

Subject: Quarter 1 Key Project and Performance Report

Report to: Policy & Resources Committee – 11 September 2018

Report by: Head of Organisational Development

SUBJECT MATTER/RECOMMENDATIONS

The following gives an update on current performance for the first quarter of 2018/19 (Apr – Jun) where progress is assessed against Targets which are set at the start of the financial year. Progress against Targets is assessed by RAG (Red/Amber/Green) ratings and is also assessed in terms of Direction of Travel (DoT) through use of arrows.

The report also gives an update to the position of key projects that are linked to the corporate priorities from 'The Plan 2015-2020'. A summary of progress for the suite of key projects and individual highlight reports for each of these key projects are presented in Appendix 1 of this report.

The performance measures, see attached Appendix 2, give a comprehensive overview of how the authority as a whole is performing and cover most Council functions. This report highlights performance measures that have not achieved the target for this period and measures that do not have a target but are moving in the wrong direction. The report also highlights a number of measures that are showing exceptional performance against targets. Measures have been separated into the four service committees.

RECOMMENDATIONS

The actions are:

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

1. INTRODUCTION/BACKGROUND

To consider all measures and key projects within the report and to continue to monitor throughout the year and report quarterly to Executive Leadership Team (ELT)/Management Team (MT). Performance measures will be presented to the relevant service Committees on a quarterly basis with the complete suite going to Policy & Resources Committee. The suite of nine new Key Projects will be reported to Policy & Resources Committee quarterly.

2. PROGRESS OVERVIEW OF KEY PROJECTS

A review of all projects was conducted at the end of the 2017/18 financial year and a new list of key projects was established and was included in the Council's Annual Action Plan 2018/19 which was approved by Policy & Resources Committee on 24 July 2018. Each highlight report details a summary of the project, milestones and achievements, alongside open issues, mitigation and a financial summary. Each report also has a current status, which can be green, amber or red. Out of the nine reports, six have a current green status defined as no problems or minor issues.

The remaining key project has 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	6
Amber - problems identified but contingency plan in place	3
Red – serious problems out of tolerance	0

KP02 – Beacon Park Housing Development: An amber status has been given as overall phase 1 of the project is six months behind the timeline anticipated in the original business case developed in 2016. The project experienced delays between Autumn 2017 and Summer 2018 with the discovery of a high voltage cable on site not in the location asserted on plans. Investigatory work around the actual route of the cable, amendment to plans, amending the layout of the site and seeking formal approval of the amended work from UKPN has been lengthy. These issues have now been resolved.

A further contributory factor was the need to revise/update the Lovells tender given the delay in the project. In June 2018 the Board and Shareholder's Committee approved the updated business case, still within the original projections agreed in the business plan.

KP07 – Winter Gardens: An amber status has been given as the Council was not successful with the major batch submission, but received positive feedback from the Heritage Lottery Fund (HLF) who are very supportive of the Council's commitment to the project and are keen to see something develop in the near future.

Heritage Enterprise, an HLF grant programme was announced early summer with a closing date in August 2018. Officers reviewed the programme and hosted two investor open days on 19 and 31 July 2018.

KP08 – Venetian Waterways: This has been given an amber status because the project is in the early days of construction and work is uncovering issues that should fall within contingency arrangements, however the budget is already proving problematic and as such needs very careful handling alongside the funders.





3. Performance Measures

Performance Measures – Highlights

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

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

Breakdown of the measures is shown below.

	Performance Measures against Targets	Total
	Green - Performance has met or exceeded target	26
	Amber - Performance is below target but within tolerance	19
	Red – Performance is below target and tolerance	4

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

- PR01: Average time to assess Housing & Council Tax: Benefit new claims
- PR02: Average time to assess Housing and Council Tax: Change in circumstances
- PR10: Percentage of FOI and EIR requests responded to within 20 working days
- PR11: % of completed Full Performance Reviews

The following areas of performance are brought to your attention:

Improved performance:

1. Percentage of Land Charges search returns sent within 10 working days. (ED08)

The figure for dealing with Land Charges search returns has shown an increase in performance for the fifth quarter running. Performance has improved by over 20% from a low of 76.38% in the first quarter 2017/18.

2. Time taken for Housing Options to match property (HN08)

A transformation project had been in place which reviewed the voids process from end to end. The actions taken by the review has seen a significant improvement in this measure during 2017/18 and the first quarter figure for 2018/19 has seen further improvement to 3 days compared to 22 days during the same period in 2017/18.

