

URN: 22-185

Subject: Quarter 1 Key Project and Performance Report

Report to: Policy and Resources Committee

Report by: Information Governance Lead and Data Protection Officer

SUBJECT MATTER

The following presents an update on performance for the first quarter of 2022/23 (Apr – Jun) 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.

RECOMMENDATION

That Committee 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). Performance measures will be presented to the relevant service Committees on a quarterly basis with the complete suite going to Policy & Resources Committee. The suite of ten Key Projects will be reported to Policy & Resources Committee quarterly.

2. Work to Date

A review of all projects was conducted at the end of the 2021/22 financial year and a new list of key projects was established and included in the Council's Annual Action Plan 2022/23, this was approved by Policy & Resources Committee on 22nd March 2022.

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. Out of the fourteen, eleven have a current green status defined as no problems or minor issues and three have an amber status defined as having problems which have been identified but with a contingency plan in place.

| Key Project Current Status | | Total |
|---|---|-------|
|  | Green – no problems or minor issues | 11 |
|  | Amber – problems identified but contingency plan in place | 3 |
|  | Red – out of tolerance serious problems | 0 |

KP03 – Middlegate Estate Regeneration: There continues to be elongation of timescales for master planning and viability work to be completed, these are critical to allow engagement with funders and residents. Timescales are being closely monitored, but consultant availability has had some impact on timescales to date.

KP08 – Improving the Markets and the Marketplace: Due to the uncertainty over rising construction and risk costs the overall cost of covered Market development and public realm works could exceed original budget. Independent commercial support has been embedded within the team to market test construction rates and materials to ensure the project is within budget at development stage and advise on procurement routes. A phased delivery strategy is also in development.

KP11 – The Conge Redevelopment: The inability to end long lease early due to the compensation requested from businesses remains a significant risk to this project. The Strategic Partner is able to bring additional funding to address the viability gap but can only do this if issue re long leases is resolved, if not another option to redevelop the site will be required which will not deliver the place making change required.

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 43 targeted and 8 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 43 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 | 9 |
| | Red – Performance is below target and tolerance | 6 |

There are six 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:

- PR02: Average time to assess Housing Benefit change in circumstances
- PR06: Contact centre telephone calls - Percentage of Contact Centre calls answered as a % of all calls offered
- PR07: Contact centre telephone calls - Average wait time by customers contacting the Contact Centre
- ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight-week statutory period.
- ED08: Percentage of Land Charges search returns sent within 10 working days.
- HN02(b): Number of Social housing new applicants awaiting assessment

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?

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

Appendix 1

KEY PROJECTS – SUMMARY REPORT QUARTER 1 2022/23 (APR - JUN)

Key projects that impact on the corporate priorities in 'The Plan 2020 – 2025'.

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

| Project | Project Lead | SRO Officer | Current Position |
|--|------------------------------|---------------------------------|------------------|
| KP01 – Energy Park, Business Incubator and related offshore activities | Stuart Dawson | David Glason | |
| KP03 – Middlegate Estate Regeneration | Nicola Turner | Kate Blakemore | |
| KP04 – Wellesley Recreation Ground | Adri Van der Colff | Kate Blakemore | |
| KP05 – Marina Centre | David Ramsey | Iain Robertson | |
| KP06 – Winter Gardens | David Ramsey & Rachel Daniel | Iain Robertson & Kate Blakemore | |
| KP08 – Improving the Markets and the Marketplace | Jane Beck | Iain Robertson | |
| KP11 – The Conge Redevelopment | Claire Wilkins | Nicola Turner | |
| KP12 – North Quay Redevelopment | Tracey Read | David Glason | |
| KP13 – Operations and Maintenance Base | Tracey Read | David Glason | |
| KP14 – Construction of 18 one bed houses (Jubilee Court) | Claire Wilkins | Kate Blakemore & Iain Robertson | |
| KP15 – Library relocation & University Campus | Adri Van der Colff | Kate Blakemore | |
| KP16 – Town Wall restoration & walking trail | Darren Barker | Paula Boyce | |
| KP17 – Creation of a Sculpture trail | Darren Barker | Paula Boyce | |
| KP18 – Formation of a new local authority trading company (LATCo) | Joe Goldie | Kate Blakemore | |

| Key | |
|-----|---|
| | No problems or minor issues |
| | Problems identified but contingency plan in place |
| | Out of tolerance serious problems |

Project Highlight Report



| | | | |
|--|---|------------------------|-----------------------------|
| Project Name | Great Yarmouth Energy Park & South Denes Regeneration | Project Manager | Stuart Dawson / Steve Logan |
| Date of Report | 27 th July 2022 | Project Sponsor | David Glason |
| Reporting Period (Quarter months) | Q1 2022 | Finance Officer | Helena Craske |

| | | | |
|------------------------|--|---|---|
| Project Status | | AMBER – Problems but within contingency plan | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|---|--|
| <p>The Great Yarmouth Energy Park</p> <p>The ambition is to secure inward investment and regenerate the project area to generate economic growth and improve the environment through redevelopment. The strategy is a reflection of the demand on the port area, with targeted redevelopment and re-use of sites by the private and public sector. Part funding for the project has been put in place by Norfolk County Council from the Norfolk Infrastructure Fund, this is recorded by the NIF Annual report dated 3 March 2014 where it is decided to support the project to £2.75m. The remaining funding, £250,000, will come from Great Yarmouth Borough Council from its capital reserves.</p> <p>Business Incubation units Phase 1</p> <p>Part of Town Deal bid, creation of business incubator units within the north east quadrant of GYEP which is within the ownership of Great Yarmouth Borough Council, unlocking and enabling further inward investment by the energy sector and providing a low-risk local base for energy sector start-ups, relocations and growing businesses.</p> | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| Business Incubation Units Phase 1 | |
| Architect procurement has been completed and LSI Architects have been appointed. | Architect to start initial design process – develop high level options for different levels of Incubator facilities. |
| Sub-consultant tender returns are in progress of being reviewed. | Successful sub-consultants design team will be appointed supporting architect with high level design. |
| Great Yarmouth Energy Park | |
| Agents exhibited at SNS 2022 with a number of enquiries received. | Agents following up enquires from SNS |
| Terms proposed for the sale of part of site 4b for a biodiesel facility. Company seeking mortgage to acquire and fund scheme and subject to planning permission. | Progressing sale of site 4b |

| | |
|--|--|
| <p>Ongoing interest received for sites within Great Yarmouth Energy Park</p> <p>The South Denes Local Development Order is currently under review</p> | <p>Agents progressing enquires.</p> <p>Subject to a timely response from Natural England the LDO will be submitted for approval to P & R committee in September. The LDO is contributing factor to supporting development within Great Yarmouth Energy Park.</p> |
| <p>Project stage tolerance status.</p> <p><i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i></p> | |
| <p>The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.</p> | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|------------------------------------|--|-----|
| 1 | COVID 19 | The impact of COVID 19 on the projects will continue to be monitored | |
| 2 | Incubator Units | Slight delay but manageable and within the programme | |
| | | | |

