

# CABINET



**URN: 23-128**

**Report Title : Quarter 3 Performance Report**

**Report to: Cabinet**

**Date of meeting : 4<sup>th</sup> March 2024**

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

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

**Is this a Key decision ? No**

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

The following presents an update on performance for the third quarter of 2023/24 (Oct – Dec) where progress is assessed against Targets which are set at the start of the financial year.

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

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

## **RECOMMENDATIONS :**

That Cabinet agree:

- 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




This report is written to enable consideration of all performance measures and key projects within the report and to allow the continual monitoring of these throughout the year, reporting quarterly to Executive Leadership Team (ELT) / Management Team (MT). The Performance Report will also be provided to the Governance, Finance and Major Projects Portfolio holder and presented to the Council's Cabinet for approval.

## 2. Work to Date

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

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

Each report has a current status, which can be green, amber or red. At the time of writing a project report was not available for the Operations and Maintenance Base therefore no update is included in this report. Out of the remaining ten projects nine have a current green status defined as no problems or minor issues and one an amber status, defined as having problems which have been identified but with a contingency plan in place.

Key Project Current Status		Total
	Green – no problems or minor issues	9
	Amber – problems identified but contingency plan in place	1
	Red – out of tolerance serious problems	0

## 3. Performance Measures

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

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

In total there are 44 targeted and 22 monitored measures reported in the first quarter performance report. The monitored measures are reported for contextual information, this data is important information for the Council as the actions of the Council may make improvements however there is not sufficient control over the outcome to set a target.

A breakdown of the 44 targeted measures is shown below.

## Performance Measures against Targets

## Totals

	Green – Performance has met or exceeded target	28
	Amber – Performance is below target but within tolerance	6
	Red – Performance is below target and tolerance	10

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

The red status measures are:

- PR03: Collection rates Council Tax (Quarterly Cumulative)
- PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)
- PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)
- PR13(a): Internal Audit recommendations - Number of priority 1 Internal Audit recommendations outstanding
- PR13(b): Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- PR15(a): Corporate Property Portfolio % Arrears per annum
- PR15(b): Corporate Property Portfolio Total Arears amount in £'s
- EN05(b): Number of streets in the Borough meeting street cleanliness levels for Detritus (formerly NI195b)
- EN06: Contamination rate in dry recycling (Quarterly Cumulative)
- HN04: Average cost of a Void repair (Housemark Indicator) (Quarterly Cumulative)

#### 4. Financial Implications

None

#### 5. Risk Implications

None

#### 6. Legal Implications

None

#### 7. Conclusion

None

## 8. Background Papers

None

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

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


**KEY PROJECTS – SUMMARY REPORT QUARTER 3 2023/24 (OCT - DEC)**

**Key projects that impact on the corporate priorities in ‘The Plan 2020 – 2025’.**

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

<b>Project</b>	<b>Project Lead</b>	<b>SRO Officer</b>	<b>Current Position</b>
<b>KP01</b> – Business Incubation Units	Steve Logan (Greyfriars)	Iain Robertson	
<b>KP06</b> – Winter Gardens	Keith Henderson (Artelia UK Ltd)	Iain Robertson	
<b>KP08b</b> – Improving the Marketplace public realm	Tom Warnes (Greyfriars)	Iain Robertson	
<b>KP11</b> – The Conge Redevelopment	Claire Wilkins	Iain Robertson	
<b>KP12</b> – North Quay Redevelopment	Iain Robertson	Iain Robertson	
<b>KP13</b> – Operations and Maintenance Base	Kate Dinis (Greyfriars)	Iain Robertson	N/A
<b>KP15</b> – Library relocation & University Campus	Adri Van der Colff (Greyfriars)	Natasha Hayes	
<b>KP16</b> – Town Wall restoration & walking trail	Tracey Read	Natasha Hayes	
<b>KP17</b> – Creation of a Sculpture trail	Tracey Read	Natasha Hayes	
<b>KP19</b> – Transitional Housing Scheme	Claire Wilkins	Paula Boyce	
<b>KP20</b> – Physical Enhancements of the Railway Station Gateway	Steve Logan (Greyfriars)	Iain Robertson	

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


Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL		
Project Name	Business Incubation Units	Project Sponsor	David Glason	
Date of Report	07 February 2024	Project Manager	Steve Logan	
Reporting Period	Q3 2023/24	Finance Officer	Helena Craske	
Project Status			GREEN – no problems or only minor issues	
Project Overview				
The Incubator will help to achieve several of the economic and regeneration objectives within Great Yarmouth. These include increasing the amount of high quality, affordable commercial floor space, the amount of shared work facilities (to achieve higher levels of innovation), the extent of business enterprise in the town and the extent of collaboration between businesses (attraction of renewable energy industry and skilled job creation)				
Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status	RAG
Architect to complete RIBA Stage 3 designs for presentation to client	7 August 2023	15 August 2023	Completed	
Submit RIBA Stage 3 package to planning for approval under the South Denes Local Development Order (LDO).	30 September 2023	30 September 2023	Completed	
Achieve confirmation of conformity with LDO from GYBC planning.	Q4 23/24	December 2023	Completed	
Key activities achieved this reporting period		Areas of work for next reporting period		
Conformity with South Denes LDO achieved (equivalence to obtaining planning consent).		No further work planned. Project halted pending further sources of funding being sought.		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.				
The project has been approved to progress up to RIBA Stage 3 and will be halted at that point. The council will be pursuing new sources of funding for the Business Incubator project to allow it to progress at a later date.				
Project Risks – the top 2 highest risks				
Issue No	Significant Risk/Issue Description	Mitigation actions		RAG
1	Large increase in inflation (minimum 15 %).	Inflationary pressures generally within the GYBC development programme have led to the temporary halting of the project after RIBA Stage 3 completion.		Red
2	No new sources of funding found.	Council to investigate new sources of funding to move forward.		Amber

