expanding on existing services and the provision of alternative routes of recycling	Ongoing		
Summary of progress in this period:	<u>Promotion Of Brown Bin Service</u> Due to seasonal drop for demand for the service work has been more focused on recycling however advertising of the service has continued in parish magazines and on the internet. <u>Reducing Contamination /Increasing Recycling</u> <ul style="list-style-type: none"> Targeted educational work in areas suffering from high contamination Targeted work in areas around storage of wheeled bins left out in the public domain which are open to abuse by other persons Attendance of resident meetings, groups and similar community associations Information leaflet produced and distributed to social and private housing for Landlord/tenant packs on use of the refuse service Christmas tree recycling skips placed post Christmas Information put in media around general Christmas recycling Work with schools encouraging recycling, carrying out recycling themed lessons and supporting work for Eco-school status Regular litterpicks organized to encourage community participation Regular recycling promotional events held in supermarket foyers and on the market place. 		

Significant risks/ issues to be addressed:	<ul style="list-style-type: none">• Workplan for DCLG bid now finalised- decision to be made around how DCLG bid money to be split between structural, recycling facilities and service changes		
Key decisions taken:	<ul style="list-style-type: none">•		
Outlook for next period:	<ul style="list-style-type: none">• Recycling on the go trial to be held on Gorleston highstreet from February. Wheeled bins to be sited and if successful funding to be sought for more permanent bins.• Recycling on the go- bins to be sited at main recreational sites for football matches/sporting events etc• Three sites identified as potential sites for oil recycling banks- fourth to be sought and then service instigated• Trial WEEE recycling event to be held in town hall for staff to bring in unwanted/broken small electrical items, if a success to be then rolled out to schools. Items will be sent to charity for re-use/repair or sent on for recycling.• Scoping exercise to be carried out around splitting waste and recycle whist carrying out street cleansing• Eight further events planned in schools promoting recycling.• DCLG work to be progressed- two week monitoring exercise of weekly collections area round to identify contamination problems, collection issues, areas which would benefit from alternative recycling facilities and where excess bins are sited.• Work with B&Q around donating unwanted recyclable materials• Brown bin renewals and promotional activity around service• Recycling on the go bin provision at events		
Budget: No designated budget for project. Project forms part of ongoing work carried out by Environmental Services and GYBS			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	January 2014	Project Sponsor(s):	Cllrs Wainwright, Sutton
Project name:	KP12: Improving facilities at the Marina Centre & Phoenix Pool		
Project description:	To upgrade & refurbish indoor leisure provision		
Project Status: Comment required where not green to explain reasons	Amber – Completion of external works on time is weather dependent. Internal works rely on programming in a way which keeps Marina Centre operational. Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Robert Read	Project team: NB. Partnership between GYBC and Great Yarmouth Sport & Leisure Trust	GYBC: Andy Dyson Glen Holmes Simon Rumsby Bruce Rayner Marie Hartley GYSLT: Edwina Wright Wayne Nixon
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Marina Centre:			
Installation of New lockers			April 2013
Purchase of Spinning bikes & new gym equipment; and Drainage works			Sept 2013
Boiler replacement works			Nov 2013
External Cladding works	End of Feb 13		
Completion of car parks and barriers	End of March 13		
Refurbishment of changing facilities	End of June 14		
Summary of progress in this period:	<ul style="list-style-type: none"> Works have continued as per scheduled programme and progress monitored at monthly project working group meetings involving both GYBC and GYSLT colleagues as well as contractor representatives. Car parks received planning permission and works commenced 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> External works weather dependent Internal works need to be programmed to ensure Marina Centre remains operational 		
Key decisions taken:	<ul style="list-style-type: none"> Car Park design and redesign following highways intervention Procurement decisions for individual items 		
Outlook for next period:	<ul style="list-style-type: none"> Key work undertaken will include completion of car parks, commencement of changing rooms and laying of new sports hall floor 		