| Financial Summary 1 – Actuals - Great Yarmouth Energy Park | | | |
|---|---------|---------|--|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £ | £3,000k | |
| Budget | £ | £ | |
| Funded by: | | | |
| GYBC | £ | £3,000k | |
| External Grant e.g. HLF | £ | £ | |
| Other | £ | £ | |
| Total Funding | £ | £3,000k | |
| Actual Spend to date | £2.2k | £1,155k | Capital spend is cumulative for project. Revenue expenditure is for 21-22 only |
| Savings Achieved | £ | £ | |
| Income Achieved | £ | £ | |
| Financial data verified by (name of finance officer) | | | Date |
| Helena Craske | | | 27 th July 2022 |

| Financial Summary 2 – Actuals - Great Yarmouth Incubator Scheme | | | |
|---|---------|----------------|--|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £ | £4.375 Million | |
| Budget | £ | £ | |
| Funded by: | | | |
| GYBC | £ | £420,500 | |
| External Grant e.g. Town Deal | £ | £3.95 Million | |
| Other | £ | £ | |
| Total Funding | £ | £4.375 Million | |
| Actual Spend to date | £ | £42,432 | This represents the cost on the ledger to 30-06-22 |
| Savings Achieved | £ | £ | |
| Income Achieved | £ | £ | |
| Financial data verified by (name of finance officer) | | | Date |
| Helena Craske | | | 27 th July 2022 |

Project Highlight Report



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|--|-------------------------------|------------------------|--------------------|
| Project Name | Middlegate Estate | Project Manager | Nicola |
| Date of Report | 12 August 2022 | Project Sponsor | Nicola Turner |
| Reporting Period (Quarter months) | To 30 th June 2022 | Finance Officer | Danielle Patterson |

| | | | |
|------------------------|--|---|---|
| Project Status | | AMBER – Problems but within contingency plan | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|--|---|
| A feasibility study for potential to regenerate Middlegate Estate. Additional project to upgrade a number of tired play areas across the estate. | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| Recreational and leisure works ongoing – programme is on track. Progression of work on viability of regeneration underway. | Continuation of recreational and leisure works. Progression of viability work and covering report. |
| Project stage tolerance status <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i> | |
| Within original budget for master planning and viability work, although timescale for completion of master plan and viability has slipped again. Recreational and leisure works cost plan shows small potential overspend, which will be met from Housing Revenue Account if it arises. Ongoing budget monitoring will look to mitigate as much as possible this small overspend. Project remains on track to complete by 3 October 2022. | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|-----------------|---|---|------------|
| 1 | No funding available for redevelopment | Cannot mitigate this risk. Work will identify the required funding to allow informed discussions with DLUHC and Homes England. If only partial funding available will need to redefine project. | |

| | | | |
|---|--|--|--|
| 2 | Continued elongation of timescales – critical for phase 2 master planning and viability to be completed to allow engagement with funders and residents | Timescales are being monitored, but consultant availability has had some impact on timescales to date. | |
| 3 | Outcomes of master planning and viability do not meet project objectives and/or effectively evidence costs. | Clear criteria set for phase 2 master planning and viability work. | |
| 4 | Timescale for delivery of leisure and recreational works slips resulting in less spend of grant monies. | <ul style="list-style-type: none"> • Dedicated project manager resource • Regular monitoring of project requirements, deliverables and timescales against bid outcomes • Contractor aware of timescale for delivery of works. | |

| Financial Summary | | | |
|---|----------|-----------|---|
| | Capital | Revenue | Notes on Background |
| Budget | | £ 320,000 | DLUHC (formerly MCHLG) Deprived Estates Fund for master planning and viability costs |
| Budget | £858,312 | | DLUHC and One Public Estate – Estate Regeneration Fund for recreational and leisure works costs |
| Funded by: | | | |
| GYBC | £ | £ | |
| External Grant e.g. HLF | £858,312 | £320,000 | See above |
| Other | £ | £ | |
| Total Funding | £858,312 | £320,000 | |
| Actual Spend to date | £572,743 | £249,474 | Revenue - Master planning and viability Capital - Recreational works |
| Savings Achieved | £ | £ | |
| Income Achieved | £ | £ | |
| Financial data verified by (name of finance officer) | | | Date |
| Danielle Patterson | | | 16/08/2022 |

Project Highlight Report



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|--|-------------------------------|------------------------|--------------------|
| Project Name | Wellesley Recreation Ground | Project Manager | Adri Van der Colff |
| Date of Report | 29 July 2022 | Project Sponsor | Kate Blakemore |
| Reporting Period (Quarter months) | Quarter 1 (April – June 2022) | Finance Officer | Helena Craske |

| | | | |
|------------------------|--|---|---|
| Project Status | | AMBER – Problems but within contingency plan | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|--|--|
| <p>The project involves improving the facilities at the Wellesley Recreation Ground in Great Yarmouth. A new floodlit 9v9 3G artificial grass football pitch will be constructed and the dilapidated Grade II listed Tennis Pavilion will be fully restored, bringing the building back into use by providing changing and meeting facilities to support the new pitch. Improvements are also being made to improve the lighting, electrical supply and external surfaces.</p> | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| <ul style="list-style-type: none"> Football Foundation Funding of £747,078 secured Contractor for Tennis Pavillion appointed with costs coming in on budget | <ul style="list-style-type: none"> Grant documentation with Football Foundation finalised Contracts issued to main contractors to secure costs Contractors to mobilise and start on site. |
| <ul style="list-style-type: none"> Project stage tolerance status. <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i> | |
| Within tolerances | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|-----------------|---|--|------------|
| 1 | Both set of contractors are holding prices only until 22/08/2022 due to the inflationary market. A Letter of Intent must be issued before 22/08/2022 to avoid further cost increases, which would be 100% at GYBC's risk. | Allowance for inflation is being made. Market-tested prices will be obtained as soon as possible for cost certainty. Contract to prevent contractors from offload inflation costs. | |
| 2 | Football Foundation will not give permission that works on site can start unless sufficient progress has been made on legal undertakings. | Both sets of lawyers have been instructed and GYBC agreed to give an undertaking and pay fees in advance fee to the FF's lawyers. | |

| Financial Summary | | | |
|---|---------|------------|---|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £ | £1,050,078 | Includes 3G pitch, Tennis Pavillion and ancillary works including lights and external improvements. |
| Budget | £ | £1,050,078 | |
| Funded by: | | | |
| GYBC | £ | £ 303,000 | Spending approved by Policy & Resource Committee 08/02/2022 |
| External Grant Football Foundation | £ | £ 747,078 | Grant confirmed 22/07/2022 |
| Total Funding | £ | £1,050,078 | |
| Actual Spend to date | £ | £ 55,073 | |
| Savings Achieved | £ | £ | |
| Income Achieved | £ | £ | |
| Financial data verified by (name of finance officer) | | | Date |
| Helena Craske | | | 27/07/2022 |