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£245,000	£0		
Funded by:				
GYBC	£0	£0		
Town Deal Fund	£245,000	£0		
Total Funding	£245,000	£0		
Actual Spend to date	£240,746	£0	To 31-01-24	

**Project Manager projections:**

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£	£4,254	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	13-02-24

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Restoration and Commercial use of the Winter Gardens	<b>Project Sponsor</b>	Iain Robertson
<b>Date of Report</b>	19 February 2024	<b>Project Manager</b>	Simon Cash (Artelia)
<b>Reporting Period</b>	Q3 - October to December 2023	<b>Finance Officer</b>	Jane Bowgen

<b>Overall Project Status</b>			<b>GREEN – no problems or only minor issues</b>
-------------------------------	--	--	---

### Project Overview

To restore, re-purpose the Grade II\* Listed building, transforming both the internal and external spaces into an all-year seafront attraction for both the local community and the visitors to Great Yarmouth.

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
RIBA Stage 3 Complete Design & Report	17 <sup>th</sup> Aug 2023	August '23	Completed	
Stage 2 Grant Application	Aug 23	Aug 23	Completed	
Listed Building Permission	November 23	November 23	Granted	
HF Grant Approval Award	December 23	January 24	Completed	
Sign Grant Contract	March 2024	March 24	On Track	
Permission to Start & Start Up Meeting	March 24	March 24	On Track	

Key activities achieved this reporting period	Areas of work for next reporting period
<b>Project Management:</b> <ul style="list-style-type: none"> <li>As above</li> </ul>	<b>Project Management:</b> <ul style="list-style-type: none"> <li>Sign Grant Contract</li> <li>Risk Register update</li> <li>Programme update</li> <li>Cost Plan &amp; budget approved by Cabinet</li> <li>Permission to Start RIBA 4</li> <li>Various workshops pre-RIBA 4</li> </ul>
<b>Finances:</b> <ul style="list-style-type: none"> <li>As above</li> </ul>	<b>Finances:</b> <ul style="list-style-type: none"> <li>Approved budget Cabinet &amp; Council Feb 24</li> <li>Approved Cost Plan</li> <li>Commence fund raising strategy</li> </ul>

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

There are no project changes in this reporting period.

### Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Financial risk to Council managing project of this magnitude and national importance.	The cost plan and budget continues to be tested and reviewed at regular design stages by the appointed design team and overseen by a qualified client-side project manager.	



2	Programme delays experienced due to Historic England interventions and scheduling of decision-making requirements.	Listed Building Consent granted but review of design amends during RIBA 4 impacting on conservation & heritage Discharging of planning conditions	
3	Commercial Operator withdraws from project.	Liaison has continued following positive outcome and a partnership discussion is ongoing to continue the development of the agreement in line with the other preferred partners.	
4	Late changes to client brief: Changes lead to abortive work, increased design costs not budgeted for and delays to the project whilst re-design is undertaken. Grant Agreement may need to be extended.	Project governance requirements are factored into the programme to ensure decisions for change can be captured. Innovation gaps to be tested, costed and implemented if acceptable	
5	Construction costs continue to escalate and failure to procure suitable specialists in timber, iron/metalwork, glazing components	Continued monitoring of market conditions and execute proactive procurement strategy	


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

Funded by:			
<b>GYBC</b>	£1.079m	£0.014m	Borrowing & Revenue contribution and EMR.
<b>National Lottery Heritage Fund</b>	£8.708m	£1.362m	£9.976m grant. Additional £94k approved in June 23 for development stage.
<b>Business Rate Pool</b>	£0	£0.444m	
<b>Town Deal</b>	£6.075m	£0	£2m additional funding subject to approval May 23
<b>Public Sector</b>	£0	£0.250m	
<b>Non-Cash volunteers</b>	£0	£0.090m	
<b>Other</b>	£0	£0.258m	
<b>Total Funding</b>	£15.862m	£2.418m	
<b>Actual Spend to date to 31<sup>st</sup> October 2023</b>	£0 £0	£0.915m £0.021m	Development Stage only (budget revised to £962k) Development Stage internal PM (budget £21k)

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

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
	£000	£000	£000	£000	£000	£000	£000	£000
FY 22/23								
FY 23/24							£ 0.100	£ 0.043
FY 24/25	£ 0.100	£ 0.051	£ 0.100	£ 0.052	£ 0.100	£ 0.053	£ 0.150	£ 0.062
FY 25/26	£ 1.469	£ 0.290	£ 1.469	£ 0.315	£ 1.469	£ 0.295	£ 1.969	£ 0.380
FY26/27	£ 1.547	£ 0.314	£ 1.547	£ 0.366	£ 1.994	£ 0.445	£ 1.966	£ 0.472
FY 27/28	£ 0.055	£ 0.169	-	£ 0.128	-	£ 0.108	-	£ 0.102