Reduced performance:

3. Average time to assess Housing & Council Tax: Benefit new claims (PR01)

Quarter 1 performance has been impacted by a reduction in available resource due to vacancies, maternity and long term absence, this is at a time when the section is extra busy at the start of the new financial year. The vacant posts have now been recruited to and the team is now back to being fully staffed. Although there is a training period for new staff it is anticipated that performance will reach target in Quarter 2.

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

There has been an increased number of FOI requests received which has created a backlog. The team are working through this and the process is being reviewed.

Data Quality note

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

4. FINANCIAL IMPLICATIONS

None

5. RISK IMPLICATIONS

None

6. CONCLUSIONS

None

7. RECOMMENDATIONS

The actions are:

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

8. BACKGROUND PAPERS

None

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

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

KEY PROJECTS – SUMMARY REPORT QUARTER 1 2018/19 (APR- JUN)**Key projects that impact on the corporate priorities in ‘The Plan 2015 – 2020’.**

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

Project	Project Lead	Lead ELT	Current Position
KP01 – Energy Park & South Denes Regeneration	Stuart Dawson	David Glason	G
KP02 - Beacon Park Housing Development	Wendy Evans-Hendrick	Neil Shaw	A
KP03 –Middlegate Estate	Anthony Moore	Kate Watts	G
KP04 – Licensing Programme for Private Sector Housing (Selective Licensing)	David Addy	Kate Watts	G
KP05 – Wellesley Road Recreation Ground	Claire Sullivan	Kate Watts	G
KP06 – Marina Centre	Michelle Burdett	Sheila Oxtoby	G
KP07 – Winter Gardens	Michelle Burdett	Kate Watts	A
KP08 – Venetian Waterways	Michelle Burdett	Kate Watts	A
KP09 – Improving the Markets and the Market Place	David Helsdon	Kate Watts	G

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

PROJECT REPORT



Project Name	(KP01) Energy Park & South Denes Regeneration		Date	June 2018
Project Manager	Stuart Dawson	Lead ELT Officer	David Glason	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

The Great Yarmouth Energy Park was launched in late 2013 by the Great Yarmouth Development Company (a joint venture between GYBC & Norfolk County Council) and its purpose is to seek to regenerate the project area thereby targeted redevelopment and re- use of sites by private and public sectors, focusing on the energy industry.

The ambition is to secure inward investment to the area, to generate economic growth and improve the environment by redevelopment. The strategy is a reflection of the demand on the port area, in particular by the renewables sector. The Enterprise Zone status of the port area predicts a demand for sites that is likely to be higher than the supply within the port area creating a pressure on land adjacent to the port.

The Great Yarmouth Energy Park is complementary to the Enterprise Zone at the port. The forecast arrival of the East Anglia Array, as well as other Round 2 (windfarm) Projects is a limited window of opportunity to secure inward investment to Great Yarmouth, with the supply chain and operations and maintenance requiring proximity to the windfarm and potentially both deep water harbour and river port access.

The strategy of the GYEP addresses the 'need' to regenerate the project area due to the outdated and generally run down appearance. The opportunity presented by the new economic activity has been the trigger. Part funding for the project has been put in place by Norfolk County Council from the Norfolk Infrastructure Fund, this is recorded by the NIF Annual report dated 3 March 2014 where it is decided to support the project to £2.75m.

The remaining funding, £250,000, will come from Great Yarmouth Borough Council from its capital reserves.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
	• Vanguard Point site clearance completed January 2018	Met
	• Millora Works – 2 acre site acquired February 2017	Met
	• The first non-energy business to relocate away from the Energy Park has completed (Europcar) freeing up just under an acre of land.	Met
	• Marketing strategy /particulars produced	Met
	• Established locations for relocating non-energy business's 'off site'	Met
	• Launched late 2013	Met

Summary / Progress

Land Assembly

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

Ocean Yard (Block 4) - UK Power Networks and Cadent have both given dates for disconnections. The tender demolition has now been let.

Millora Works & adjacent site (Block 12 & 13b) - Ingleton Wood (appointed pre-planning / CDM) have completed the pre-tender documentation and this is being circulated for consultation to neighbouring businesses likely to be affected by the demolition.

