

CABINET



URN: 23-059

Report Title: Annual Performance Report 2022-23

Report to: Cabinet

Date of Meeting: 10th July 2023

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

Responsible Director / Officer: James Wedon – Information Governance Lead

Is this a Key decision? No

SUBJECT MATTER

The following report gives an update on the Council's annual performance for the financial year 2022-23. The report is broken down into two sections:

- Progress of key projects as at Quarter 4 2022-23 (Appendix 1)
- Annual performance report of key performance indicators 2022-23 (Appendix 2)

RECOMMENDATION

- Cabinet is asked to review and approve the Annual Performance report for 2022-23.
- All key projects will continue to be monitored over the forthcoming financial year with the aim of maintaining a green status (on target) and where possible attaining a green status for those key projects which are currently amber.

1. Introduction

- 1.1. Throughout 2022-23 key projects and performance measures were reported to the Executive Leadership Team and Policy & Resources Committee on a quarterly basis. The Council's other three service committees then received their relevant performance measures data.

- 1.2. With the change to the Executive model of governance the quarterly performance reports will now be presented to Cabinet for review and approval, following this they will be submitted to Scrutiny committee.

2. Progress Overview of Key Projects (Appendix 1)




- 2.1. All the Council's key projects have progressed during the financial year and were regularly monitored with quarterly progress updates provided to ELT and Policy & Resources Committee. Any projects that were 'Amber' or 'Red' had an explanation of the reason and an action plan to move the project back on course included in the progress update.

Two projects that were reported on during the year are not included in this report, these projects are KP03 – Middlegate Estate Regeneration and KP18 – Formation of a new Local Authority Trading Company (GYS Ltd).

KP03 – Middlegate Estate Regeneration is not included in this report as the project is currently paused until a HRA stock condition report is received, this report is necessary to inform on the viability of the project.

KP18 – Formation of a new local authority trading company (GYS Ltd) is not included in this report as this project has concluded with the new trading company, Great Yarmouth Services Ltd commencing trading on 1st April 2023.

Each highlight report contained in Appendix 1 details a summary of the project, milestones and achievements, and a financial summary. Each report also has a current status, which can be green, amber or red. Out of the twelve reports, ten have a current green status defined as no problems or minor issues and two have a current amber status, where problems have been identified and a contingency plan is in place.

| | Key Project Current Status | Total |
|---|---|-------|
|  | Green - no problems or minor issues | 10 |
|  | Amber - problems identified but contingency plan in place | 2 |
|  | Red – serious problems out of tolerance | 0 |