Financial data verified by (name of finance officer)	Date
J Bowgen	

Project Highlight Report					 GREAT YARMOUTH BOROUGH COUNCIL
Project Name	Marketplace Public Realm Improvements		Project Sponsor	Iain Robertson	
Date of Report	19 <sup>th</sup> February 2024		Project Manager	Tom Warnes, Greyfriars PM	
Reporting Period	Q3 - October to December 2023		Finance Officer	Helena Craske	
Project Status		AMBER – Problems but within contingency plan			
Project Overview					
The project aim is to deliver public realm enhancements surrounding the new market building which aims to improve the functionality and sense of place for the area whilst preserving the historic character. This will be achieved through engagement with stakeholders to inform design. Decluttering, repairing, removal and reconstruction of paved surfaces. New integrated trees and planters. New street furniture and lighting.					
Project Timetable (Key upcoming milestones)					
Milestone		Target date	Achieved Date	Status	RAG
Detailed designs with Bills of Quantity issued to contractors by end December 2023		December 23	December 23	Complete	
Contractors fixed prices to be received 9 <sup>th</sup> February 2024. Further technical clarifications required around Yorkstone in southern area and contractors to return final best prices by week ending 1 <sup>st</sup> March 2024.		March 24	March 24	Ongoing	
OWG & MWG approved scope subject to fixed contract prices from contractors		Feb 24	Feb 24	Completed	
Forecast to sign construction contract		March 24		Ongoing	
Construction Start		April 24			
Construction Finish		December 24			
Key activities achieved this reporting period			Areas of work for next reporting period		
Design: <ul style="list-style-type: none"><li>Completed</li><li>Additional items to be priced up</li></ul>			Design: <ul style="list-style-type: none"><li>Completed, subject to technical adjustments in BoQ and final fixed price returns from contractors</li><li>Critical path for additional items delivery</li></ul>		
Commercial: <ul style="list-style-type: none"><li>Contract negotiations March</li></ul>			Commercial: <ul style="list-style-type: none"><li>Complete signing construction contract March 2024</li></ul>		
Programme: <ul style="list-style-type: none"><li>Start April 24</li><li>Complete December 24</li></ul>			Programme <ul style="list-style-type: none"><li>Comms Plan</li><li>Stakeholder (market traders) engagement</li></ul>		


<b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
Project has had to de-scope to be able to become affordable and within budget. Descoped scheme has been presented to OWG and MWG and received approval to proceed.			
<b>Project Risks – the top 5 highest risks</b>			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Programme slippage due to length of time to produce revised scope and price up revised scheme. Potential to reduce construction programme due to descoped extent of work.	Scope of work now reduced and offers programme saving in construction.	
2	Unidentified ground constraints – There is a risk that the ground conditions/utilities encountered are not as anticipated.	Undertake trial holes have been undertaken to prove the design concept. Residual risk is low, however still the possibility of services being encountered during construction.	
3	Alignment with other projects, The Place, build ongoing if further delays arise this could impact a potential start date.	Ongoing co-ordination with Palmers project team.	
4	Mixed messaging on scheme completion could cause uncertainty with local businesses.	A robust communications plan developed and implemented to ensure that stakeholders expectations are managed.	

Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£5,806,000	£		
<b>Funded by:</b>				
<b>GYBC</b>	£	£		
<b>Future High Street Fund</b>	£5,624,875	£0		
<b>HAZ</b>	£181,125	£0		
<b>Total Funding</b>	£5,806,000	£		
<b>Actual Spend to date</b>	£578,884	£	To 31-01-24	

**Project Manager projections:**

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23	-	-	-	-	-	-	-		£
FY 23/24							£27,116		£
FY 24/25	£1,300,000		£1,300,000		£1,300,000		£1,300,000		£

Financial data verified by (name of finance officer)	Date
H Craske	13-02-24

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	FHSF Intervention 3 The Conge	<b>Project Sponsor</b>	Iain Robertson
<b>Date of Report</b>	19 February 2024	<b>Project Manager</b>	Claire Wilkins
<b>Reporting Period</b>	Q3 – October to December 2023	<b>Finance Officer</b>	Helena Craske

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

### Project Overview

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

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Appointment of Strategic Partner	January 23		Development and Partnership Agreement between GYBC and preferred bidder finalised and awaiting signature.  Access situation requires resolution via appropriation.	
Vacant possession of South Side	January 23	March 23	All buildings are now vacant	
Demolition of buildings to the South	Delayed to February 24	WIP	Internal strip out completed and all roof structures removed. Remainder of demolition delayed due to utilities disconnection delays. Demolition due to commence 26 <sup>th</sup> February and complete mid-March.	
New planning permission to be submitted	December 23		This is an extremely tight deadline to meet other funding criteria, the Strategic Partner is working at pace on detailed designs to submit a planning application.	
Vacant possession of the Top Northeast site	April 24		Notices served upon the occupiers to expire 31 <sup>st</sup> March 24.	
Vacant possession of lower North side	Date as yet unknown		Negotiations with long leaseholders underway and additional funding being sought to aid viability.	
Key activities achieved this reporting period		Areas of work for next reporting period		
<ul style="list-style-type: none"> <li>- Roof structures removed</li> <li>- Commencement of site re-design works</li> </ul>		<ul style="list-style-type: none"> <li>- Commence &amp; complete site clearance</li> <li>- Announcement of Strategic Partnership</li> <li>- Site investigation works to inform planning app</li> <li>- Submission of new planning application</li> </ul>		

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

Cost - Within budget

Timescales - Actions to date within deadlines to meet grant funding requirements

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

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Lengthy delays or failure to secure vacant possession could result in loss of funding	Vacant possession of the South secured therefore moving forwards this risk no longer applies. FHSF grant conditions relating to the South have been met.	
2	Viability gap	Use of FHSF and other secure grant funding to increase viability to south side of The Conge. Strategic Partner to bring additional funding to address remaining viability gap, will remain a risk until grant secured. Additional funding streams being considered to support delivery of both the North and South sites.	
3	Failure to secure vacant possession of North side of site due to long leasehold interests, area overall will not achieve the place-making benefits sought.	Property and Assets negotiating with leaseholders, alongside securing additional funding to enable lease extinguishment. Notices already served on the Top North section not affected by long leases.	
4	Key town centre site remains demolished / vacant	Contract with Strategic Partner incorporates long-stop date.	