Vanguard Point (Site 3b) - The demolition of Vanguard Point (part of block 3) has been completed on time and being marketed with the benefit of Enterprise Zone status. As previously reported the next sites that have been earmarked for demolition are Ocean Yard (block 4) followed by Millora Works (block 12). In addition the former ITS building (Havenshore base) is to be demolished. These are all scheduled for site clearance this year.

Former ITS Site (Havenshore South) - Demolition tender returns are being reviewed with an appointment to be made imminently

General-

- Terms have been agreed for an established local business to relocate to sites within the Energy Park (circa 3 acres) by August 2019. Lawyers are instructed. As previously advised the investment will be in the region of £3 million.
- NCC/GYBC have appointed a consultant to review the prospect of relocating a manufacturing company (non-port related) currently based in South Denes to Beacon Park. The report has been submitted and currently under review by officers.
- A local taxi firm believe that owing to their various logistical work they have with various port companies they may meet the pre-conditions of the LDO. It is understood they are continuing to seek planning advice.
- Construction of the 81 Bedroom Premier Inn hotel (Edge development, South Denes) is progressing and still on program with an anticipated opening of Spring 2019.

Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£3 million	£	£ 548k	£ 37k	£	£
Financial data verified by (name of finance officer)			Date		



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PROJECT REPORT

Project Name	(KP02) Beacon Park Housing Development		Date	June 2018
Project Manager	Wendy Evan-Hendrick	Lead ELT Officer	Neil Shaw	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	
Project Overview: Development of housing on site 25 Beacon Park. The project is separated into three phases the first phase of 56 properties being delivered on the western end of the site has detailed planning approval granted in 2016. The project is to be delivered through a Local Authority Trading Company, Equinox Enterprises.				
Key Project Targets and Achievements	Milestones			Achieved/ Target Date
Nov 2016	Approval of the original business case			Met
Mar 2017	Outline planning permission for the whole site and detailed planning consent for phase 1			Met
Mar 2017	Completion of s106 agreement and transfer of land to Equinox			Met
June 2018	Installation of rising main			Met
June 2018	Upgrade of Woodfarm Lane			Partially met
Feb 2017	Tendering process (phase 1)			Met
May 2018	Final agreement of tender (phase 1)			Met
June 2018	Contract signature			Met
Aug 2018	Commence procurement, mobilise contractors, site set up			Aug 2018
Sept 2018	Commence construction			Sept 2018
Nov 2018	Member engagement on phase 2 proposal			Nov 2018
May 2019	Completion of first tranche of development (phase 1)			May 2019
April 2019	Feasibility proposal (phase 2)			Apr 2019
Sept 2019	Planning consent for phase 2			Sept 2019
Aug 2019	Completion of second tranche of development (phase 1)			Aug 2019
Oct 2019	Completion of third tranche of development (phase 1)			Oct 2019
Dec 2019	Completion of fourth tranche of development (phase 1)			Dec 2019
April 2020	Completion of fifth tranche of development (phase 1)			April 2020
July 2020	Final site completion (phase 1)			July 2020

Summary / Progress

Overall phase 1 of the project is six months behind the timeline anticipated in the original business case developed in 2016.

The project has experienced delays between Autumn 2017 and Summer 2018 with the discovery of a high voltage cable on site not in the location asserted on plans. Investigatory work around the actual route of the cable, amendment to plans, amending the layout of the site and seeking formal approval of the amended work from UKPN has been lengthy. These issues have now been resolved.

A further contributory factor was the need to revise/update the Lovells tender given the delay in the project. In June 2018 the Board and Shareholder's Committee approved the updated business case, still within the original projections agreed in the business plan.

The signature of the contract will take place in July 2018. Mobilisation of contractors will take place and preparation of the site in August 2018.

Once construction is being progressed on site, the development of proposals for phase 2 will begin in Autumn 2018. This will start with some early engagement with elected members.

Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£9.46m	£	£2.082m	£	£	£
Financial data verified by (name of finance officer) Don McCallum			Date July 2018		

PROJECT REPORT



Project Name	(KP03) Middlegate Estate		Date	June 2018
Project Manager	Anthony Moore	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

A feasibility study for potential to regenerate Middlegate Estate.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
An architectural and financial viability assessment - looking at a wide range of options to show what are realistic opportunities for further discussion, how much might each cost and steps to achievement.	Create project team	Met
	Tender consultants	Met
	Appoint Consultant	Met
	Area Appraisal – Member's review	Reviewed by challenge group March 2018
An architectural and financial options appraisal of what has been shown to be viable - This will be undertaken in partnership with an engaged and appropriately skilled representative group to advocate on behalf of the residents.	Viability Report – Member's review	06/18
	Options Appraisal – Member and Stakeholder participation	06-09/18
	Options Appraisal report – Member's review and recommendation to H & N Committee	09/18
	Final Report to H & N Committee	11/18
Final Report - Including the Viability Assessment and Options Appraisal, this will make Officer's recommendation to Council for best solution. This will also be reported to DCLG.	Final Report to DCLG	12/18
	Final Report to Council	12/18
	Project Review	12/18

Summary / Progress

Progress during this period has been around signing off the communications plan and then using this to produce some literature and begin 'soft' resident engagement. Wiseman Associates are running the events under the ARK brand and co-branding them with Community. Three events have taken place aimed at: young people, families, older residents. There will be two more events, the international food day (14.07.18) and Middlegate Design Workshop (07.09.18).

The thermal surveys are now complete, flat types have been reviewed and initial plans are being worked up.

The next steps will be refinement following GYBC comments and then the 'co-design workshops'.

Financial Summary					
Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£320,000 (DCLG)	£	£	£		
Financial data verified by (name of finance officer)			Date		

PROJECT REPORT



Project Name	(KP04) Licensing Programme for Private Sector Housing (Selective Licensing)		Date	June 2018
Project Manager	David Addy	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

Selective Licensing of the Private Rented Sector.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
<p>The intention is to consult upon, and designate the areas of Great Yarmouth with the most deprivation and challenges, as a Selective Licensing area. Selective Licensing requires all privately rented dwellings within the designated area to be licensed.</p> <p>The objectives are improving the living conditions and life outcomes for tenants in the private rented sector, and their neighbours. This will result in a better environment for our tourist and visitors, leading to repeat demand. Our Landlords will get increase rents and property values, and better tenants. Low housing demand, anti-social behaviour, poor property conditions, migration, deprivation, and crime will all be significantly improved for communities within the designated Selective Licensing areas.</p>	Data gathering/peer review visits	Met
	Appointment of intelligence & data analysis consultants	Met
	Produce communications plan with David Wiles	Met
	Procured intelligence & data analysis report submitted	Met
	Define proposed designation area and produce consultation document	Met
	Report to Housing and Neighbourhoods Committee on consultation proposals	Met
	Full media rollout	Met
	10 week statutory consultation on Selective Licensing	Commenced
	Report on consultation responses	08/18
	Verbal update to Housing and Neighbourhoods Committee	09/18
	Report to seek approval from Full Council to designate Selective Licensing area(s)	09/18
	Designation of Selective Licensing area(s)	09/18
	Online application system for Selective licensing active	09/18
	Appointment of Housing Licensing Officers	09/18
	Selective License inspections begin	12/18
	Scheme ends (if not renewed)	12/23

Summary / Progress

The project is progressing well, with the consultation document and materials being drafted, and a further saving of circa £5,000 has been identified; this is because we will not need to pay Civica to develop APIs to populate our back office system with data, if we use The Home Safe Scheme's updated web-based application and inspection system.

The Selective Licensing report and consultation were launched on the 15th of July, following a presentation of the report and approval by the Housing and Neighbourhoods Committee. The consultation will close on the 24th of August.

Media coverage on Radio Norfolk, in The Mercury, and EDP has been positive, and the National Landlords Association (NLA) publicly giving their support to the Scheme. Two stakeholder consultation events and a NLA meeting about Selective Licensing have taken place.

A presentation is also going to be made to the Eastern Landlords' Association Great Yarmouth Branch on the 11th of July. Meetings are also being arranged with large portfolio landlords, to gain their support.

Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£	£ 280,248	£	£ 21,814.71		
Financial data verified by (name of finance officer)			Date		

PROJECT REPORT



Project Name	(KP05) Wellesley Road recreation Ground		Date	June 2018
Project Manager	Claire Sullivan	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

Develop a clear future direction for the Wellesley Road Recreation Ground, including current and future usage, potential 3G facilities, onsite buildings and future management of the site.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
A review of income, expenditure, management, maintenance, issues, risks and opportunities on the site to present a calculated, coherent and comprehensive plan for the site which addresses all areas, either as one study or as linked studies.	Create project team	Met
	H & N Committee	Met
	Tender consultants	Met
	Appoint Consultant	Met
	Area Appraisal – Member's review	Met
	Viability Report – Member's review	Met
	Options Appraisal – Member and Stakeholder participation	08/18
	Options Appraisal report – Member's review and recommendation to H & N Committee	08/18
	Final Report to H & N Committee	09/18
	Final Report to Council	10/18
	Project review	11/18

Summary / Progress

Housing and Neighbourhoods Committee approved funding of £25,000 on the 21 March 2018. Following a procurement process the member's steering group chose to appoint '**Sporting Assets**' after an Interview process. They were seen as more innovative than the other parties and they fall within the agreed budget.

Sporting Assets will meet with Officers, Members and Stakeholders on 5th & 6th July for inception meetings. Work is currently ongoing to develop a long list of options for Wellesley that will be discussed with members August 2018 to develop a short list of potential options. A report will be forthcoming to Housing and Communities committee on the potential short options in September 2018.

Complementary to this we are looking to undertake a borough wide sports and activity participation consultation to identify barriers to physical activity and potential views on sporting grounds within the borough. We are working in partnership with Active Norfolk and will present a report on the potential consultation to Policy and Resource Committee September 2018.

Financial Summary					
Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£25,000	£	£	£		
Financial data verified by (name of finance officer)			Date		

PROJECT REPORT



Project Name	(KP06) Marina Centre		Date	June 2018
Project Manager	Michelle Burdett	Lead ELT Officer	Sheila Oxtoby	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

The project has moved to the next stage (progression of multi-disciplinary team to move the project to RIBA Stage 2) following approval from Full Council that Option 5 should be developed and that the project team should look at developing a new build Centre including some leisure water offer.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
	<i>Executive Approval</i>	Tue 10/07/18
	<i>Notify Tenderers</i>	Tue 10/07/18
	<i>Award Contract (Director level)</i>	10/07/18
	Design Team (Mace) inception meeting	31/07/18
	RIBA Stage 1	17/08/18
	Financial review meeting	13/08/18
	S151 officer to complete the financial review / report	By 7/9/18
	Democratic services to distribute s151 paper	10/9/18
	Officer / member meeting to discuss financial package	17/9/18
	Members meeting to discuss RIBA 1 principles	21/08/18
	RIBA Stage 2	
	Design team to start RIBA Stage 2 works	18/8/18
	Officer / member meeting to review facility mix and siting options	w/c 5/11/18
	All member briefing (yet to be arranged)	w/c 26/11/18
	Management team – report outcomes of RIBA 2	26/11/18
	PAM for Full Council	4/12/18
	Full Council meeting - approval of capital funds	13/12/18
	RIBA Stage 3	03/01/19
	public engagement	07/12/18
	pre-planning consultation	25/01/19
	prepare planning documents	01/03/19
	Submit planning application	01/03/19
	Planning decision	24/05/19
	Complete SQ tender stage	07/02/19
	ITT Issue and Evaluation	01/04/19
	Competitive Negotiation / 2nd Stage	26/07/19
	Tender	
	Contract signing and award	TBD
	Start on site	27/09/19

	Fit out / handover	TBD
	Launch and test events	TBD
	Completion	TBD
	<i>Executive Approval</i>	Tue 10/07/18

Summary / Progress

- The tender for the design team closed on the 30th March which was placed on the spec has been on the portal using the Crown Commercial Framework. Tenders have since been scored and consultants invited in for an interview with members and officers. The final chosen design team will be led by Mace and will include The Sports Consultancy and S+P.
- Pulse Contract ceased as of 19th January and meetings with Sentinel are ongoing. Sentinel have supplied a document to propose how they could manage the Marina Centre based against costs. Financial analysis of the potential income to be generated is yet to be modeled. A follow up meeting with the Sports Consultancy and Sentinel has been arranged. This must take place in sufficient time to move beyond RIBA 1 and ensure that the capital request from Full Council is developed in time for the December Council meeting.
- The timeline has slipped as the stand still period and stage 1 discussions with both the tenderers have extended beyond what was anticipated. The timeline has been adjusted above to reflect this.
- Additional items will be placed on the final project plan, breaking each of the RIBA Stages down into key tasks and activities. These will then be assigned to an officer / action owner to progress and will feature in future team meeting agendas.

Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£120,000	£	£141,022	£	£	£
Financial data verified by (name of finance officer) Keith Philips			Date		

PROJECT REPORT



Project Name	(KP07) Winter Gardens		Date	June 2018
Project Manager	Michelle Burdett	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

The project is to restore the building and structural elements of the Heritage asset, as well as to give the building a new life by transforming both the internal and external spaces into a distinctive attraction for both the local community and the visitors to Great Yarmouth. It is intended that the facility will provide an all year round attraction along the Golden Mile.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
To achieve capital grant funding to restore investment in the steel works restoration To identify and work with securing a commercial end user To generate council income and boost the local economy	Investor open day 19 and 31 July	Met
	Arrange Project Team meeting	Met
	Review of Business Plan and Financial Modelling	Ongoing
	Officer meeting to discuss procurement of operator and financial arrangements	Met
	Assess what is required for future HLF application submission	27.08.18
	Complete the financial assessment of the conservation deficit	September 2018
	Bring together working group to discuss next steps and proposed option	Winter 18 (date TBC)
	Announcement of HLF Strategic Plans	January 19
	Draft application to revised Heritage Lottery Fund – Heritage Enterprise grant programme.	Jan-Mar19
	Present proposed submission to Policy and Resources Committee	Spring 19
	Submit Stage 1 Heritage Enterprise application	Unknown date (awaiting announcement from HLF)
	Stage 1 HLF Assessment	Unknown
	Review of HLF Feedback	Unknown

Summary / Progress

The Council was not successful with the major batch submission, but received positive feedback from the HLF who are very supportive of the Councils commitment to the project and are keen to see something develop in the near future.

Heritage Enterprise, an HLF grant programme was announced early summer with a closing date of the 16th August 2018. Officers reviewed the programme and are seeking interest from a commercial operator by hosting two investor open days on the 19th and 31st July 2018.

Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£	£ 30,000	£	£ 44,902	£	£
Financial data verified by (name of finance officer) Keith Philips			Date		



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PROJECT REPORT

Project Name	(KP08) Venetian Waterways		Date	June 2018
Project Manager	Michelle Burdett	Lead ELT Officer	Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	

Project Overview:

The aim of the whole project is to undertake comprehensive restoration and repair, engaging experts, trainees and volunteers throughout the duration of the project. The legacy will be a restored heritage asset, a highly skilled workforce with traditional construction and horticulture skills which will be supported into employment. In addition to this, the project will closely work with the Community, particularly those presently disconnected from the labour market or whom face multiple disadvantages when trying to access employment.

Key Project Targets and Achievements	Milestones	Achieved/ Target Date
	• Contractor Award and Appointment	Met
	• Start date on site	Met
	• Members Working group and Stakeholders site meetings	Met
	• Decision on café / restaurant offer	Met
	• Volunteers to start physical works on site	1/8/18
	• Launch of tender for whole of site operation	21/8/18
	• HLF and Members Working group and Stakeholders Meetings	21/8/18
	• Recruitment of Gardeners	1/9/18
	• HLF and Members Working group and Stakeholders Meetings	20/9/18
	• Tender completed, assessed and awarded	15/10/18
	• Completion of boating lake works	Easter 19
	• Completion of all site works	15/5/19

Summary / Progress

- Blakedown have been appointed as the principle contractor for capital works and work has commenced on site with an initial focus on the Boating lake area until the whole site was closed.
- A ground breaking ceremony was held on 11 June as an opportunity to thank the funders and go public with the beginning of works on site. The press around the ground breaking ceremony has led to another round of volunteers coming forward
- Following conversations with senior officers and the contractors, the decision has been taken to close the Waterways for the duration of works, with sections being handed back in phases to help mitigate health and safety and budgetary concerns
- Business plan and management and maintenance plans have been refreshed by DCA Consultants and this presented to the Members working Group, work is now underway to draw up a tender spec for site operation and commence a negotiated tender process
- The call for volunteers has been positive, with 80 individuals and groups registering an interest to date. Work to develop the training programme is ongoing. Training and introductions for research and interpretation

volunteers has begun in the areas of oral history and archival research

- A brief for branding and interpretation work has been written and is ready to send out to tender.
- Gardeners posts – the Head Gardener and Assistant Gardener are in the process of going through final job evaluation and moderation and will be advertised shortly. The Head Gardener will be line managed by the Project Coordinator in the first instance
- The tender period for branding and interpretation design closes on Friday 29 June
- Tender papers are being drawn up for the carpentry work to the boat heads

Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£2,088,000	£668,000	£ 143,467	£ 33,549		
Financial data verified by (name of finance officer)		Date			

PROJECT REPORT



Project Name	(KP09) Improving the Markets and the Market Place			June 2018
Project Manager	David Helsdon		Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	
Project Overview: By 2025, trade and custom in the 6- and 2-day markets is greatly improved, supported by new stalls and service facilities and by the newly-paved Market Place which has created a beautiful setting for an expanded programme of outdoor events and improved building frontages.				
Key Project Targets and Achievements	Milestones			Achieved/ Target Date
B1. Better market operations	Better management of both markets Restructure has taken place and Market Management is on site 6 days a week. New market fees for 2 day traders has encouraged new traders to join and the 6 day market remains stable ahead of development options. Regular marketing meetings are held with trader representation to strengthen the market offer. Better facilities for 6 day market Under consideration as part of the redevelopment of the market place Better facilities for 2 day market Revised fees in place.			
B2. Business support	Shopfront improvement scheme Now on the 5 th tranche of applications. Awaiting committee to agree next tranche £16k applications. Should all applications be approved be up to 48K however only £20,800 claimed from 60k budget.			
B3. Public Realm investment	Market Place and Church Square Design concept and funding bid Design team has been appointed and 2 nd design meeting arranged. Being presented to P&R committee to go out to public consultation 18 th June. CCF fund for £2.3 million submitted (expression of interest stage)			
Summary / Progress				
Really good progress being made as well as engagement with market traders and work to progress a ready to go scheme for the market place. If successful for CCF this will give us a head start if we successfully reach the next stage. An overview of the development will be presented to P&R committee ready for public consultation. Working on a timescale of planning being submitted by the end of November/early December looking to start 2018/2019.				

Financial Summary					
Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£	£	£	£		
Financial data verified by (name of finance officer)			Date		

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (Apr – Jun) 2018/19

POLICY & RESOURCES COMMITTEE

[illegible]

Indicators	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
PR10: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	87.62%	75%	90%	79.62%	R	↓	↓
PR10: Percentage of FOI and EIR requests responded to within 20 working days - There has been an increased number of FOI requests received which has created a backlog. The team are working through this and the process is being reviewed.							
PR11: % of completed Full Performance Reviews (Quarterly Cumulative)	98.7%	58.65%	100%	75.4%**	R	↓	↓
**During 2017/18 the full performance review did not commence until the 2 nd quarter, so the comparative figure in this instance relates to percentage of completed full performance reviews between 1 July and 30 September 2017. The majority of the performance reviews have been completed and the figure at this stage is due to an extension in some service areas and the sign off process which will now be reviewed.							
PR12: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	10.74	1.69	2.1	1.73	G	N/A	↑
PR13: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	100%	20%	21%	28%	A	N/A	↓
PR14: Percentage of priority 1 Internal Audit recommendations completed on time	New measure	****	100%	New measure		N/A	N/A
PR15: Percentage of priority 2 Internal Audit recommendations completed on time	New measure	****	90%	New measure		N/A	N/A
****PR14 and PR15 are new measures for this financial year and require further discussion between the Finance Director and the Head of Internal Audit to determine exactly how this can be measured (commentary from Emma Hodds, Head of Governance & Monitoring Officer South Norfolk Council).							
PR16: Number of people signed up to 'E Billing'(Quarterly Cumulative)	3,004	3,429	3,200	2,344	G	↑	↑
PR17: Open Access a) Number of unique users accessing their accounts within 'Open Access'	496	520	375	289	G	↑	↑
PR18: Number of 'Webchat' calls received (Quarterly Cumulative)	1,694	45	90	278	A	N/A	↓
PR19: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	New measure	15.33%	10%	New measure	G	N/A	N/A
PR20: Corporate Property Portfolio Arrears per annum (Quarterly Cumulative)	New measure	Under review	3%	New measure		N/A	N/A

Indicators	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
PR21: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	New measure	93.9%	95%	New measure	A	N/A	N/A
PR22: % of agendas published in accordance with statutory deadlines (no later than five working days from date of meeting) (Quarterly Cumulative)	New measure	100%	100%	New measure	G	N/A	N/A
PR23: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	New measure	95.8%	90%	New measure	G	N/A	N/A