3. Performance Measures 2022/23 (Appendix 2)

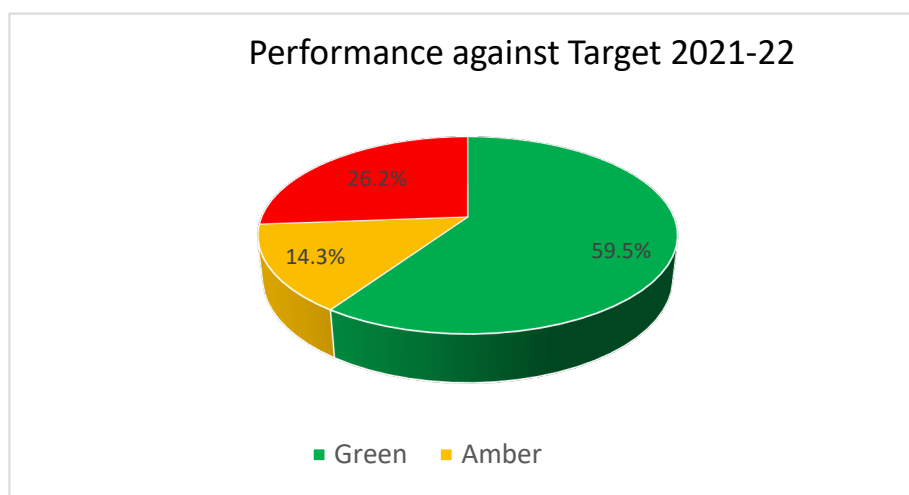
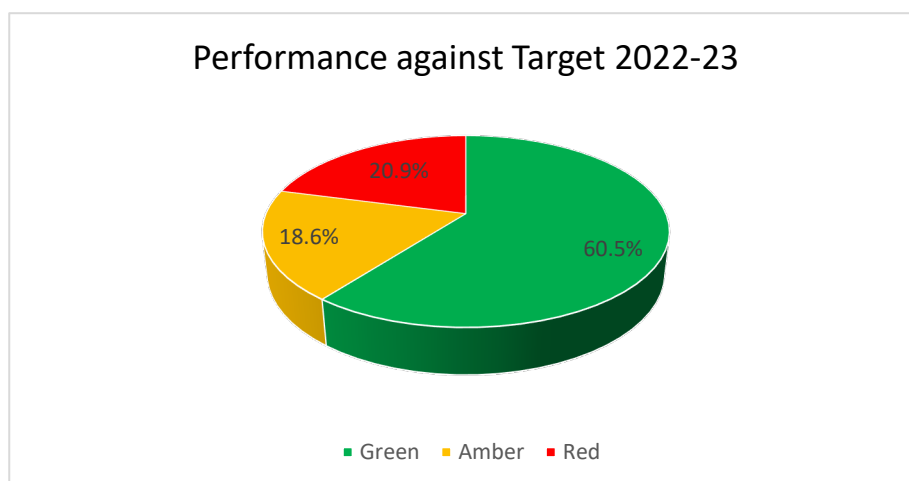
- 3.1 The performance measures provide a comprehensive overview of how the authority as a whole is performing and cover most Council functions.
- 3.2 The tables in the report appendices provide the following information:
- Description of measure/indicator
 - 2022/23 outturn figure
 - 2022/23 target
 - Status (outturn against target)
 - 2021/22 outturn figure
 - Current performance/trend data

- Short commentary on performance over the year

3.3 There are 51 measures reported in the annual performance report, a performance rating has not been assigned to 7 of the remaining 51 measures as targets for these measures are either currently under review, or there is insufficient control over the outcome to set a target. Information is not currently available for 1 measure. A breakdown of the residual 43 measures is included below:

| | | |
|-------|--|-------|
| | Performance Measures against Targets | Total |
| Green | Green - Performance has met or exceeded target | 26 |
| Amber | Amber - Performance is below target but within tolerance | 8 |
| Red | Red – Performance is below target and tolerance | 9 |

3.4 The charts below show comparison data on the percentage of performance measures against target between 2022-23 and 2021-22.



3.5 The nine measures that are within the red status which are below the tolerance level set and not achieving the set target are listed below. An explanation of the performance for all areas is provided below each measure in the report appendices:

- 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
- PR10 – The number of working days lost due to sickness absence per FTE
- PR13(b): Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- PR15(b): Corporate Property Portfolio Arrears Per annum - Total Arrears amount in £'s
- 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
- HN04 – Average cost of a Void repair

3.6 Data Quality note:

All data included in this report for the 2022/23 financial year is provisional unaudited data and is categorised as management information. All 2022/23 results may therefore be subject to later revision.

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 4 2021/22 (Jan - Mar)

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 Steve Logan | Iain Robertson | |
| KP04 – Wellesley Recreation Ground | Tracey Read | Natasha Hayes | |
| KP06 – Winter Gardens | Keith Henderson (Artelia) | Iain Robertson | |
| KP08 – Improving the Markets and the Marketplace | Jon Barnard (Greyfriars) | Iain Robertson | |
| KP11 – The Conge Redevelopment | Claire Wilkins | Iain Robertson | |
| KP12 – North Quay Redevelopment | Iain Robertson | Iain Robertson | |
| KP13 – Operations and Maintenance Base | Kate Dinis (Greyfriars) | Iain Robertson | |
| KP14 – Construction of 18 one bed houses (Jubilee Court) | Claire Wilkins | Iain Robertson | |
| KP15 – Library relocation & University Campus | Adri Van der Colff (Greyfriars) | Natasha Hayes | |
| KP16 – Town Wall restoration & walking trail | Tracey Read | Natasha Hayes | |
| KP17 – Creation of a Sculpture trail | Tracey Read | Natasha Hayes | |
| KP19 – Transitional Housing Scheme | Claire Wilkins | Paula Boyce | |