Budget: £3.5m			
Allocation		Spending to date:	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	20 January 2014	Project Sponsor(s):	Cllrs Williamson, Pettit, Sutton
Project name:	KP13: Developing and delivering new sports and play strategies		
Project description:	To develop a combined leisure strategy for the borough.		
Project Status: Comment required where not green to explain reasons	Green – Project underway. Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Marie Hartley	Proposed Project team/Steering group:	Cabinet Member(s) Robert Read Rob Gregory Marie Hartley GYBC Planning representative GYB Services representative Nick Boulter (Sport England)
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Meeting with Sport England	Aug 13		Aug 13
Initial portfolio briefing and scoping exercise	Sept 14		Oct 13
Report to EMT/ Cabinet	Oct 14		Dec 13
Consultants Brief	Jan 13		
First Steering Group meeting	Feb 13		
Invitation to Tender	Feb 13		
Appointment of Consultant	March 14		
Consultants to commence work	April 14		
Summary of progress in this period:	<ul style="list-style-type: none"> Members advised on recommendation to appoint a consultant to develop an all encompassing Sport, Play & Leisure Strategy to include indoor sport & leisure provision, outdoor playing pitches, children's play provision and open spaces. Advice received from Sport England on suggested Framework, timescale and potential consultants to approach. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> The compilation of three current strategies into one all encompassing comprehensive Sport, Play & Leisure Strategy presents a large scale piece of work and requires a timescale of up to 12 months from procurement to adoption. 		
Key decisions taken:	<ul style="list-style-type: none"> Cabinet 11/12/13 agreed to appoint a consultant to progress this Strategy work. 		

Outlook for next period:		Appointment of a consultant and commencement of data audit, consultation and analysis.	
Budget: £25K			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	10/01/2014	Project Sponsor(s):	Cllr B Walker
Project name:	Income Generation		
Project description:	Developing a programme of new income streams/ Developing cost saving proposals		
Project Status:	Amber		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Seb Duncan	Project team:	Seb Duncan Penny Bain
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Financial statements of the Nelson Museum filed with Companies House	December 2013		31/12/13
Crematorium – Scattering Project: Trees planted in the clock face as initially agreed and were specially selected so that they bloom in different months. They are now ready for scatterings, of which 36 have occurred since planting. Statistics are being reviewed to see if this is an increase on previous years.	November 2013		Nov 13
- Columbaria Company, though the first stage is complete there are three stages in total that are expected to take approx. 5 years before finalized. Both remaining phases involve the expansion of the area of the vaults, and the landscaping around them.	Stage 2 = 2016 Stage 3 = 2019		
- Press has not been arrange to promote the vaults and sales have already taken place. ML/ PB to discuss this with David Wiles, potential for the Borough News etc.	March 2014		
Beach Huts – Meetings are due to take place with manufacturers to determine styles, sizes, costs and potential risks of beach huts.	January 2014		
- Meeting with Aldreds is being arranged so that the potential sales value of the huts can be obtained, to establish the viability of the project. This will take place after the meeting with manufacturers as valuation cannot occur without specifications. This will also be needed for insurance purposes.	January/ February 2014		
- Beach huts, if viable, would ideally be in place and ready for sale in the summer. Should this be agreed upon, potential press etc would need to be	July/ Aug 2014		

discussed to raise the profile of this project.				
<ul style="list-style-type: none"> - Contacts have been made in other councils to discuss how their projects have been managed, whether they sell/ rent out the huts etc and potential rental prices. To finalize for business plan. 		March 2014		
Review of other LA Structures – PB has made contact with various local authorities and has created a spreadsheet comparing the current charges, though not all LA's have responded. This is to be reviewed prior to charges being agreed in Feb 2014.		January/ February 2014		
Abolishing Chqs – The possibility of GYBC stop issuing cheques has been discussed. This has already been attempted through the Benefits department and proved successful. This is to be discussed with the remaining departments still using cheques to determine viability. It is hoped that this could be done by the end of the financial year. Though this does not generate income, there are cost/ efficiency savings with both printing and handling.		01/04/2014		
Commuted Sums – This project is expected to be part of a longer term strategy to increase the amounts chargeable on parcels of land inherited by the council. Discussions need to take place with the strategic planning team for further details.		Meeting – Feb 2014 Project - 2015 onwards		
Advertising Hoardings – One potential area has been identified in Pasteur Road as an ideal space for advertising hoardings. The land itself is marsh land so is unlikely be built upon for anything else. This is currently under investigation as there may be issues with planning permissions and highways objections. Further potential for the land to be sold pending outcomes of other planning applications.		July 2014		
Virtual Call centre – Meeting with Enterprise GY required to establish viability of this project running out of Novus centre, Town Hall does not have the resources for the project. Issues around covering the service in terms holidays/ sickness need to be discussed as GYBC only supply certain levels of cover at this office. Once lead manager established, timeframes can be agreed.		TBC		
Summary of progress in this period:	<ul style="list-style-type: none"> • PB has had discussions with Aylesbury Vale DC and Rhianne Gladman from LGA regarding what they are doing re: income generation and cost savings. This was very fruitful and PB has highlighted potential projects that have been attempted/ completed by AVDC that could be of interest to GYBC. • PB will be attending an Income Generation Course in January as lead b LGA, with networking opportunities afterward, to establish any tips, ideas and contacts to assist better in this role and focus on key ideas. • Meetings have been arranged regularly with the lead officers to establish where the projects are currently, so that PB can look at potential costs/ viability/ timelines for those projects. • PB is working on a framework, based on the approved capital projects bids, so that income generating projects can be scored (once research completed) and actioned appropriately. • Action plans have been agreed with many lead officers, some of which are as detailed in the milestones above. • It was agreed that PB would be able to approach Group managers and other council employees to discuss any potential income generating ideas. 			
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> • Various projects have a risk of security or vandalism, such as that of the Crematorium Woodland Scattering Project and The Beach Huts. PB is looking at ways to mitigate this risk, such as locations for both projects. Contacts have been made with others doing similar projects for guidance. 			