**Financial Summary**

	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£1,093,882	-		£883,882 for South Side and £210,000 for North Side


**Funded by:**

<b>GYBC</b>	£220,000		
<b>Future High Street Fund</b>	£654,727		
<b>Other grant funding</b>	£219,155		
<b>Total Funding</b>	<b>£1.093,882</b>		
<b>Actual Spend to date</b>	£747,260		To 31-01-24

**Project Manager projections:**

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£	£346,622	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	31.01.24

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	North Quay Riverside Gateway	<b>Project Sponsor</b>	Iain Robertson
<b>Date of Report</b>	19 February 2024	<b>Project Manager</b>	Greyfriars (Infrastructure) Lambert Smith Hampton (land assembly)
<b>Reporting Period</b>	Q3 – October to December 2023	<b>Finance Officer</b>	Helena Craske

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

### Project Overview

Comprehensive redevelopment of the North Quay Riverside Gateway in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan and North Quay SPD 2020. Town Deal & LUF 2 spend by 31<sup>st</sup> March 2026

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Procurement of a Development Partner – PIN issued August; developer contact commenced. Developer awareness event held on 13 <sup>th</sup> September. Contract Notice to be published March 2024 to procure a development partner.	March 2024	WiP	On track	
Procurement of a Development Partner - Target contract award Autumn 2024 Once developer appointed, pursue masterplan design process and planning application	Sept '24	WiP	On track	
CPO team appointed. Cabinet Report required for final approval to make CPO with Statement of Reasons	March-September 2025		On track	
Land Assembly team appointed. Cabinet approved Land Assembly & Engagement Strategy in July 2023 with budget. Strategy implemented, all persons having a property interest in North Quay contacted. Inspections, valuations and negotiations ongoing to site assemble.	March to September 2025	WiP	On Track	
Vauxhall Bridge survey completed in January 24. Development constraints plan highlighting technical constraints (e.g. UKPN HC cable, water main etc) completed. Flood resilience strategy at early stages with the EA and Balfour Beatty instructed via the CPE to undertake engineering solution options for the future masterplan.	2024/25	WiP	On track	
Reclaim Public Highway	Sept 2024	WiP	On track	
Flood Defences – ongoing engagement with the EA, CPE and BB who are producing a costed options report	March 2024	WiP	On track	
Planning application for scheme	March 25	WiP	On Track	

CPO Vesting Order	March 26		On Track	
Key activities achieved this reporting period		Areas of work for next reporting period		
<ul style="list-style-type: none"><li>• DLUHC engagement</li><li>• Sharpe Pritchard &amp; LSH initiate PIN to secure development partner 2024</li><li>• Developer awareness event / REVO promotion / Developer engagement and procurement launch September 2023</li><li>• Cabinet report approved Land Assembly &amp; Engagement Strategy and budget</li><li>• GYBC implemented the strategy</li><li>• NCC to commence proceedings to enforce Highways Acts against landowner re Vauxhall Bridge highways land</li><li>• Report to Cabinet requesting approval to project budget to 31<sup>st</sup> March 2026</li></ul>		<ul style="list-style-type: none"><li>• Procurement tender documents to be completed</li><li>• Pursue Land Assembly strategy</li><li>• Engage with landowners, tenants</li><li>• Engage with developers</li><li>• Prepare Planning Strategy</li><li>• Engage with stakeholders, planners</li><li>• Issue Contract Notice &amp; ITT March 24</li><li>• Complete critical path programme</li><li>• Ongoing engagement with Environment Agency / EPOCH 3 Compartment G / Coastal Partnership East re: Innovative Resilience Fund and ongoing repairs and maintenance to flood defences</li><li>• Balfour Beatty costed scoping report awaited 2024</li><li>• Progress scope &amp; design of gateway infrastructure work subject to engagement with potential developer partners</li><li>• Progress scope of work and triparty agreement for securing sustainable future for Vauxhall Bridge</li><li>• Secure enforcement of highway rights regarding the land south of Vauxhall Bridge</li><li>• Communications strategy to be finalised and approved</li></ul>		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.				
No project changes this period.				
Project Risks – the top 5 highest risks				
Issue No	Significant Risk/Issue Description	Mitigation actions		RAG
1	Failure to secure sufficient land holdings	Land Assembly Strategy with budget approved and team implemented. Engagement with property owners has commenced.		
2	Lack of developer interest following open procurement	Ongoing engagement with potential developer partners via LSH. GYBC consider going alone to pursue masterplanning and planning permission		
3	Viability - insufficient funding to deliver the project	LSH viability options & engagement with potential developers & funding partners		
4	CPO – Committee does not approve resolution or local objections raised	Project team to work closely with nplaw and appointed consultants to draft resolution		




Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£27,300,000	£0		

Funded by:				
GYBC – Levelling up Match	£2,200,000	£0		
GYBC Cap. Programme	£2,500,000	£0		
Town Deal Fund	£2,600,000	£0		Deadline for spend Mar 2026
Levelling Up Fund	£20,000,000	£0		Awarded January 2023. Deadline for spend Mar 2026
<b>Total Funding</b>	£27,300,000	£0		
<b>Actual Spend to date</b>	£759,268	£0		Actual spend to 31-01-24

**Project Manager projections:**

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£	£1,500,000	£
FY 24/25	£	£	£11,000,000	£	£	£	£10,850,000	£
FY 25/26	£	£	£2,540,732	£	£	£	£650,000	£