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

| Project Highlight Report | |  GREAT YARMOUTH BOROUGH COUNCIL | |
|--------------------------|---------------------------|--|---------------|
| Project Name | Business Incubation Units | Project Sponsor | David Glason |
| Date of Report | 27 February 2023 | Project Manager | Steve Logan |
| Reporting Period | Q4 2022/23 | Finance Officer | Helena Craske |

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

Project Overview

The Incubator will help to achieve several of the economic and regeneration objectives within Great Yarmouth. These include increasing the amount of high quality, affordable commercial floor space, the amount of shared work facilities (to achieve higher levels of innovation), the extent of business enterprise in the town and the extent of collaboration between businesses (attraction of renewable energy industry and skilled job creation)

Project Timetable (Key upcoming milestones)

| Milestone | Target date | Achieved Date | Status | RAG |
|--|-------------|---------------|---|-----|
| Architect to present final draft of RIBA Stage 2 report to OWG before pre-app submission | 05 Dec 2022 | 05 Dec 2022 | Completed | |
| Submit pre-app | 25 Nov 2022 | 09 Dec 2022 | Slight delay but low impact | |
| Ground Investigation report completed and report issued | 30 Nov 2022 | 09 Dec 2022 | Slight delay but low impact | |
| Planning pre-app advice received | 31 Jan 2023 | | Verbal advice received at meeting – await written confirmation. | |
| Member engagement – design presentation to members before formal OWG approval of RIBA Stage 2 | TBC | | Being scheduled | |
| Stage 2 Business Case refreshed | 31 Jan 2023 | 13 Feb 2023 | Draft issued | |
| OWG approval of RIBA Stage 2 Report and refreshed Business Case, and authority to move to RIBA Stage 3 | 5 Feb 2023 | | Delayed by 1 month but low impact | |

| Key activities achieved this reporting period | Areas of work for next reporting period |
|---|---|
| Project Management <ul style="list-style-type: none"> Gap Information Analysis complete & Actions allocated | <ul style="list-style-type: none"> BREEAM advisor to be engaged – BREEAM target confirmed as Excellent Develop de-risking strategy |
| Finances <ul style="list-style-type: none"> QS Outline Cost Plan complete 3 No Subconsultants Service Contracts to NEC 4 PSC Short Forms being finalized Principal Architect Service Contract to NEC 4 PSC Short Form being finalized | <ul style="list-style-type: none"> Finalise draft Business Case |
| Programme <ul style="list-style-type: none"> Ground Investigation update complete. GPR survey complete and report being finalised. | <ul style="list-style-type: none"> Planning pre-application response from planners to be received. Formal approval of RIBA Stage 2 by GYBC. |


| <ul style="list-style-type: none"> Further development of the Stage 2 concept design, and draft RIBA Stage 2 report issued. Planning pre-application & statement complete. Gap analysis complete & information updated. Principal architect Service Contract to NEC 4 PSC Short Form being finalised. 3 No subconsultants Service Contracts to NEC 4 PSC Short Forms being finalised. | | | |
|--|---|--|-------|
| Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body. | | | |
| No changes with significance. GYBC formal approval of RIBA Stage 2 is one month behind due to meeting schedules, but this has low impact and is manageable within the overall programme. | | | |
| Project Risks – the top 2 highest risks | | | |
| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
| 1 | Large increase inflation (15%) through to tender period, unforeseen at time of original budget. | Budget agreed at £3.95m + £420,500 and revised financial projections take account of this. Initial Cost Risk Plan checked by QS. Inflation through to tender period is projected at 15% uplift in costs – this is accommodated within current financial contingencies, but further de-risking of project unknowns should be carried out early in 2023 to control potential contingency items | Amber |
| 2 | Availability of construction materials and plant very low. Nationwide shortage of materials | To be monitored as project progresses. Currently manageable. | Green |