	<ul style="list-style-type: none">Insurance would need to be investigated for the additional services we offer, again to mitigate any risks, such as for the Beach Huts etc. This may also be an issue for the virtual call centres, as this is a service being offered it runs the risk of people suing if errors/ mistakes occur.With abolishing the cheques this may upset some individuals/ suppliers who have always received payment by cheque. This could cause some negative back lash from residents etc who are used to this service, but it is likely to be minimal, and , providing enough notice is given, this gives enough time for alternative arrangements to be made.Re: Commuted Sums – developers may not be happy to suddenly pay more for us to maintain the land they are handing across, therefore this would need to be handled delicately and evidence supported the price increases must be obtained.The land for the advertising hoardings is near a site that is currently seeking planning permission for other works. They may not be best pleased have hoardings near the site and so may wish to buy the land, this has previously been offered to them and rejected. Highways agencies may also have issues with the hoardings causing distractions to drivers, though this is believed to be a moot point, as other adverts are already in close proximity.		
Key decisions taken:	<ul style="list-style-type: none">PB is taking a more 'hands on' approach with some of the projects, time and business managing to establish viability before the projects are further progressed.Timescales have been agreed with project leads and this is going to be closely monitored by PB and any changes in time required will be reported on more thoroughly.The alternative woodland scattering project has been put on hold as no viable secure locations have been agreed upon. This may be reviewed again at a later date.Following a legal challenge at another local authority, the project to charge developers for the provision of wheeled bins has remained on hold pending the outcome of the legal case.		
Outlook for next period:	<ul style="list-style-type: none">Several of the projects would have progressed into the next stages/ phases and this is to be monitored closely.PB will continue to progress a project plan and timeline for the viable projects, and arrange meetings with staff to establish any further possible income generation projects that can be moved forward.PB would have attended the course and would like to establish herself further in the role by getting involved more heavily in the projects and attending more meetings relevant to the role.		
Budget: N/A			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£N/A	£N/A	£N/A	£N/A

Great Yarmouth Borough Council

Progress Report

Date of report:	17 th January 2014	Project Sponsor(s):	Jane Beck
Project name:	Digital Norfolk Ambition (DNA)		
Project description:	The future proofing of the ICT service within Great Yarmouth and the integrated use of back office systems across Norfolk.		
Project Status: Comment required where not green to explain reasons	AMBER – Project detail underway, specific requirements currently being gathered from each Service area and Project Timetable in final stages of agreement. Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Jane Beck	Project team:	Beverley Houghton Miranda Lee
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Partnering Contract signed	16 Nov 13		19 Dec 13
Finalisation of requirements within the DNA project with particular regard to desktop refresh and ongoing future proofing of service	30 Nov 14	31 Jan 14	
Workshop to inform benefits of the federation services element of the DNA partnership agreement.	February 2014	March 14	
Finalisation of requirements within the identity and federation services element of the DNA partnership including single sign on and access to cross organizational information.	March 2014		
Summary of progress in this period:	The audit is progressing for users, systems, access requirements. Service Units will be required to identify the type of equipment required within the next 4-6 weeks. HP are currently investigating the packaging of APP's and the most effective way to role the project out. To meet project timescales equipment will be rolled out with Windows 7 and Window 8.1 will be timetables as part of a later upgrade.		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> To manage current ICT issues until such time as the refresh can be put into action. 		
Key decisions taken:	<ul style="list-style-type: none"> Requirement for the organisation to move to the DNA contract 		
Outlook for next period:	<ul style="list-style-type: none"> Finalisation and confirmation of date for the initial desktop refresh Centrix to be utilized to understand current user system access and inform future license requirements. 		
Budget – Funding from the ESG project is requested to cover the initial refresh with existing contract costs covering the ongoing maintenance of the system.			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£120,000	£75,000 (existing budget)	£Nil	£Nil