Project Highlight Report



| | | | |
|--|-------------------|------------------------|----------------|
| Project Name | Marina Centre | Project Manager | David Ramsay |
| Date of Report | 27/07/2022 | Project Sponsor | Iain Robertson |
| Reporting Period (Quarter months) | April – June 2022 | Finance Officer | Lorna Snow |

| | | | |
|------------------------|--|--|---|
| Project Status | | | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|--|---|
| <p>The project comprises redeveloping the Marina Centre to include a six-lane pool, learner pool, sports hall, gym with various health and fitness suites, leisure water, flumes, café and climbing wall. The project has completed RIBA Stages 2, 3 and 4 with the projects multi-disciplinary team led by Mace and is now progressing through Stage 5 with the contract award to Morgan Sindall Construction.</p> | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| <p>Building Envelope The Vitradual cladding system, the face brickwork, curtain walling and roof finishes are complete.</p> <p>Sports Hall The windcatchers were commissioned at the end of May. The acoustic panels have been installed as has the division netting and basketball hoops in mid-June. Reflex flooring have been installing the sprung timber floor.</p> <p>Ground Floor Dry Change Complete apart from MEP and benching</p> <p>Ground Floor Wet Change installation of the cubicles and lockers is complete.</p> <p>Clip and Climb GDL commissioned the windcatchers on the 30th May 2022. The rubber crumb has been installed</p> <p>Café Circulation The three screens to the additional WC wall have been installed and the toilets completed. Kitchen works are progressing, walls have gyplined, electrical first fix is complete. The kitchen canopy and UV filter will be available in early July.</p> <p>Main Pool A MEP works are being finalised, and vinyl coverings are virtually complete. Audience Systems have been installing the spectator seating in late June, with minor works to the balustrading required. The platform lift dry</p> | <p>Building Envelope snagging works to the external façade is on-going with the Clerk of Works.</p> <p>Sports Hall Complete the MEP works and the balustrading to the spectator viewing area.</p> <p>Ground Floor Dry Change Complete the MEP and benching and carry out internal snagging.</p> <p>Ground Floor Wet Change MEP works to be completed as is painting then internal snagging to take place.</p> <p>Clip and Climb Morgan Sindall to carry out internal snagging</p> <p>Café Circulation Kitchen works to be completed including the kitchen canopy and UV filter.</p> <p>Main Pool Complete the MEP works, the balustrading and the platform lift wet install.</p> |

| | |
|---|---|
| <p>install is complete and the acoustic panels have been installed.</p> <p>Operator – Mobilisation programme for the occupation of the Marina Centre to be progressed.</p> <p>Funding – Remaining BRF Grant drawn down and Sport England’s remaining grant to be progressed</p> | <p>Operator – Mobilisation programme for the occupation of the Marina Centre to be completed</p> <p>Funding – Sport England’s remaining grant drawdown to be progressed</p> |
| <p>Project stage tolerance status.</p> <p><i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i></p> | |
| <p>Main Contract and Operator procurement have progressed on programme with the projected Practical Completion date of 25th July 2022. Freedom’s soft opening date is 5th August with main opening 2nd/3rd September.</p> <p>Project cost is being contained within budget.</p> | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|---|---|-----|
| 1. | Additional costs to comply with Covid/Brexit Requirements | Increased costs have incurred in respect of Covid in demolition and initial construction phases and have been included in the revised budget. All materials required for this project have been pre-purchased meaning there will be no impact on cost or completion date. | |
| 2. | Operator Input | With an operator now appointed changes will be required to accommodate specific operator requirements eg catering offer, gym changes, speakers, extra vending requirements but these will be able to be accommodated as part of the contingency. | |

| Financial Summary | | | |
|------------------------------------|---------|--------------------|---------------------|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £ | £26,927,444 | |
| Funded by: | | | |
| GYBC - borrowing | £ | £19,664,551 | |
| GYBC – revenue contribution | | £ 410,179 | |
| External Grant e.g. HLF | £ | £ 4,852,714 | |
| Capital Receipts | £ | £ 2,000,000 | |

| | | | |
|---|---|--------------------|------------------------|
| Total Funding | £ | £26,927,444 | |
| Actual Spend to date | £ | £25,509,587 | Up to end of July 2022 |
| Financial data verified by (name of finance officer) | | | Date |
| Lorna Snow | | | 28/07/22 |

Project Highlight Report



| | | | |
|--|-------------------|------------------------|----------------|
| Project Name | Winter Gardens | Project Manager | David Ramsay |
| Date of Report | 27/07/22 | Project Sponsor | Iain Robertson |
| Reporting Period (Quarter months) | April – June 2022 | Finance Officer | Jane Bowgen |

| | | | |
|------------------------|--|--|---|
| Project Status | | | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|---|--|
| The development and the repurposing of the Winter Gardens, refurbishing the fabric, providing a sustainable building with a viable use, that can be maintained for future generations. | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| <i>Provide delivery phase supporting documents - RIBA 2 commenced 28/2/22. RIBA 2 completion programmed mid-July 2022. Stage 2 review end July and approvals August.</i> | <i>Provide delivery phase supporting documents - move into RIBA 3 September 2022 and mid-term review programmed in October 2022. Delivery Phase application programmed in February 2023.</i> |
| <i>Appoint staff and design team as detailed in the HF application form - Staff and design team appointed.</i> | N/A |
| <i>Produce Partnership Agreements and Operating Plan - Service Agreement signed with two prospective partners. Progress being made on third.</i> | <i>Produce Partnership Agreements and Operating Plan - Complete all partnership agreements and operating plans.</i> |
| <i>Develop capital design scheme design proposals and costs to RIBA 3. - Secure the required planning consents. Positive discussions held to date with GYBC Planning Authority re planning consents. Current discussions around document and report requirements plus need for Pre-application process to be determined by GYBC Planning Authority.</i> | <i>Develop capital design scheme design proposals and costs to RIBA 3. - Programmed to commence RIBA 3 in September 2022 after RIBA 2 Heritage Fund and GYBC approvals. Secure the required planning consents. Historic England to be engaged with along with other heritage and conservation stakeholders as RIBA 2 and 3 progresses.</i> |
| <i>Produce an Activity Plan, Business Plan, Management & Maintenance Plan, Interpretation Plan (with concept designs to RIBA 3), Conservation Plan, Evaluation Plan and Full Risk Register. All work in progress.</i> | <i>Produce an Activity Plan, Business Plan, Management & Maintenance Plan, Interpretation Plan (with concept designs to RIBA 3), Conservation Plan, Evaluation Plan and Full Risk Register. Progress to be continued</i> |
| <i>Develop digital proposals. Meeting held with NLHF Head of Digital Policy and presentation with HF requirements circulated to the entire Winter Gardens team.</i> | <i>Develop digital proposals. To be further developed.</i> |
| Project stage tolerance status. | |
| <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i> | |

RIBA 2 commenced 28/2/22. RIBA 2 completion programmed mid-July 2022. Stage 2 review end July and approvals August. Programmed to commence RIBA 3 in September 2022 after RIBA 2 Heritage Fund and GYBC approvals.