Financial data verified by (name of finance officer)	Date
Helena Craske	13-01-24

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	University Centre	<b>Project Sponsor</b>	Natasha Hayes
<b>13 November</b>	13 February 2024	<b>Project Manager</b>	Adri Van der Colff
<b>Reporting Period</b>	Q3 – October to December 2023	<b>Finance Officer</b>	Helena Craske

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

### Project Overview

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

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Lease and Agreement to Lease to be finalised and signed off	January 2024	Ongoing - March 2024	Agreed in principle by lawyers – awaiting hardcopy contracts to be signed by March 2024	
Roof repair works to building – commenced September 2023 for completion March 2024	March 2024	Ongoing - March 2024	Works are underway. Anticipated completion March 2024. Topping out ceremony planned for April 2024.	
New hoardings to advertise courses and events on offer	March 2024	Ongoing - March 2024	Agreeing wording and layout with partners	
Plans for opening programme and temporary library provision during closure period underway	July 2024	Ongoing - July 2024	Exploring a mobile library being positioned in car park.	
Project completion including period for client fit-out and move.	October 2024	Anticipated to be delayed to 31/11/2024	On track – delay of up to 4 weeks anticipated due to unforeseen issues with further asbestos and condition of roof trusses. Tenants alerted. Revised programme expected from Morgan Sindall end of February.	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> <li>Roof works and main fit-out project to continue in line with programme. Morgan Sindall appointed all remaining subcontractor packages.</li> </ul>	<ul style="list-style-type: none"> <li>Roof works completed and topping out ceremony conducted</li> <li>Main fit-out project to continue</li> </ul>

<ul style="list-style-type: none"><li>• Site visits by several student groups from East Norfolk Sixth Form College and East Coast College (40 students in total).</li><li>• 2 T-level students from East Norfolk Sixth Form College appointed to do their industrial work placement at The Place</li><li>• Review of sustainability and net-zero measures</li><li>• Partnership agreement about running of building and curriculum offer in development</li></ul>	<ul style="list-style-type: none"><li>• Revised programme with new completion date anticipated to take account of unexpected issues on site</li><li>• Operational Management board formed and meetings underway</li><li>• Hardcopy leases signed by tenants</li><li>• Furniture packages out to competitive tender</li><li>• Audience Development working group formed</li></ul>		
<b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
No scope changes. No budget changes. Programme to be reviewed and re-sequenced by contractor to take into account unforeseen issues with asbestos and roof structure. Revised completion date for occupation expected to be 31/11/2024.			
<b>Project Risks – the top 5 highest risks</b>			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	The inflationary market and supply and lead-in issues are resulting in programme and cost issues across the industry.	Fixed contract price prevents contractor from offloading further inflation costs on the client. £1,005,000 from other Town Deal projects redirected to accommodate inflationary increase from RIBA Stage 3 – approved by central government. Part-order placed with contractor to allow order of items with long lead-in times.	
2	It may not be possible to incorporate all sustainable technology to give the building a good EPC rating and help tenants save on their energy bills. This is due to sharp inflationary increases in mechanical equipment.	Cost of new technology (e.g. air source heat pumps and PV panels) included in Morgan Sindall price. It was not necessary to cut out any sustainable solutions as part of value engineering. Good sustainability / net zero outcomes achieved when put through model.	
3	There may be significant structural /load-bearing issues with the Palmers building which makes it unsuitable as a library. The existing drains may also not be adequate.	Strip-out revealed that the structure is broadly sound and suitable for the new intended purpose. Structural and civil surveys are ongoing to underpin detailed design.	
4	It may not be possible to reach an acceptable negotiated contract price with the SCAPE contractor, in which case an alternative procurement route via Find-a-Tender (post-Brexit OJEU open tender) will have to be pursued, which could result in delays.	Price was agreed with Morgan Sindall which is within the budget	
5	Unexpected issues with the building encountered during the refurbishment period could cause delays and increased costs.	Additional asbestos uncovered as well as rotten roof trusses and other issues with fire protection. Could lead to a delay of a month. This risk will remain open while the	

		roof is being repaired and internal strip-out underway due to the age and condition of the building. Partners (tenants) have been made aware of this potential slippage and do not anticipate significant issues operationally or commercially.	
--	--	---	--


Financial Summary				
	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£18,170,585	£267,000		Costs based on contract sum

Funded by:			
GYBC	£694,312	£0	Borrowing
Norfolk Strategic Fund (business rates)	£0	£190,000	Grant for project development costs
One Public Estate Phase 8	£0	£77,000	Grant for project development costs
Future High Street Fund	£4,090,659	£0	Capital funding grant
Town Deal Fund	£8,468,947	£0	Includes £1,005,000 inflationary increase
Norfolk County Council	£2,000,000	£0	Capital contribution to project (library element)
East Coast College / University of Suffolk partnership	£2,916,667	£0	Capital contribution to project (university element) - VAT non-recoverable = £3,500,000
<b>Total Funding</b>	<b>£18,170,585</b>	<b>£267,000</b>	
<b>Actual Spend to date</b>	£4,298,697	£267,000	Capital spend to 31-01-24. Revenue - Project development to RIBA Stage 2, no further revenue spending expected.