Great Yarmouth Borough Council

Progress Report

Date of report:	20/01/2014	Project Sponsor(s):	Seb Duncan
Project name:	Coastshare (Cost Sharing Group)		
Project description:	To set up a cost sharing group with North Norfolk District Council to sell surplus capacity within back office services to charities and other not for profit bodies		
Project Status:	AMBER .		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Seb Duncan (GYBC) Emma Duncan (NNDC)	Project team:	Penny Bain (GYBC)
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Services Committee meeting	October 2013	8/11/13	8/11/13
Board meeting (1st)	November 2013		Nov 13
Open Day events for Great Yarmouth/Norwich/North Norfolk etc	Feb / March 14		
Board Meeting (2 nd)	January 14	24/02/14	
Summary of progress in this period:	<ul style="list-style-type: none"> Further Charities and organizations have signed up to Coastshare as members. To date these now include: The Matthew Project, Wells Community Hospital, First Move Furnishaid, Norfolk Deaf Association, Pregnancy Choices, The Guild, Mid Norfolk CAB, About with Friends, GYSLT, Great Yarmouth Community Trust, GYROS, Norfolk Can Inspire, Nelsons Journey, Sue Lambert Trust, Sheringham Little Theatre and The Benjamin Foundation. The total combined turnover is now in excess of £12m. King's Lynn Borough Council and Norwich City Council have asked for more information with a view to joining Coastshare. 'The Guild' is in the process of signing up as another provider member, alongside the three founding organizations. The Environmental services team has offered to provide further services on behalf of GYBC within Coastshare. Kate Watts is working alongside Penny Bain to progress this further. John Archibald was invited to Chair the Board at the first Coastshare Board meeting held this period. The second board meeting is due to take place in February. The service committee met for the first time to discuss Coastshare and how it is to progress in terms of its marketing and strategy. The Coastshare website is currently undergoing some work and is due to be updated with a members area, service descriptions and other amendments. Training has taken place with the financial services in GYBC, VN, NNDC regarding Independent Examinations, which took place in December and was well attended. 		

Significant risks/ issues to be addressed:	<ul style="list-style-type: none">• None in the current period		
Key decisions taken:	<ul style="list-style-type: none">• Agreement to work with Voluntary Norfolk as a founder provider member• To appoint John Archibald as chair of the Board		
Outlook for next period:	<ul style="list-style-type: none">• Continuation of work with interested parties to sign up• Start process of converting interest into delivery of income• Further launches are proposed to take place over the upcoming months in Great Yarmouth and Norwich, those these are to be agreed and confirmed• A meeting is due to take place between Seb Duncan, Emma Duncan and the Chief Exec and Deputy Chief Exec of Freebridge Community Housing in February to discuss Coastshare.		
Budget:			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£Nil	£100k	£Nil	£40k

CORPORATE MEASURES – SUMMARY REPORT QUARTER 3 2013/14 (APR-DEC)










Corporate Measures that impact on the Corporate Priorities 2013/15.