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|---|--|-----|
| 1. | Operator - Commercial operator withdraws from project | Develop design solution to support either single or multiple occupier. | |
| 2. | Surveys - Surveys required to determine structural capacity & requirements | Early surveys will determine the extent of works required. | |
| 3. | Structural Engineer Ground Conditions - Issues with ground conditions- | Early surveys required to determine ground conditions &/or contamination. | |
| 4. | Structural Engineer Building Stability – Identification of active movement | Put in place suitable movement measuring process. | |
| 5. | Structural Costs – Once committed, project cost exceeds the approved funding. | The Business Case for the project may no longer be viable without increased funding. Significant redesign may be required to bring the costs back in line and there could be extensive delays while an affordable solution is reached. | |
| 6. | PM/QS Global Economic Volatility and Inflationary Increases | Allowances to be reviewed following Artelia Report | |

| Financial Summary | | | |
|--|---------|----------|---|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £2.211m | £13.560m | £16m total. Development (£0.811m) and Delivery stages (£14.931m) plus approx. £68k internal PM costs. |
| Budget | £ | £ | |
| Funded by: | | | |
| GYBC | £0.003m | £1.079m | |
| External Grant Total – (breakdown as follows) | £1.959m | £12.783m | £9.977m Grant total from NLHF. |
| <i>National Lottery Heritage Fund</i> | £1.268m | £8.708m | |
| <i>Business rate pool</i> | £0.440m | £0 | |
| <i>Town Deal</i> | £0 | £4.075m | |
| <i>Public Sector</i> | £0.250m | £0 | |
| Other | £0.258m | £0 | |
| Non Cash | £0.090m | £0 | Noncash volunteer time |

| | | | |
|---|--------------------|----------|--|
| Total Funding | £2.310m | £13.863m | £16.173m total |
| Actual Spend to date | £0.055m £0.009m | £0 £0 | Development stage only (£811k budget) Development stage internal PM (budget £68k). |
| Savings Achieved | £0 | £0 | |
| Income Achieved | £0 | £0 | First claim to NLHF made for £4k not received to date. Second claim for Qtr 1 2223 exp to be made. |
| Financial data verified by (name of finance officer) | | | Date |
| J Bowgen | | | 29/07/2022 |

Project Highlight Report



| | | | |
|--|-----------------------------------|------------------------|----------------|
| Project Name | KP08 – Improving the Market Place | Project Manager | Jon Barnard |
| Date of Report | 27th July 2022 | Project Sponsor | Iain Robertson |
| Reporting Period (Quarter months) | April – June 2022 | Finance Officer | Helena Craske |

| | | | |
|------------------------|--|---|--|
| Project Status | | AMBER – Problems but within contingency plan | |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|--|---|
| By 2025, redevelopment of the six-day covered market focusing on local goods and creating incubator opportunities for the new businesses to develop in the Town Centre. To complete the redevelopment of the wider public realm space within the Market Place. To increase footfall through use of the space for specialist markets and wider events. | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| Public Realm Improvements - RIBA 3 complete, project has moved in stage 4 detailed design. Preparation of detailed drawings and specifications for tender currently underway. Initial supply chain engagement undertaken. Ongoing engagement with key stakeholders. | Public Realm Improvements – Conclude detailed design and prepare tender documentation. Undertake tender exercise. Further comms updates. |
| Six-day Covered Market – Phase 1 handover of 15 units. 12 existing traders relocating with three new traders joining the first phase of the development. | Six-day Covered Market – Phase 2 clearance and ground investigation works to complete with piling for phase 2 of the development due to commence in quarter 2. |
| Project stage tolerance status. | |
| <p>Phase 1 of the covered market was handed over for trader occupation on the 14th April. A total of 12 existing traders have relocated to the first phase of the development with the opportunity for three new traders to also move into the space. Formal opening of the first phase of the development happened on 1st June.</p> <p>Work to clear the old, covered area has been completed. Exploratory works for phase 2 foundations will complete week ending 29th July 2022 with piling for phase 2 of the development due to commence 1st August 2022.</p> <p>Preparation of initial construction budget completed, commercial team feeding into detailed design to realise potential Value Engineering savings and efficiencies. Trial holes completed on site to inform/prove the design. Detailed landscape, highway and electrical design ongoing.</p> | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|--|---|-----|
| 1 | Overall costs of Covered Market Development | Due to the utility's issues and rising construction costs risks around utilities and build continue to be closely monitored and managed. | |
| 2 | Relocation of High Voltage Cable. | Order placed with UK Power Network for relocation of HVC located on the east side of phase 3 of the Market Place. | |
| 3 | Disruption from public realm works | Timetabling of works to compliment completions wherever possible. Consultation and communications strategy to be updated to include all projects in the town center. | |
| 4 | Uncertainty of rising construction costs and risk costs. The public realm costing could exceed budget. | Independent commercial support embedded within the team to market test construction rates and materials to ensure project within budget at development stage and advise on procurement routes. Development of a phased delivery strategy. | |

| Financial Summary | | | |
|------------------------------|---------|-------------|--|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £ | £12,805,114 | |
| Budget | £ | £12,805,114 | |
| Funded by: | | | |
| GYBC | £ | £2,604,312 | Borrowing |
| GYBC | £ | £20,000 | Revenue Contribution |
| External Grant | £ | £8,968,903 | Future High Streets |
| External Grant | £ | £1,100,000 | Business Rates Pool |
| External Grant | £ | £8,900 | Norfolk County Council |
| External Grant | £ | £50,000 | Historic England Heritage Fund |
| External Grant | £ | £15,074 | Urban Tree Challenge Fund / Historic England Cultural Fund |
| External Grant | £ | £17,925 | Private contributions |
| External Grant | £ | £20,000 | HAZ Cultural Fund |
| Total Funding | £ | £12,805,114 | |
| Actual Spend to date | £ | £3,571,606 | |
| Savings Achieved | £ | £ | |
| Income Achieved | £ | £ | |

| Financial data verified by (name of finance officer) | Date |
|--|----------|
| Helena Craske | 27-07-22 |

Project Highlight Report



| | | | |
|--|-------------------------------|------------------------|-----------------------------|
| Project Name | The Conge | Project Manager | Claire Wilkins |
| Date of Report | 21.07.22 | Project Sponsor | Nicola Turner |
| Reporting Period (Quarter months) | To 30 th June 2022 | Finance Officer | Greg London & Helena Craske |

| | | | |
|------------------------|--|---|---|
| Project Status | | AMBER – Problems but within contingency plan | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| 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. | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| Procurement of Strategic Partner at draft dialogue stage – resolving tenure mix and proposals. Site assembly works continuing | Final tender proposals submitted and decision made re outcome of procurement. Site assembly works continuing. |
| Project stage tolerance status <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i> | |
| Cost - Within budget Timescales provisionally agreed for termination of South side leases and will not impact on delivery timescales if vacant possession received in line with agreed timescales. Impact of North side leases on timescale is not quantifiable at this stage. | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|-----------------|--|--|------------|
| 1 | Unable to end long leases early – due to compensation requested from businesses. Lengthy delays or failure to secure vacant possession could result in loss of funding and lapse of planning permission. | Cannot be fully mitigated against and remains a significant risk to the project. | |
| 2 | Viability gap | Strategic Partner to bring additional funding to address remaining viability gap – but can only do this if issue re long | |

| | | | |
|--|--|--|--|
| | | leases is resolved otherwise another option to redevelop the site will be required which will not deliver the place making change required. Use of FHSF funding to increase viability to south side of The Conge. | |
|--|--|--|--|

| Financial Summary | | | |
|---|----------|----------|--|
| | Capital | Revenue | Notes on Background |
| Total Budget Approved | £444,727 | £52,700 | Revenue - As per Norfolk Business Rates Pool approved bid |
| Funded by: | | | |
| GYBC | £ | £0 | |
| Future High Streets | £444,727 | £0 | |
| Total Funding | £ | £52,700 | |
| Total Funding utilised | £0 | £52,700 | |
| Actual Spend to date | £0 | £105,508 | |
| Income Achieved | £0 | £52,700 | Amounts received from NCC BRP Grant Claim period has now concluded. |
| Financial data verified by (name of finance officer) | | | Date |
| Greg London – Revenue | | | 06/07/2022 |
| Helena Craske - Capital | | | 21/07/2022 |