| Financial Summary | | | | |
|------------------------------|------------|---------|---|---------|
| | Capital | Revenue | RAG | Comment |
| Total Budget Approved | £4,370,500 | £0 | | |
| Funded by: | | | | |
| GYBC | £420,500 | £0 | Additional £420,500 financed by the Council | |
| Town Deal Fund | £3,950,000 | £0 | | |
| Total Funding | £4,370,500 | £0 | | |
| Actual Spend to date | £152,954 | £0 | To 28/02/2023 | |

Project Manager projections:

| Forecast spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | |
|----------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
| | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue |
| FY 22/23 | £ | £ | £ | £ | £ | £ | £49,834 | £ |
| FY 23/24 | £109,675 | £ | £109,675 | £ | £109,675 | £ | £109,675 | £ |
| FY 24/25 | £932,253 | £ | £932,253 | £ | £932,253 | £ | £932,253 | £ |

| Financial data verified by (name of finance officer) | Date |
|--|----------|
| Helena Craske | 01-03-23 |

| Project Highlight Report | |  GREAT YARMOUTH BOROUGH COUNCIL | |
|--------------------------|---------------------------|--|---|
| Project Name | Wellesley Football Ground | Project Sponsor | Kate Blakemore |
| Date of Report | 06 April 2023 | Project Manager | Adri Van der Colff (capital) Tracey Read |
| Reporting Period | Q4 2022/23 | Finance Officer | Fiona Castleton Helena Craske (Capital) |

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

Project Overview

Develop a clear future direction for the Wellesley Road Recreation Ground, including current and future usage, potential 3G facilities, onsite buildings, and future management of the site. A review of income, expenditure, management, maintenance, issues, risks, and opportunities on the site to present a calculated, coherent, and comprehensive plan for the site which addresses all areas, either as one study or as linked studies. As well as the design and management of a borough wide sports and activity participation survey the evidence from stakeholders will help us develop options to present to committee.

Project Timetable (Key upcoming milestones)

| Milestone | Target date | Achieved Date | Status | RAG |
|--|-------------|----------------|-----------------------------------|-----|
| Submit a funding bid to the Football Association | | June 2022 | Complete | |
| 3G pitch works commence on site. Construction work commenced | | September 2022 | Complete | |
| 3G pitch works completed | | December 2022 | Complete | |
| Tennis Pavilion works tendered (funding in place) Appoint Contractors | | August 2022 | Complete | |
| Tennis Pavilion works commence on site | | September 2022 | Complete | |
| Tennis Pavilion works Completion of renovation/ repurposing | April 2023 | | In progress | |
| CCTV installation (funding in place) | | July 2022 | Complete | |
| Site improvement works funding secured | | February 2021 | Complete | |
| Site improvement works tendered. Appoint contractors | | April 2022 | Complete | |
| Stakeholder engagement – ongoing. Feedback through Members working group | Ongoing | | In progress | |
| Exploration of further funding opportunities. Feedback through Members working group | Ongoing | | In progress (for Grand Pavillion) | |

| Key activities achieved this reporting period | Areas of work for next reporting period |
|--|---|
| <ul style="list-style-type: none"> 3G football pitch work completed Licence agreement put in place with GYFC to use the facility on a 'test' basis (soft launch) Stakeholder meetings continue to take place regularly with GY Athletics Club and GY Town Football Club. Plans for official opening event finalised for May 2023. Contractual arrangements are being put in place for Freedom Leisure to run the bookings for the | <ul style="list-style-type: none"> Tennis Pavilion works scheduled for completion in April 2023. Official opening of the new 3G pitch and tennis pavillion (changing rooms) planned for May. New site management arrangements in place by April Arrangements made with Athletics Club for hurdles storage facility. Railings installed and other wider site improvements including electrical and water upgrade installations completed. |