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

Measure	EMT Lead	Portfolio Holder	Previous Quarter	This Quarter	Q3 2012/13
Corporate Priority: Promoting economic growth and job creation.					
CM01a - Number of residents entering training due to GYBC intervention	Seb Duncan	Cllr. T Wainwright	64	Data ½ year	N/A
CM01b - Number of residents entering employment due to GYBC intervention	Jane Beck	Cllr. T Wainwright	79	Data ½ year	N/A
CM02 - Number of environmental health business enforcement actions	Jane Beck	Cllr. V Pettit	5	7	N/A
CM03 - % of new food businesses safe on opening	Jane Beck	Cllr. V Pettit	81%	69%	41%
CM04a - Number of new businesses in the borough	Seb Duncan	Cllr. T Wainwright	15 (43)	48 (91)	21 (62)
CM04b - Number of new businesses in the Enterprise Zone	Seb Duncan	Cllr. T Wainwright	0 (4)	0 (4)	2 (3)
CM05 - Annual visitor numbers	Jane Beck	Cllr. M Jeal	N/A	N/A	N/A
CM06 - Town Centre footfall numbers	Jane Beck	Cllr. M Jeal	1,065,536	875,400	1,089,789
CM07a - Business Rates: Change in gross rateable value	Seb Duncan	Cllr. B Walker	76,562,971	76,604,151	76,756,201
CM07b - Business Rates: Net collectable amount	Seb Duncan	Cllr. B Walker	30,032,019	30,032,019	29,228,801
CM08 - Unemployment figures	Seb Duncan	Cllr. T Wainwright	2,957	2,984	3,681
Corporate Priority: Protecting and supporting vulnerable people.					
CM09a - Average time to assess Housing & Council Tax: Benefit new claims	Jane Beck	Cllr. B Walker	26 days	27 days	26
CM09b - Average time to assess Housing & Council Tax: Change in circumstances	Jane Beck	Cllr. B Walker	14 days	15 days	9

Measure	EMT Lead	Portfolio Holder	Previous Quarter	This Quarter	Q3 2012/13
CM10a - No of tenants affected by Social Sector Size criteria (Under occupancy)	Jane Beck	Cllr. P Linden	779	771	N/A
CM10b - No of tenants affected by the Benefit Cap	Jane Beck	Cllr. P Linden	70	34	N/A
CM11 - No of evictions from GYCH properties for a) Rent b) ASB c) Other	Robert Read	Cllr. P Linden	7 1 1	10 1 4	N/A N/A N/A
CM12 - Measures of violent crime, hate crime, domestic violence, ASB	Robert Read	Cllr. P Linden	N/A	N/A	N/A
CM14 - No of households in temporary accommodation	Robert Read	Cllr. P Linden	107	104	75
CM15 - Number of a) Homeless acceptances b) Homeless preventions	Robert Read	Cllr. P Linden	28 76	35 87	N/A N/A
CM16 - Number of a) Social housing applicants in allocation pool b) Social housing new applicants awaiting assessment	Robert Read	Cllr. P Linden	337 481	365 385	N/A N/A
Corporate Priority: Creating and engaging with healthy, vibrant communities.					
CM18 - No of empty homes brought back into use	Robert Read	Cllr. P Linden	66	87	N/A
CM19 - Total tonnage of waste recycled	Jane Beck	Cllr. V Pettit	4822.80	7072.13	6957.75
CM20 - Percentage of refused contaminated bins	Jane Beck	Cllr. V Pettit	N/A	0.23%	N/A
CM21 - Tonnage of garden waste recycled	Jane Beck	Cllr. V Pettit	855.00	1160.12	1104.42
Corporate Priority: Being an enterprising and ambitious Council.					
CM22 - Collection rates NNDR	Seb Duncan	Cllr. B Walker	60.6%	88.4%	87.8%
CM23 - Collection rates Council Tax	Seb Duncan	Cllr. B Walker	57.8%	85.9%	85.9%
CM24 - Sickness absence rates: The percentage of working hours lost due to sickness absence.	Seb Duncan	Cllr. B Walker	3.92%	4.12%	4.27%

Measure	EMT Lead	Portfolio Holder	Previous Quarter	This Quarter	Q3 2012/13
CM25 – Great Yarmouth Community Housing rent a) GYCH rent arrears collection rate b) as a % of rent roll c) £ value	Robert Read	Cllr. P Linden	98% 1.48% £335,267	99.07% 1.27% £288,687	99.59% 0.99% £215,296
CM26 - Sundry debt arrears value	Seb Duncan	Cllr. B Walker	£3,537,719	£3,154,261	N/A
CM27 - Number of capital improvement schemes to play, open spaces and leisure facilities	Robert Read	Cllr. B Williamson	7	7	N/A
CM28a - Number of events (including weddings, meetings, functions) used at Town Hall	Jane Beck	Cllr. C Walker	8	16	N/A

Key		
	=  or  in report	Trend data shows performance is improving
	=   in report	Trend data shows performance as no change
	=  or  in report	Trend data shows performance is deteriorating

Subject: **Corporate Measures**

Information to: **Scrutiny Committee – 6th March 2014**

The following refers to corporate measures for 2013/14. It summarises performance in the first 9 months of 2013/14 (1st April to 31st December inclusive).