Project Highlight Report



| | | | |
|--|-------------------|------------------------|--------------|
| Project Name | North Quay | Project Manager | Tracey Read |
| Date of Report | Q1 Report 2022/23 | Project Sponsor | David Glason |
| Reporting Period (Quarter months) | April-June 2022 | Finance Officer | |

| | | | |
|------------------------|--|--|---|
| Project Status | | | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|---|--|
| Comprehensive redevelopment of the North Quay waterfront site in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan. | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| Soft market testing took place April/May 2022, evaluation report presented to OWG end of May 2022 | Ongoing dialogue with potential developer partners |
| Sharpe Pritchard instructed to provide legal advice re procurement options for developer partner | Legal advice to be received re procurement options appraisal |
| NCC have initiated the enforcement of highway rights regarding the land south of Vauxhall Bridge, the landowner has until the end of July to respond | Montagu Evans to prepare commercial advice and procurement options following legal advice received |
| P&R Committee received a report outlining the need and requesting approval of making a CPO in principle for the entire site – approved by Committee July 2022 | Response expected from landowner south of Vauxhall Bridge re highways rights |
| Draft CPO/development timeframe received and reviewed by OWG | Homes England to be further engaged following evaluation of soft market testing |
| Continued engagement with Environment Agency / Coastal Partnership East re: Innovative Resilience Fund | Levelling Up Fund bid to be drafted and submitted August 2 nd 2022 |
| | CPO/development timeframe to be refined once developer partner option agreed |
| Project stage tolerance status. | |
| <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i> | |
| The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely. | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|-----------------|---|---------------------------|------------|
|-----------------|---|---------------------------|------------|

| | | | |
|---|---------------------------------|--|--|
| 1 | Impact of COVID19 | Reviewed/monitored – this project was paused during the early months of the pandemic | |
| 2 | Lack of response by landowners. | CPO - process and timeline for CPO identified and agreed with legal if required | |

| Financial Summary | | | |
|---|---|---------------------------------|--|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £348,750 | £5,100,000 | |
| Budget | £ | £ | |
| Funded by: | | | |
| GYBC | £ | £2,500,000 | |
| GYBC | £250,000 | | Invest to Save Reserve |
| GYBC | £111,234 | | Share of Business Rates Pool |
| External Grant – Town Deal | £ | £2,600,000 | |
| Other | £ | £ | |
| Total Funding | £361,234 | £5,100,000 | |
| Actual Spend to date | 19/20 £156,119 20/21 £3,808 21/22 £62,573 22/23 £7,500 | 19/20 £139,252 20/21 £10,136 | Capital Spend incurred prior to 21-22 |
| Savings Achieved | £ | £ | |
| Income Achieved | £111,234 | £ | Amounts received from NCC BRP Grant Claim period has now concluded. |
| Financial data verified by (name of finance officer) | | | Date |
| Greg London/Helena Craske | | | 20/07/2022 |

Project Highlight Report



| | | | |
|--|-----------------------------------|------------------------|--------------|
| Project Name | Operations and Maintenance Campus | Project Manager | Tracey Read |
| Date of Report | Quarter 1 Report 2022/23 | Project Sponsor | David Glason |
| Reporting Period (Quarter months) | April – June 2022 | Finance Officer | |

| | | | |
|------------------------|--|--|---|
| Project Status | | | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|--|---|
| <p>Development of Great Yarmouth Operations and Maintenance Campus located on the southern tip of the South Denes peninsula and outer harbour – an optimum location for the offshore sector. The development will include new pontoons, improved highway infrastructure, new facilities for offshore energy sector businesses and refurbishment of the river quay.</p> <p>The aims of the project are to:</p> <ul style="list-style-type: none"> • Encourage & support the growth of the offshore energy sector in Great Yarmouth • Offer facilities in close proximity to Great Yarmouth's Outer Harbour, giving operators access to deep water as well as the river port • Rejuvenating and redeveloping sites and quay infrastructure adjacent to the Outer Harbour • Potentially creating up to 650 new jobs at the new campus | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| Project team working to resolve and close-off pre-commencement planning conditions for phase 1 infrastructure delivery. | Project Team aim to submit final details for Planning and discharge of conditions mid-to-late July 2022. |
| Project team working through final stages of procurement of contractor. Project Team are still running to programme, based on contractor commencing construction autumn 2022. | Construction contract to be issued and signed. |
| Project Team in dialogue with Marine Management Organisation (MMO), submitted outstanding information to MMO which will allow MMO to assess for construction license. | Construction to commence autumn 2022, programme to be reviewed and revised in accordance with construction start date. |
| Commercial lease for site and tender process in development - Portia/Bevan Britten contracted to assist with this piece of work. | Communications plan implemented and updated – ongoing. Press release to be prepared ahead of award of construction contract |
| Vattenfall tender process launched for an O&M facility – direct engagement | Continue direct engagement in accordance with Vattenfall's programme |

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| Meetings with potential end users are taking place, significant interest from multiple end users. | Commercial lease and tender to be finalised |
| Promotion of the O&M Campus at Global Offshore Wind, SNS2022 and other offshore renewable energy events. New prospectus and video footage in production. | Completion of the new promotional prospectus and video footage. |
| Project stage tolerance status. <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i> | |
| The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely. | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|------------------------------------|---|-----|
| 1 | MMO Licenses | Ongoing engagement with MMO to ensure licenses on track. Programme now updated to allow 6-month period for MMO. | |
| 2 | Construction contract award | Ongoing dialogue with potential contractor to ensure all issues resolved and contract awarded | |
| 3 | Planning conditions | Project team to resolve and close-off pre-commencement planning conditions. | |
| 4 | Covid-19 | Situation continues to be monitored | |

| Financial Summary | | | |
|-----------------------------------|------------|-------------------|--|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £ | £18million | *Project costs tbc through WSP work. |
| Budget | £ | £ | |
| Funded by: | | | |
| GYBC | £ | £1 million | |
| NALEP | £ | £6 million | |
| NCC | £ | £1 million | |
| Enterprise Zone Pot B | £ | £9 million (tbc*) | EZ Pot B funding the WSP feasibility study |
| Norfolk Business Rate Pool | £ | £1 million | |
| Total Funding | £ | £ | |
| Actual Spend to date | £1,096,680 | £ | |
| Savings Achieved | £ | £ | |
| Income Achieved | £ | £ | |