**Project Manager projections:**

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£0	£4,040,170	
FY 24/25	3,208,009	£0	£3,804,947	£0	£2,075,312	£0	£743,450	

Financial data verified by (name of finance officer)	Date
Helena Craske	14/02/2024

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Public Wayfinding and Sustainable Connectivity Town Wall Restoration	<b>Project Sponsor</b>	Natasha Hayes
<b>Date of Report</b>	13 <sup>th</sup> February 2024	<b>Project Manager</b>	Tracey Read/Hannah Taylor
<b>Reporting Period</b>	Q3 October to December 2023	<b>Finance Officer</b>	Jane Bowgen

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

### Project Overview

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

### Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Production of Conservation Plan	Dec 2022	Dec 2022	Complete	
Production of comprehensive project plan	Q4 2023	In development	On track	
Procurement of professional team	Q1 2024		On track	
Procurement of contractor	Q1 2024		On track	
Works start date	Q2 2024		On track	
Works completion	March 2026		On track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> <li>Project Planning Phase</li> <li>Town Wall mapping of wayfinding route and opportunities for enhancements completed – presented and approved by OWG</li> <li>Indicative costings drafted</li> <li>Draft project plan produced</li> <li>Need for QS support identified re costing plans</li> <li>Liaising with Historic England re Ancient Monument Consent requirements</li> <li>Civic Society and volunteers engaged</li> </ul>	<ul style="list-style-type: none"> <li>Development to RIBA 3</li> <li>Proposals to be costed and project plan to be finalized</li> <li>Tender for condition survey for the wall before commencement of any works</li> <li>Mapping of ownership of all sections of all to be completed</li> <li>Planning to be engaged</li> <li>Link to Long-Term Plan</li> </ul>

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

Nothing to report

### Project Risks – the top 5 highest risks

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

## Financial Summary

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


### Funded by:

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

### Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23					-	-	£0.185m	£0.030m
FY 23/24	-	-	-	-	-	-	-	£0.060m
FY 24/25	-	-	-	-	-	-	£0.240m	-
FY 25/26	-	-	-	-	-	-	£0.095m	-

Financial data verified by (name of finance officer)	Date
J Bowgen	14/02/2024

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Public Wayfinding and Sustainable Connectivity Sculpture Trail	<b>Project Sponsor</b>	Natasha Hayes
<b>Date of Report</b>	14 <sup>th</sup> February 2024	<b>Project Manager</b>	Tracey Read
<b>Reporting Period</b>	Q3 – October to December 2023	<b>Finance Officer</b>	Jane Bowgen

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

<b>Project Overview</b>
<p>Sculpture and public art trails radiating from the town centre will create visual rhythms of connectivity supporting wayfinding and signposting. The project will strategically populate the urban area with sculpture and public art creating an outdoor gallery carefully located for navigation and to connect the town.</p> <p>The project will deliver 30 permanent works of public art/sculpture in various forms including traditional sculpture and street art. This will be complemented with an annual sculpture event where a significant art exhibition is staged for a 4-week period.</p>

Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status/Comment	RAG
Feasibility stage	Dec 2022	Dec 2022	Complete	
Concept design	Feb 2023	Q2 2023/24	Complete	
Sculpture procurement	Q4 2023/24	Q4 2023/24	On track	
Installation start	Q2 2024/25	Q2 2023/24	On track	
Project completion	Q3 2024/25	Q3 2024/25	On track – in line with TD funding completion	

Key activities achieved this reporting period	Areas of work for next reporting period
<p>Open procurement took place from Sep to Nov 2023; 98 submissions received</p> <p>Public Art Panel met to shortlist 15<sup>th</sup> Nov 2023 and agree final pieces 3<sup>rd</sup> Jan 2024</p> <p>Town Centre MWG approved final pieces and locations 13<sup>th</sup> Feb 2024</p> <p>Artists contacted and agreement drafted for each artist for signing</p>	<ul style="list-style-type: none"> <li>Artists to be awarded contracts/sign artist agreements</li> <li>Member agreement on some final changes to location of sculptures</li> <li>Engagement of project manager</li> <li>Press release re final pieces</li> <li>Public engagement to take place</li> <li>Planning applications to be drafted/submitted</li> <li>Site surveys to take place</li> <li>Move into 'development' phase with artists</li> <li>Procurement of contractor or addendum to public realm contract, for artworks installation</li> </ul>

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

Nothing to report
-------------------

Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Cultural officer supporting with project	
2	Inflation & costs of materials	Monitor and value engineering	

3	Planning permission required	Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be met	
4	Site suitability	Site surveys to take place	
5	Public perception/negativity	Robust communications plan	

### Financial Summary

	Capital	Revenue	RAG	Comment
<b>Total Budget Approved</b>	£0.295m	£0		Town Deal Connectivity Public Wayfinding
<b>Funded by:</b>				
<b>GYBC</b>	£0m	£0		
<b>Town Deal Programme</b>	£0.273m	£0		
<b>Future High Street Fund</b>	£0.050m	£0		Mkt place sculpture - Match funding noncash
<b>Great Yarmouth Preservation Trust</b>	£0.020m	£0		Blackfriars Road Sculpture GYPT spend - Match funding noncash
<b>Norfolk County Council</b>	£0.05m	£0		Contribution to mkt place sculpture. (was £60k now £5k as per DB) – match funding noncash
<b>Total Funding</b>	<b>£0.333m</b>	£0		
<b>Actual Spend to 31<sup>st</sup> January 2024</b>	£0	£0		

### Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 23/24	-	-	-	-	-	-	£0.108m	-
FY 24/25	-	-	-	-	-	-	£0.224m	-

Financial data verified by (name of finance officer)	Date
J Bowgen	14/02/2024



# Project Highlight Report



<b>Project Name</b>	Transitional Housing Scheme	<b>Project Manager</b>	Claire Wilkins
<b>Date of Report</b>	25.1.24	<b>Project Sponsor</b>	Paula Boyce
<b>Reporting Period (Quarter months)</b>	Q3 - October to December 2023	<b>Finance Officer</b>	Helena Craske – Capital

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

## Project Overview

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

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

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


<b>Project stage tolerance status</b> <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>
--