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM01a	Number of residents entering training due to GYBC intervention	2012/13	New measure no comparable data available				Year to date, cumulative, half yearly	N/A
	Corporate Priority: Promoting economic growth and job creation.	2013/14	No data	64	Data not available			
Commentary: Data is collected on a half year basis so this measure will be reported at the end of the fourth quarter.								
CM01b	Number of residents entering employment due to GYBC intervention	2012/13	New measure no comparable data available				Year to date, cumulative, half yearly	N/A
	Corporate Priority: Promoting economic growth and job creation.	2013/14	No data	79	Data not available			
Commentary: Data is collected on a half year basis so this measure will be reported at the end of the fourth quarter.								
CM02	Number of environmental health business enforcement actions	2012/13	New measure no comparable data available				Year to date, cumulative	N/A
	Corporate Priority: Promoting economic growth and job creation.	2013/14	N/A	5	7			
Commentary: Enforcement action continues to be used as and when necessary as a tool to improve standards across the Borough.								

Trend – measures current performance against performance over a three year period, if available.

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM03	% of new food businesses safe on opening	2012/13	77%	74%	41%	73%	Quarterly	↑
	Corporate Priority: Promoting economic growth and job creation.	2013/14	62%	81%	69%			
Commentary: It is pleasing to note two thirds of our businesses in this quarter were safe on opening. Our priority is new businesses and we will continue to work with any unsafe businesses to ensure they provide safe food.								
CM04a	Number of new businesses in the borough	2012/13	17	24	21	26	Quarterly	↑
	Corporate Priority: Promoting economic growth and job creation.	2013/14	28	15	48			
Commentary:								
CM04b	Number of new businesses in the Enterprise Zone	2012/13	0	1	2	1	Quarterly	↓
	Corporate Priority: Promoting economic growth and job creation.	2013/14	4	0	0			
Commentary:								
CM05	Annual visitor numbers	2012/13					Annual	N/A
	Corporate Priority: Promoting economic growth and job creation.	2013/14						
Commentary: The figures are available annually – the 2012 figures will be available in February 2014. The total number of trips (day and staying) in 2011 was 5,085,000* (*using the Cambridge Model.								

Trend – measures current performance against performance over a three year period, if available.

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM06	Town Centre footfall numbers	2012/13	1,013,491	1,352,920	1,089,789	712,240	Quarterly	↓
	Corporate Priority: Promoting economic growth and job creation.	2013/14	1,025,603	1,065,536	875,400			
Commentary: The figures are provided by a single footfall counter located in King Street. The 20% decline in quarter 3 reflects the loss of Burtons/Evans and M&Co from this area of the town centre to high street banks (that have yet to re-open) and the works related to the Lloyds Banks move to 1 King Street that entailed multiple contractor vehicles on site and hoarding that reduced the accessibility to pedestrians in King Street during October and November.								
CM07a	Business Rates: Change in gross rateable value	2012/13	76,649,701	76,596,221	76,756,201	76,698,546	Snapshot at 31/12/13	↓
	Corporate Priority: Promoting economic growth and job creation.	2013/14	76,831,681	76,562,971	76,604,151			
Commentary: Rateable Value for the Borough can go up through new properties coming into the list. However, it can also reduce due to (i) properties that are no longer used for businesses being removed from the valuation list; and (ii) it can also reduce due to successful appeals by businesses against their rateable value.								
CM07b	Business Rates: Net collectable amount	2012/13	£29,719,082	£29,228,801	£29,111,155	£29,068,175	Snapshot at 31/12/13	↑
	Corporate Priority: Promoting economic growth and job creation.	2013/14	£30,263,379	£30,032,019	£29,916,114			
Commentary: The rateable value of the Borough could increase but the net collectable debit fall due to the increase in the application of reliefs such as small business rate relief. The net collectable debit can also decrease significantly due to rateable value decreases following the ratepayer appealing for a reduction to the Valuation Officer.								
CM08	Unemployment figures	2012/13	3,513	3,282	3,681	4,093	Monthly count averaged over Qtr	↑
	Corporate Priority: Promoting economic growth and job creation.	2013/14	3,485	2,957	2,984			
Commentary:								

Trend – measures current performance against performance over a three year period, if available.