Project Highlight Report



| | | | |
|--|-------------------------------------|------------------------|-------------------------------------|
| Project Name | Beach Coach Station (Jubilee Court) | Project Manager | Alex Williamson (Broadland Housing) |
| Date of Report | 21.07.22 | Project Sponsor | Kate Blakemore / Iain Robertson |
| Reporting Period (Quarter months) | To 30 th June 2022 | Finance Officer | Danielle Patterson |

| | | | |
|------------------------|--|---|---|
| Project Status | | AMBER – Problems but within contingency plan | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|---|--|
| Construction of 18 new one-bedroom homes at Beach Coach Station, Great Yarmouth | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| <p>Main contractor (H Smith & Sons of Honingham) appointed and started on site 3rd May</p> <p>Breaking of Ground Ceremony held and initial press releases made</p> <p>Finalising of design elements running in parallel to ground and substructure works</p> | <p>Conclusion of all design elements</p> <p>Continuation of build programme.</p> |
| Project stage tolerance status | |
| <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i> | |
| <p>Time – works are currently on schedule, with Smith's having started on site as planned and works progressing in line with the programme.</p> <p>Cost – Project is progressing within the forecast budget.</p> | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|--|--|-----|
| 1 | Labour and material issues – industry wide concerns. | Main Contractor continuing to progress placing sub-contractor and material orders to mitigate delays and ensure programme is achieved. | |

| Financial Summary | | | |
|--|------------|---------|---------------------------------------|
| | Capital | Revenue | Notes on Background |
| Total Budget Approved | £3,564,602 | £0 | Committee Approval May 2021 |
| Funded by: | | | |
| GYBC | £2,197,005 | £0 | |
| Grants and Retained Right to Buy receipts | £1,367,597 | £0 | Includes Brownfield Land Release Fund |
| | | | |
| Actual Spend to date | £79,837.60 | | |
| Total Funding Utilised | £79,837.60 | | From Brownfield Land Release Fund |
| Income Achieved | £0 | | |
| Savings Achieved | £0 | | |
| Financial data verified by; | | | Date |
| Danielle Patterson | | | Correct as at 16.06.2022 |

Project Highlight Report



| | | | |
|--|--|------------------------|--------------------|
| Project Name | Library Relocation and University Centre | Project Manager | Adri Van der Colff |
| Date of Report | 29 July 2022 | Project Sponsor | Kate Blakemore |
| Reporting Period (Quarter months) | Quarter 1 (April – June 2022) | Finance Officer | Helena Craske |

| | | | |
|------------------------|--|---|---|
| Project Status | | AMBER – Problems but within contingency plan | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|--|--|
| <p>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.</p> | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| <ul style="list-style-type: none"> Internal strip-out and asbestos clearance work started on site 11th July Design to RIBA 3 completed (architectural, structural, mechanical and electrical) Public consultation launched with an in-depth online survey about functionality of the building | <ul style="list-style-type: none"> Cost plan and programme to be developed at RIBA 3 Design to be developed to RIBA 4 Pre-Planning application to be submitted Procurement market soft testing (framework vs Find-A-Tender 'OJEU' open tender) |
| <ul style="list-style-type: none"> Project stage tolerance status. <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i> | |
| Within tolerances at the end of RIBA 3 | |

| 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. | Allowance for inflation is being made. Market-tested prices will be obtained as soon as possible for cost certainty. Contract to prevent contractors from offload inflation costs. | Amber |
| 2 | Risk of recession and contractors going bankrupt | Solid and well-established contractor with solid supply chains to be appointed. | Amber |
| 3 | Lower cost risk procurement methodology (open tender) is likely to result in a longer | Library can remain in current location. East Coast College can deliver courses | Amber |

| | | | |
|---|---|--|-------|
| | programme which would mean that the building will not be ready for September 2023 academic year. | from existing Suffolk Road further education campus | |
| 4 | Tenants do not commit to take on a long-term lease or withdraw from the project during the development stage. | Two main tenants have produced formal confirmation of their funding contribution and firm commitments to participate in the project during delivery stage. Agreement for Lease (with detailed specification) and Lease agreements are being drafted. | Green |

| Financial Summary | | | |
|---|-----------|-------------|--|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £ | £15,313,947 | |
| Budget | £ | £15,313,947 | |
| Funded by: | | | |
| GYBC | £ | £0 | |
| External Grant One Public Sector (Revenue) | £ 77,000 | £ | Feasibility Stage |
| Norfolk Strategic Fund (Revenue) | £ 190,000 | £ | Feasibility Stage |
| Future High Street Fund | | £ 2,350,000 | |
| Town Deal Fund | | £ 7,463,947 | |
| Norfolk County Council | | £ 2,000,000 | |
| East Coast College (University of Suffolk) | | £ 3,500,000 | |
| Total Funding | £ 267,000 | £15,313,947 | |
| Actual Spend to date | £ 253,950 | £1,584,811 | Capital - Purchase & start of enabling works to 30-06-22 |
| Savings Achieved | £ | £ | |
| Income Achieved | £ 253,950 | £ | |
| Financial data verified by (name of finance officer) | | | Date |
| Helena Craske | | | 27/07/2022 |

KP16 - Town Wall restoration & walking trail



| | | | |
|--|--|------------------------|---------------|
| Project Name | KP16 - Town Wall restoration & walking trail | Project Manager | Darren Barker |
| Date of Report | 01/08/22 | Project Sponsor | Paula Boyce |
| Reporting Period (Quarter months) | Q1 22 | Finance Officer | Jane Bowgen |

| | | | |
|------------------------|--|---|---|
| Project Status | | AMBER – Problems but within contingency plan | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|---|--|
| <p>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.</p> <p>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 well being.</p> | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| <p>Project Planning Phase</p> <p>Town Wall repairs at Market place 80% complete</p> <p>Town Wall repairs and enhancement specified and out to tender.</p> | <p>Developed to RIBA 1-2</p> <p>Enhancement and repairs underway at Blackfriars Road (HE)</p> <p>Completion of Town Wall repairs at Market Place (HAZ)</p> |
| Project stage tolerance status. | |
| <p><i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i></p> | |
| Nothing to report project in planning phase | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|-----------------|---|---------------------------------|------------|
| 1 | In house capacity and resource | Commission external consultants | |
| | | | |
| | | | |

| Financial Summary | | | |
|---|---------------------|----------------------------|---|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £275,000 | £335,000 | Town Deal budget – Connectivity Public Wayfinding |
| Budget | £275,000 | £335,000 | |
| Funded by: | | | |
| GYBC | £ | £ | |
| External Grant e.g. HLF | £0 £0 £90,000 | £335,000 £185,000 £0 | Towns Deal HAZ Historic England agreement Historic England (HE funding agreement 2122 – 2324) |
| Other | £0 | £0 | |
| Total Funding | £90,000 | £520,000 | £610k total |
| Actual Spend to date | £10,728 | £163,462 | £163k HAZ & £10k HE. |
| Savings Achieved | £0 | £0 | |
| Income Achieved | £0 | £0 | |
| Financial data verified by (name of finance officer) | | | Date |
| J Bowgen | | | 02/08/2022 |