ECONOMIC DEVELOPMENT COMMITTEE

Measure	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	96.4%	80%	75%	100%	G	↓	↓
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	85.5%	78%	75%	93.2%	G	↓	↓
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	95%	93%	75%	88.9%	G	↓	↑
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	New measure	78.6%	75%	New measure	G	N/A	N/A
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0%	0%	9%	0%	G	↔	↔
ED06: Planning Appeals: a) Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications	New measure	0.69%	9%	New measure	G	N/A	N/A
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	98.1%	100%	100%	100%	G	↑	↔
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	90.34%	97.4%	90%	76.38%	G	↑	↑
ED09: Enterprise Zone: Beacon Park a) % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	14.55%	15.56%	15%	37%	A	↓	↑

ENVIRONMENTAL COMMITTEE

Measure	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
EN01: % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	96.3%	96.2%	94%	95.9%	G	↓	↑
EN02: Garden waste service: a) Number of households taking up garden waste bin service. b) Total tonnage of garden waste recycled. (Quarterly Cumulative)	9,215	8,968	9,100	8,356	A	↓	↑
	3,169.59	1,227.10	1,200	1,036.50	G	N/A	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	New measure	34.4%	40%	New measure	A	N/A	N/A
EN04: Number of Flytips reported (Quarterly Cumulative)	New measure	366	273	New measure	A	N/A	N/A
EN05: Flytips removed within 3 working days (Quarterly Cumulative)	New measure	89%	100%	New measure	A	N/A	N/A
EN06: Number of streets in the Borough meeting street cleanliness levels a) Litter (formerly NI195a) b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	New measures	99%	95%	New measures	G	N/A	N/A
		99%	93%			N/A	N/A
EN07: Contamination rate in dry recycling (Quarterly Cumulative)	New measure	20.2%	19%	New measure	A	N/A	N/A








PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (Apr - Jun) 2018/19

HOUSING AND NEIGHBOURHOODS COMMITTEE

Measure	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
HN01: Great Yarmouth Community Housing rent: GYCH rent collection rate					A	↓	↓
a) % of rent & arrears collected	98.82%	95.64%	98%	93.12%		↓	↑
b) Arrears as a % of rent debit	1.26%	1.49%	1.4%	1.64%		↓	↑
c) Total rent arrears (Quarterly Cumulative)	£276,916	£345,095	£300,000	£381,099		↓	↑
HN02: Number of					A	↓	↓
a) Social housing applicants in allocation pool	259	304	300	262		↑	↓
b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	457	395	350	357			
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	40 days	29 days	35 days	51 days	G	↑	↑
HN04: Average cost of a Void repair (Quarterly Cumulative)	£3,151.46	£2,684	£2,540	£3,142.89	A	↑	↑
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	95.6%	97%	95%	92.1%	G	↑	↑
HN06: Time taken for GYNorse to complete standard voids (Quarterly Cumulative)	13 days	9.86 days	10 days	19 days	G	↑	↑
HN07: Time taken for GYNorse to complete all voids (Quarterly Cumulative)	33 days	26.96 days	24.54 days	42 days	A	↑	↑
HN08: Time taken for Housing Options to match property (Quarterly Cumulative)	12 days	3 days	14 days	22 days	G	↑	↑

Measure	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
HN09: Number of DFGs a) Numbers of calendar days from initial request to works complete (Quarterly Cumulative)	New measure	258	240 days	New measure	A	N/A	N/A
HN10: Wherry Way Control Centre call handling: a) Alarm Calls answered within 30 seconds b) Alarm Calls answered within 60 seconds (Quarterly Cumulative)	84.45%	89.52%	80%	85.61%	G	⬆️	⬆️
	93.38%	95.57%	98%	94.24%	A	⬆️	⬆️
HN11: Neighbourhoods That Work programme a) Number of self-help resident led community groups supported to develop. b) Number of residents who have overcome issues preventing them from getting and holding down a job, resulting in them sustaining employment. c) Number of residents with complex needs supported to overcome at least one personal challenge. (Quarterly Cumulative)	50	3*	27	10	A	N/A	⬇️
	74	11*	60	8		N/A	⬆️
	77	20*	88	25		N/A	⬇️

**The programme for Neighbourhoods at Work started in September so the project years run from 1 September to 31 August each year so their reporting period is not in line with our performance cycle of 1 April to 31 March.*

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

Key:

NA = No target set, contextual information only

N/A = Not available/not applicable