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM09a	Average time to assess Housing & Council Tax: Benefit new claims	2012/13	32 days	29 days	26 days	26 days	Year to date, cumulative	↓
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	25 days	26 days	27 days			
Commentary: Average processing times have been impacted by staff turnover and maternity within the team. New assessment officers have been recruited but are still gaining training and experience. Workloads remain high. Projected outturn for 2013/14 is 25 days. The national average last published was 24 days.								
CM09b	Average time to assess Housing & Council Tax: Change in circumstances	2012/13	11 days	9 days	9 days	9 days	Year to date, cumulative	↓
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	14 days	14 days	15 days			
Commentary: Average processing times have been impacted by staff turnover and maternity within the team. New assessment officers have been recruited but are still gaining training and experience. Workloads remain high. Projected outturn for 2013/14 is 13 days. The national average last published was 11 days.								
CM10a	No of tenants affected by Social Sector Size Criteria (Under occupancy)	2012/13	New measure no comparable data available as legislation only came into force from 1 April 2013				Snapshot at 31/12/13	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	N/A	779	771			
Commentary: Although a number of customers have moved either within Social Housing or into a private tenancy, the overall number of customers affected remains similar.								
CM10b	No of tenants affected by the Benefit Cap	2012/13	New measure no comparable data available as legislation only came into force from 1 April 2013				Snapshot at 31/12/13	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	N/A	70	34			
Commentary: Initial number of tenants affected by the benefit cap was based on information provided by the DWP. The actual amount of customers affected is approximately half that was expected.								




Trend – measures current performance against performance over a three year period, if available.

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM11	No of evictions from GYCH properties for: a) Rent b) ASB c) Other	2012/13	New measure no comparable data available Total evictions for 2013/14 were: a) 2 b) 2 c) 0				Year to date, cumulative	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	a) 4 b) 1 c) 1	a) 7 b) 1 c) 1	a) 10 b) 1 c) 4			
Commentary: The number of evictions has increased this year this is despite ensuring that support is available and that this action is a last resort. In some cases the reasons are multiple so these have been registered under the main reason for eviction. Other reasons include non occupation, false declaration to obtain a tenancy and persistent refusal to allow access for gas servicing. No evictions have taken place where the household is subject to the new under occupancy legislation or benefit cap. Two households evicted included children and appropriate safeguarding protocols were followed.								
CM12	Measures of: a) violent crime b) hate crime c) domestic violence d) ASB	2012/13	New measures					N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	N/A	N/A	N/A			
Commentary: It is not currently possible to report on these four headings utilising current data available internally and through partnership working. We currently have to rely on information quoted from Norfolk Insight and the Police and Crime Commissioner on headings such as Burglary Dwelling; Drug Offences; etc and these are published two quarters behind. However, the GY Safer Communities Partnership will be selecting their own performance measures within the next quarter and these will hopefully be available for use within the GYBC performance management system.								






Trend – measures current performance against performance over a three year period, if available.

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM14	No. of households in temporary accommodation	2012/13	No comparable data available		75		Snapshot at 31/12/13	↓
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	97	107	104			
Commentary: The number of households in temporary accommodation includes those who are in GYCH non secure tenancies which have risen to 26 by 3/12/13. This is an unusually high number and will decrease following the implementing of Introductory Tenancies. We continue to minimise the use of B&B accommodation.								
CM15	Number of a) Homeless acceptances b) Homeless preventions	2012/13	New measure no comparable data available				Quarterly	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	a) 18 b) 58	a) 28 b) 76	a) 35 b) 87			
Commentary: Homeless acceptances have risen quarter by quarter but this can reflect an increased number of decisions made rather than an increase in homelessness overall. Our historic data is not complete however we will be able to compare year on year from this date forward.								
CM16	a) Number of Social housing applicants in allocation pool b) Number of Social housing new applicants awaiting assessment	2012/13	No comparable data available				Snapshot at 31/12/13	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	a) 330 b) 459	a) 337 b) 481	a) 365 b) 385			
Commentary: The trend continues to be an increase in scored cases, i.e. those assessed as requiring a social housing allocation and a reduction in unscored cases, i.e. those applicants awaiting a decision.								
CM18	No. of empty homes brought back into use	2012/13					Quarterly	N/A
	Corporate Priority: Creating and engaging with healthy, vibrant communities.	2013/14	103	66	87			
Commentary:								

Trend – measures current performance against performance over a three year period, if available.