KP17 - Sculpture trail



| | | | |
|--|------------------------|------------------------|---------------|
| Project Name | KP17 - Sculpture trail | Project Manager | Darren Barker |
| Date of Report | 01/08/22 | Project Sponsor | Paula Boyce |
| Reporting Period (Quarter months) | Q1 22 | Finance Officer | Jane Bowgen |

| | | | |
|------------------------|--|---|---|
| Project Status | | AMBER – Problems but within contingency plan | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|---|--|
| <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> | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| Project Planning Phase | Project Developed to RIBA 2 + |
| Project stage tolerance status. | |
| <p><i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i></p> | |
| Nothing to report project in planning phase | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|-----------------|---|---|------------|
| 1 | In house capacity and resource | Proposal to employ cultural officer under consideration | |
| | | | |

| Financial Summary | | | |
|------------------------------|----------------|----------------|--|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £ | £295,000 | Town Deal Connectivity Public Wayfinding |
| Budget | £ | £295,000 | |

| Funded by: | | | |
|--|----|----------|--|
| GYBC | £0 | £0 | |
| External Grant e.g. HLF | £0 | £295,000 | GYPT £20,000 Town Deal £220,000 NCC £5,000 contribution to mkt place sculpture. (was £60k now £5k as per DB) FHSF £50,000 |
| Other | £0 | £0 | |
| Total Funding | £0 | £295,000 | |
| Actual Spend to date | £0 | £0 | |
| Savings Achieved | £0 | £0 | |
| Income Achieved | £0 | £0 | |
| Financial data verified by (name of finance officer) | | | Date |
| J Bowgen | | | 02/08/2022 |

Project Highlight Report



| | | | |
|--|---|------------------------|----------------|
| Project Name | KP18: New Local Authority Trading Company (LatCo) | Project Manager | Joe Goldie |
| Date of Report | July 2022 | Project Sponsor | Kate Blakemore |
| Reporting Period (Quarter months) | May-July 2022 | Finance Officer | Karen Sly |

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|------------------------|--|---|---|
| Project Status | | AMBER – Problems but within contingency plan | GREEN – no problems or only minor issues |
| Budget Status | | | |
| Timeline Status | | | |
| Resource Status | | | |

| Project Overview | |
|--|---|
| The project aim is to establish a new Trading Company to undertake the services previously provided by GYBS/ Norse, and have this in place and fully operational before the end of the current arrangements on 31st March 2023. | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| <ul style="list-style-type: none"> Initial discussions have been undertaken to establish the Assets which will be transferred from Norse to GYBC. The list has now been agreed with Norse. The Business case for the project, along a request for the funding required to manage the project and purchase the Assets from Norse, and other essential assets, was approved by Council on 23 June 2022. Legal work has commenced to finalise the Objectives; Articles; Delegations Matrix; Constitution; Business Case; and Business Plan for the New Co, so that it can be Incorporated and registered with Companies House. Engagement with Unions and Staff about the transfer to the New Co. | <ul style="list-style-type: none"> The name and branding of the New Co needs to be agreed and finalised Incorporation and registration of the New Company, and registration with HMRC Procurement process agreed for new vehicles and IT equipment, and orders placed Commence application for new O'Licence Finalise valuation of Assets for transfer from Norse, and draft legal agreement to enable this Commence tender process for Insurance for new company Development of Business Plan Development and agreement of Terms of Reference for P&R and Shareholders Committee Develop Support Services Agreement |
| Project stage tolerance status. | |
| <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i> | |
| The project has not experienced any project creep. It is within budget with further funding agreed at Council on 23 rd June. The project is running to schedule. | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|--|---|-----|
| 1 | Budget growth after Council decision in June 22 | Provide caveat where accurate costings aren't available, or haven't been agreed | |
| 2 | Elongated Negotiations with Norse re Asset Transfer | Regular meetings to push this forward to agreement. | |
| 3 | Ordering of new Assets (vehicle and Plant) – delay in the market in obtaining new vehicles | Engage Vehicle Consultant to support the procurement process May have to utilise Short-Term rental for vehicles due to extensive delivery time and shortage of vehicles in market place. | |
| 4 | Unison concerns re Terms & Conditions of new Company | Regular engagement with Unions to work this through | |
| 5 | Issues with TUPE transfer (legal etc.) | Highlight potential issues as early as possible to manage process. | |
| 6 | New company not able to deliver services from April 23 | Regular monitoring of progress and development of mitigation strategy | |

| Financial Summary | | | |
|---|---------|---------|--|
| | Revenue | Capital | Notes on Background |
| Total Budget Approved | £253k | £1.45m | £103k initial revenue budget for 22/23 approved by Council December 2021. Council approved a further £150k revenue budget for 22/23 in June 2022, along with approval for a £1.45m capital budget being established. |
| Budget | £ | £ | |
| Funded by: | | | |
| GYBC Project costs (spend to date) | £32,505 | £ | To end June 2022. |
| External Grant e.g. HLF | £ | £ | |
| Other | £ | £ | |
| Total Funding | £ | £ | |
| Actual Spend to date | £ | £ | |
| Savings Achieved | £ | £ | |
| Income Achieved | £ | £ | |
| Financial data verified by (name of finance officer) | | | Date |
| Lorna Snow | | | 13 th July 2022 |

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (APR – JUN) 2022/23

POLICY & RESOURCES COMMITTEE

[illegible]

| Indicators | This Quarter | Target | Qtr 1 21/22 | 21/22 Outturn | 22/23 Annual Target | Status | Trend | |
|--|--------------|----------|----------------|------------------|---------------------------|--------|----------------|-----------------|
| | | | | | | | Last Period | Q1 Last Year |
| PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly) | 5m 06s | 1m 30s | 2m 8s | 1m 45s | 1m 30s | R | ↓ | ↓ |
| <p>Commentary - A very busy quarter 1 for the Customer Services Team with higher call volumes than previous years significantly impacted by the Energy Rebate Scheme and over the normal increases associated with annual billing/brown bin renewals. Greyfriars House is fully open to the public this year and on top of pre-arranged appointments a further 1200 customers have been supported in the reception (again a number of these were for assistance with claiming the Energy Rebate). Additional support has been provided by the Revs & Bens Team as the Customer Service Team continue to be under resourced due to long term sickness.</p> | | | | | | | | |
| PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative) | 87% | 90% | 83% | 90% | 90% | A | ↓ | ↑ |
| PR09: % of completed Full Performance Reviews (reported in Q2 & Q4 only) | N/A | Monitor | 0% | 85% | 90% | N/A | N/A | N/A |
| <p>Commentary - We have already completed 74% of PDR's in the first quarter of 2022</p> | | | | | | | | |
| PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative) | 3.08 days | 2.1 days | 2.44 days | 12.52 days | 8.5 days | A | N/A | ↓ |
| <p>Commentary - 43% of sickness days lost are attributable to short term absences with 57% of sickness days lost relating to long term absence. Currently there are 6 employees with long term sickness absence, reasons for absence is varied but include bereavement, surgery & chronic fatigue syndrome. HR are meeting weekly to review sickness absence and ensure line managers are proactively managing their staff's absence, these meetings include:</p> <ul style="list-style-type: none"> - Who is off absent - Who has been off 4 weeks and therefore needs a meeting with their line manager - Who needs a fit note and who's fit note is expiring - Who is back but needs a Return to Work meeting or who's Return to Work meeting is still outstanding <p>Additionally the HR manager personally reviews all long term sickness cases weekly, ensuring the Council is doing everything it can to help employees return to work, this includes:</p> <ul style="list-style-type: none"> - When was the last time we met with the employee - Do we have scheduled "keep in touch meetings" in place - Has an Occupational Health referral been completed - Has the line manager and HR advisor met and reviewed any returned Occupational Health reports - Are there any reasonable adjustments that can be put in place to facilitate the employees return <p>Finally, a report detailing their Services sickness along with any outstanding actions is issued to all Heads of Service on a monthly basis.</p> | | | | | | | | |