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

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

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

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£755,512		
Funded by:			
GYBC	£325,115		
Homes England Grant and GYBC Capital contribution	£430,397	£45,682	Revenue grant funding to subsidise cost of support worker
Actual Spend to date	£332,242	£0	To 31-12-23
Total Funding Utilised	£332,242		
Income Achieved	£0		
Savings Achieved	£0		
Financial data verified by;			Date
Helena Craske (Capital)			25-01-24

Project Highlight Report		 <b>GREAT YARMOUTH</b> BOROUGH COUNCIL	
<b>Project Name</b>	Improvements to Great Yarmouth Rail Station	<b>Project Sponsor</b>	Iain Robertson
<b>Date of Report</b>	9 <sup>th</sup> January 2024	<b>Project Manager</b>	Steve Logan
<b>Reporting Period</b>	1 <sup>st</sup> October – 31 <sup>st</sup> December 2023	<b>Finance Officer</b>	Helena Craske

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

### Project Overview

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

### Project Timetable (Key upcoming milestones)

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

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

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

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

### Project Risks – the top 5 highest risks

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

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

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

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

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

Financial data verified by (name of finance officer)	Date
Helena Craske	25-01-24

## PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2023/24

## OPERATIONAL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR01: Average time to assess Housing Benefit: New claims (Quarterly Cumulative)	13 days	16 days	15 days	13 days	13 days	16 days	G	↑	↔
PR02: Average time to assess Housing Benefit: Change in circumstances (Quarterly Cumulative)	9 days	10 days	9 days	11 days	9 days	10 days	G	↔	↑
PR03: Collection rates Council Tax (Quarterly Cumulative)	80.5%	81.3%	54.2%	80.8%	96%	96%	R	N/A	↓
<p>Commentary: Council Tax collection is 0.8% below the target figure above, but is only 0.3% below last years collection rate at Quarter 3. The reasons for being below target can be attributed to the following; (i) An increase of over £470,000 additional income has been raised following a review of single resident discounts which finished in November and an increase in the number of new properties brought into the Council Tax Valuation List to date. This increase in additional income raised in recent months has changed the expected collection profile. (ii) The Magistrates Court moved the monthly Liability Order Court dates back by one month from August. This has delayed the speed we can obtain and enforce those Liability Orders. (iii) The economic and cost of living issues are likely to be having an impact on collection too. Other Norfolk Councils are also experiencing falls in their expected council tax collection ranging from -0.3% to -0.5% compared to the previous year. As we are only 0.3% below last years Quarter 3 outturn i would anticipate that the Council Tax collection desired target of 96% at the end of the year is within reach.</p>									
PR04: Empty Homes									
a) Number of long term empty homes (6 months or more)	581	Less than 600	605	587	584	Less than 600	G	↑	↑
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	163	Less than 160	155	135	144	Less than 160	A	↓	↓
PR05: Collection rates NNDR (Quarterly Cumulative)	79.8%	80%	54.8%	80.7%	97.8%	97.5%	A	N/A	↓
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	91.4%	90%	83.93%	91.4%	80.16%	90%	G	↑	↔

[illegible]

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR13: Internal Audit recommendations									
a) Number of priority 1 Internal Audit recommendations outstanding	11	3	13	New Measure	New Measure	3	R	↑	N/A
b) Number of priority 2 Internal Audit recommendations outstanding	34	9	36	44	32	9	R	↑	↓
Commentary: Information regarding the performance of this indicator has been requested from Internal Audit and will be reviewed / discussed by Audit & Risk Committee.									
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	51%	1.89%	100%	4.11%	13.29%	2.50%	G	↓	↑
Commentary: Based upon a base level of £42,088 in existing leases which have raised to £82,073 .									
PR15: Corporate Property Portfolio									
a) % Arrears per annum	11.2%	7.5%	4.4%	7.68%	4.05%	7.5%	R	↓	↓
b) Total Arears amount in £'s	£299,760	£100,000	£45,304	£301,114	£208,086	£100,000	R	↓	↑
Commentary: Unpaid invoices from 6 companies account for £150,000 of the outstanding arrears, with another £23,000 of the arrears awaiting a credit note. The 6 compaines in arrears have all been contacted and we are expecting to see a large reduction in the arrears over coming quarter and to be back on track for Q4.									
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	88.1%	90%	80%	97.01%	97.01%	90%	A	↑	↓
Commentary: Figure of 88.1% expected to increase with ongoing data cleanse of system to achieve target by end of year									
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	95.5%	90%	94%	93.2%	92%	90%	G	↑	↑

## PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2023/24

### DEVELOPMENT CONTROL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	83%	80%	100%	100%	96%	80%	G	↓	↓
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	87%	80%	88%	71%	84%	80%	G	↓	↑
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	93%	80%	91%	98%	90%	80%	G	↑	↓
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	82%	80%	83%	84%	80%	80%	G	↓	↓
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0%	3%	0%	2%	2%	3%	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)	0.5%	6%	0.6%	0.76%	0.58%	6%	G	↑	↑
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%	95%	87.5%	100%	G	↔	↑
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	90%	90%	88%	95.78%	78.4%	90%	G	↑	↓
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	0.74%	3%	0.74%	0.74%	0.74%	3%	G	↔	↔



## PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2023/24

### ENVIRONMENTAL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
EN01: Food Hygiene									
a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	97.7%	90%	97.8%	97.4%	96.6%	90%	<b>G</b>	↓	↑
b) % of scheduled Cat A food premises inspections completed (Snapshot at last day of quarter)	100%	100%	100%	New Measure	New Measure	100%	<b>G</b>	↔	N/A
c) % of scheduled Cat B food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	100%	New Measure	New Measure	100%	<b>G</b>	↔	N/A
d) % of new food premises inspections completed (Snapshot at last day of quarter)	94.4%	100%	88.1%	New Measure	New Measure	100%	<b>A</b>	↑	N/A
Commentary: 1 category B premises closed. New premises 180 received, 136 inspected, 34 closed.									
EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly Cumulative)	11,268	10,500	11,251	10803	10916	10,500	<b>G</b>	↑	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	32.01%	35%	36.64%	33%	32.5%	35%	<b>A</b>	↓	↓
Commentary: We have seen a higher proportion of waste versus recycling material in this Quarter. This is measured by weight and as such due to the amount of recycling packaging being removed or reduced in size and weight by manufacturers this is impacting on the weight of the recycling being collected. This will obviously impact on this ratio.									
EN04: Number of Flytips reported (Quarterly Cumulative)	874	Monitor	676	901	1171	Monitor	N/A	N/A	↑

[illegible]

## PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2023/24

## HOUSING MEASURES

[illegible]




Indicators	This Quarter	Target	Previous Quarter	Qtr 3 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN05: Percentage of residents:									
a) very or fairly satisfied with the repairs service they received (Social Housing Regulator TP02 measure)	74%	Monitor	80%	94%	Not Available	Monitor	N/A	↓	↓
b) very or fairly satisfied with the condition of their new home	70%	Monitor	74%	New Measure	New Measure	Monitor	N/A	↓	N/A
Commentary: Concerns regarding cleanliness and internal decoration of applicants new home were areas of significant concern that impacted satisfaction. An internal review is currently being undertaken to address these concerns.									
HN06: Average cost of a standard responsive repair (Housemark Indicator) (Quarterly Cumulative)	£135	£167.53	£134.41	New Measure	New Measure	£167.53	G	↓	N/A
HN07: Customer Perception - Total number of repairs completed first time as a % of total repairs completed (Quarterly Cumulative)	85%	Monitor	83%	New Measure	New Measure	Monitor	N/A	↑	N/A
HN08: Number of Disabled Facilities Grant (DFGs)									
a) Number of completions	19	Monitor	12	18	77	Monitor	N/A	↑	↑
b) Number of calendar days from GYBC receipt of D(OT)2 recommendation to works complete in the quarter.	283	Monitor	214	New Measure	New Measure	Monitor	N/A	↓	N/A
HN09: Percentage of tenants either very satisfied or fairly satisfied with the service they received (Social Housing Regulator TP01 measure) (Quarterly)	74%	Monitor	79%	New Measure	New Measure	Monitor	N/A	↓	N/A
HN10: Percentage of tenants either very satisfied or fairly satisfied with the time taken to complete their most recent repair after reporting it (Social Housing Regulator TP03 measure) (Quarterly)	77%	Monitor	79%	New Measure	New Measure	Monitor	N/A	↓	N/A
HN11: Percentage of tenants either very satisfied or fairly satisfied that their home is well maintained (Social Housing Regulator TP04 measure) (Quarterly)	79%	Monitor	77%	New Measure	New Measure	Monitor	N/A	↑	N/A
HN12: Percentage of tenants either very satisfied or fairly satisfied that their home is safe (Social Housing Regulator TP05 measure) (Quarterly)	80%	Monitor	80%	New Measure	New Measure	Monitor	N/A	↔	N/A

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN13: Percentage of tenants either very satisfied or fairly satisfied that their views are listened to and acted upon (Social Housing Regulator TP06 measure) (Quarterly)	72%	Monitor	59%	New Measure	New Measure	Monitor	N/A	↑	N/A
HN14: Percentage of tenants either very satisfied or fairly satisfied that they are kept informed about things that matter to them (Social Housing Regulator TP07 measure) (Quarterly)	74%	Monitor	72%	New Measure	New Measure	Monitor	N/A	↑	N/A
HN15: Percentage of tenants either very satisfied or fairly satisfied that they are treated fairly and with respect (Social Housing Regulator TP08 measure) (Quarterly)	81%	Monitor	80%	New Measure	New Measure	Monitor	N/A	↑	N/A
HN16: Percentage of tenants either very satisfied or fairly satisfied that their communal areas are kept clean and well maintained (Social Housing Regulator TP10 measure) (Quarterly)	76%	Monitor	78%	New Measure	New Measure	Monitor	N/A	↑	N/A
HN17: Percentage of tenants either very satisfied or fairly satisfied that GYBC makes a positive contribution to their neighborhood (Social Housing Regulator TP11 measure) (Quarterly)	74%	Monitor	61%	New Measure	New Measure	Monitor	N/A	↑	N/A
HN18: Percentage of tenants either very satisfied or fairly satisfied with GYBC's approach to handling anti-social behavior (Social Housing Regulator TP12 measure) (Quarterly)	64%	Monitor	43%	New Measure	New Measure	Monitor	N/A	↑	N/A
HN19: Percentage of GYBC homes that do not meet the Decent Homes Standard (Social Housing Regulator RP01 measure) (Quarterly)	19%	Monitor	19%	New Measure	New Measure	Monitor	N/A	↔	N/A

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN20: Percentage of repairs completed									
a) within the 28 day timescale we publish (excluding emergency repairs)	91.8%	Monitor	85.98%	New Measure	New Measure	Monitor	N/A	↑	N/A
b) Emergency repairs only (Social Housing Regulator RP02 measure) (Quarterly)	96.52%	Monitor	95.34%	New Measure	New Measure	Monitor	N/A	↑	N/A
HN21: Engage at least 500k 'active' customers per annum across both Freedom Leisure sites (Quarterly Cumulative)	322,483	375,000	204,465	New Measure	New Measure	500,000	A	↑	N/A

### Key

#### Status

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

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

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