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM19	Total tonnage of waste recycled	2012/13	2205.14	4681.23	6957.75	9109.42	Year to date, cumulative	
	Corporate Priority: Creating and engaging with healthy, vibrant communities.	2013/14	2415.20	4822.80	7072.13			
Commentary: There has been an increase in the amount of waste recycled compared to the same period in 2012/13.								
CM20	Percentage of refused contaminated bins	2012/13	New measure no comparable data available				Year to date, cumulative	N/A
	Corporate Priority: Creating and engaging with healthy, vibrant communities.	2013/14	N/A	N/A	0.23%			
Commentary:								
CM21	Tonnage of garden waste recycled	2012/13	403.92	859.84	1104.42	1232.54	Year to date, cumulative	
	Corporate Priority: Creating and engaging with healthy, vibrant communities.	2013/14	421.44	855.00*	1160.12			
Commentary:								
CM22	Collection rates NNDR	2012/13	29.3%	61.0%	87.8%	98.6%	Year to date, cumulative	
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	30.8%	60.6%	88.4%			
Commentary: NNDR collection rates, as at 31 December, are overstated this year compared to last year. In this period cash was posted to accounts, whereas last year they were not posted until January. Just prior to the Christmas period we were on target for NNDR.								

Trend – measures current performance against performance over a three year period, if available.

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM23	Collection rates Council Tax	2012/13	30.6%	58.3%	85.9%	97.5%	Year to date, cumulative	
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	30.5%	57.8%	85.9%			
Commentary: Collection rates, as at 31 December, are overstated compared to last year. In this period cash was posted to accounts, whereas last year it was not posted until January. Just prior to the Christmas period we were about 0.8% down on Council Tax. This is due to the change in the statutory instalment scheme from 10 to 12 months (if requested by customers) and these payments will come in during February and March) 0.4% will now be due for payment in February and March and not within the previous ten instalments, as last year and the effects of the introduction of Local Council Tax Support no longer being 100% maximum for working age claimants is having a significant effect. Non-payment from local council tax support payments is estimated on cases that have gone to court and still have debt outstanding is around 0.3%.								
CM24	Sickness absence rates: The percentage of working hours lost due to sickness absence.	2012/13	3.65%	4.13%	4.27%		Year to date, cumulative	
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	2.70%	3.92%	4.12%			
Commentary: The figure of 4.12% shows a reduction in sickness compared to the same period in 2012/13.								
CM25	a) GYCH rent collection rate b) Arrears as a % of rent roll c) Arrears £ value	2012/13		a) 98.72% b) 1.16% c) £252,485	a) 99.59% b) 0.99% c) £215,296		Year to date, cumulative	  
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14		a) 98% b) 1.48% c) £335,267	a) 99.07% b) 1.27% c) £288,687			
Commentary: These figures are traditionally the lowest rent arrear figures/highest collection rates of the year as it follows the two non-payment weeks. The new rent income team is now fully staffed and will begin to meet the challenge of reducing rent arrears against a background of welfare reform.								

Trend – measures current performance against performance over a three year period, if available.

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM26	Sundry debt arrears value	2012/13	New measure no comparable data available				Snapshot at 31/12/13	N/A
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	£4,624,368*	£3,537,719	£3,154,261			
Commentary:								
CM27	Number of capital improvement schemes to play, open spaces and leisure facilities	2012/13	New measure no comparable data available				Quarterly	N/A
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	1	7	7			
Commentary: A part time Play & Leisure officer commenced in post mid June to progress action on 106 monies funded play area projects. This post has now been extended to the end of February 2014. Quarter 1: Gorleston Skate Park, Quarter 2: Mill Lane Skate Park, Mill Lane Play refurbishment, Mill Lane MUGA resurfacing, George St Play Area, Admirals Quay additional equipment, Magdalen Square additional equipment, Southtown Common Skate Park improvements. Quarter 3: Mill Lane fencing, consultation at El Alamein Way, Cornfields & Whimbrel Drive, relocation of slide from George Street to Coxswain, Caister, investigations for bridge from Townlands to Castle Green, gates at Wadham Road play area.								
CM28a	Number of events (including weddings, meetings, functions) used at Town Hall	2012/13	New measure no comparable data available				Quarterly	N/A
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	7	8	16			
Commentary: During the 3 rd quarter (October-December 2013 there has been 8 Weddings; 2 Conferences/Exhibitions and 6 Evening Functions held at the Town Hall.								

Trend – measures current performance against performance over a three year period, if available.

Key to Trend 'Arrows'

The arrows reflect performance trends over 3 year period, if available.



Improving substantially



Improving



No change



Deteriorating



Deteriorating substantially

Trend – measures current performance against performance over a three year period, if available.