| Indicators | This Quarter | Target | Qtr 1 21/22 | 21/22 Outturn | 22/23 Annual Target | Status | Trend | |
|---|--------------|----------|----------------|------------------|---------------------------|--------|----------------|-----------------|
| | | | | | | | Last Period | Q1 Last Year |
| PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative) | 56% | Monitor | 59% | 54% | Monitor | N/A | ↑ | ↓ |
| PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative) | 16% | 18% | 0% | 77% | 100% | A | N/A | ↑ |
| Commentary - Although progress is below the target, good progress is being made on the 2022/23 Internal Audit plan. Delays from 2021/22 resulted in a slightly later start this year, however with the finalisation of the 2021/22 Internal Audit plan, this work is now starting to pick up. | | | | | | | | |
| PR13: Internal Audit recommendations | | | | | | | | |
| a) Percentage of priority 1 Internal Audit recommendations completed on time (Quarterly cumulative) | 100% | 100% | 100% | 100% | 100% | G | ↔ | ↔ |
| b) Number of priority 2 Internal Audit recommendations outstanding | 5 | 9 | 14 | 6 | 9 | G | ↑ | ↑ |
| Commentary - We are in a great position with outstanding internal audit recommendations, with no priority 1, and only five priority 2 recommendations outstanding. | | | | | | | | |
| PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative) | 3.58% | 0.63% | 3.57% | 1.76% | 2.50% | G | ↑ | ↑ |
| Commentary - The quarter one figure equals 3.58% against a target of 0.63% / 2.50% full year, although this is only based upon seven lease agreements (which have been received this financial year) and may well reduce over the following quarters. | | | | | | | | |
| PR15: Corporate Property Portfolio | | | | | | | | |
| a) % Arrears per annum | 5.94% | 7.5% | 18.49% | 6.70% | 7.5% | G | ↑ | ↑ |
| b) Total Arears amount in £'s | £59,720 | £100,000 | £221,983 | £27,311 | £100,000 | G | ↓ | ↑ |
| PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative) | 97.01% | 90% | 96.21% | 96.65% | 90% | G | ↑ | ↑ |
| PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative) | 88.9% | 90% | 92.0% | 92% | 90% | A | ↓ | ↓ |

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (APR – JUN) 2022/23

ECONOMIC DEVELOPMENT COMMITTEE

| Indicators | This Quarter | Target | Qtr 1 21/22 | 21/22 Outturn | 22/23 Annual Target | Status | Trend | |
|---|--------------|--------|----------------|------------------|---------------------------|--------|----------------|-----------------|
| | | | | | | | Last Period | Q1 Last Year |
| ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative) | 100% | 80% | 100% | 92% | 80% | G | ↑ | ↔ |
| ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative) | 89% | 80% | 93% | 92% | 80% | G | ↓ | ↓ |
| ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative) | 98% | 80% | 81% | 99% | 80% | G | ↓ | ↑ |
| ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative) | 84% | 80% | 82% | 81% | 80% | G | ↑ | ↑ |
| ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative) | 2% | 3% | 0% | 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) | 0.8% | 6% | 5.26% | 0.33% | 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) | 85% | 100% | N/K | 87.5% | 100% | R | ↓ | N/A |
| Commentary: Building Control continues to suffer through lack of staffing, however we have recently completed a recruitment exercise and formally offered employment to the succesful candidate. Once started this new member of staff will aid performance in this area, bringing it back on target. | | | | | | | | |

| Indicators | This Quarter | Target | Qtr 1 21/22 | 21/22 Outturn | 22/23 Annual Target | Status | Trend | |
|---|--------------|--------|----------------|------------------|---------------------------|--------|----------------|-----------------|
| | | | | | | | Last Period | Q1 Last Year |
| ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative) | 52.66% | 90% | 39.47% | 35.71% | 90% | R | ↑ | ↑ |
| <p>Commentary: Land Charge searches are dealt with by the Planning Support Team which currently has 1 permanent member of staff in post. The use of Agency staff as a temporary measure until permanent staff could be appointed has been considered, however there is only a very small pool of trained staff and due the the system in place they would be required to work in the Office. When the offer was put out to the Agency staff none were prepared to travel and work in GY. Job offers have recently been made to appoint permanent members of staff and once successfully filled these posts will have a positive impact in terms of performance.</p> | | | | | | | | |
| ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter) | 0.74% | 5% | 0.41% | 1.12% | 5% | G | ↑ | ↓ |
| <p>Commentary - Only marketing suite unoccupied</p> | | | | | | | | |

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (APR – JUN) 2022/23

ENVIRONMENT COMMITTEE

| Indicators | This Quarter | Target | Qtr 1 21/22 | 21/22 Outturn | 22/23 Annual Target | Status | Trend | |
|---|--------------|---------|----------------|------------------|---------------------------|--------|----------------|-----------------|
| | | | | | | | Last Period | Q1 Last Year |
| EN01: Food Hygiene | | | | | | | | |
| a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter) | 96.3% | 90% | 98% | 97.5% | 90% | G | ↓ | ↓ |
| b) Number of food premises inspected (Quarterly) | 111 | 100 | 11 | 244 | 300 | G | ↓ | ↑ |
| EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly) | 10653 | 10,000 | 10118 | 10670 | 10,500 | G | ↓ | ↑ |
| EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative) | 35% | 35% | 35.64% | 31.70% | 35% | G | ↑ | ↓ |
| EN04: Number of Flytips reported (Quarterly Cumulative) | 373 | Monitor | 728 | 1869 | Monitor | N/A | N/A | ↑ |
| EN05: Number of streets in the Borough meeting street cleanliness levels | | | | | | | | |
| a) Litter (formerly NI195a) | 99.0% | 95% | 100% | 93.9% | 95% | G | ↑ | ↓ |
| b) Detritus (formerly NI195b) (Snapshot at last month of quarter) | 97.9% | 95% | 99% | 95.9% | 95% | G | ↑ | ↓ |
| EN06: Contamination rate in dry recycling (Quarterly Cumulative) | 18.7% | 19% | 22.6% | 19.9% | 19% | A | ↓ | ↓ |

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (APR – JUN) 2022/23




HOUSING AND NEIGHBOURHOODS COMMITTEE


[illegible]


[illegible]

Key

Status

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

| | |
|---|---|
|  | 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. | |
|---|--|--|