| 3G football pitch and Tennis Pavilion from 1 May 2023. | | | |
|---|---|---|-------|
| Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body. | | | |
| Slight delays to original completion date of Tennis Pavillion due to poor structure of dilapidated Grade II listed building but within tolerance. | | | |
| Project Risks – the top 5 highest risks | | | |
| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
| 1 | Delays to construction works to 3G pitch or Tennis Pavilion due to underground conditions, inclement weather, and poor state of repair of mothballed Grade II listed heritage asset | Risks are constantly monitored. Underground risks and structural risks eliminated. Tennis Pavilion was in poor structural condition and required more extensive repairs than anticipated. Most risks now eliminated or closed out. | Green |
| 2 | Supply issues with heritage grade hand-made specialist clay roof tiles and finials which are acceptable to Conservation Officer. May cause delay and leaks if temporary cover must be left in place over winter to allow for very long lead-time. | Replacement tiles sourced and approved by conservation officer. Resulted in slightly longer programme due to manufacturing lead-in for heritage finials to match. All tiles have now been sourced and no further delays anticipated. | Green |
| 3 | Reinstatement of fresh water supply to the tennis pavilion. Upgrade of electrical supply to the tennis pavilion required. | UK Power Network has completed electrical installation. Awaiting installation date from Essex & Suffolk Water. GYB Services have installed pipework. Ongoing dialogue with ESW to that new water connection is installed by project close at the end of April | Amber |
| 4 | Stakeholder engagement and ensuring that all users, neighbours, and residents are invested in the project and buy into its aims. | Stakeholder engagement is critical to the success of any option appraisal or potential proposal. The Wellesley is a well-loved asset within the borough with long standing uses. Any ongoing work will engage and involve key stakeholders. | Green |
| 5 | Tennis Pavilion is in poorer condition than anticipated which resulted in more repair works, more conservation materials needing to be replaced and longer programme - all increasing costs. All potential underspend (£45k)was directed to improve paths and railings to deal with level changes and improve the wider site. | A generous contingency amount has been allowed within the project budget specifically because of the age, poor state of repair and unorthodox construction methods. The project spending and anticipated costs are being carefully monitored. Project is forecast to be delivered within budget, unless any major issues occur in the last month. | Amber |

Financial Summary


| | Capital | Revenue | RAG | Comment |
|------------------------------|------------|---------|-----|---------|
| Total Budget Approved | £1,065,371 | £ | | |

Funded by:

| | | | |
|-----------------------------|-------------------|----------|--|
| GYBC | £303,000 | £ | Capital Budget as per budget setting 2021/22. Allocation following feasibility study. |
| Football Foundation | £747,078 | £ | |
| UK Prosperity Fund | £15,293 | | |
| Total Funding | £1,065,371 | £ | |
| Actual Spend to date | £894,875* | £ | *please note this is expenditure incurred to 31-03-23 and does not yet include any year-end accruals |

| Forecast spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | |
|------------------------------|-----------------|----------|-----------|----------|-----------|----------|-----------|----------|
| Project Manager projections: | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue |
| FY 22/23 | £ | £ | £ | £ | £ | £ | £ | £ |
| FY 22/23 Actuals | £ | £ | £ | £ | £ | £ | £ | £ |
| FY 23/24 | £170,496 | £ | £ | £ | £ | £ | £ | £ |
| FY 23/24 Actuals | £ | | | | | | | |
| FY 24/25 | £ | £ | £ | £ | £ | £ | £ | £ |
| FY 24/25 Actuals | £ | | | | | | | |
| Totals: | £170,496 | £ | £ | £ | £ | £ | £ | £ |

| Financial data verified by (name of finance officer) | Date |
|--|----------------------------|
| Helena Craske | 3 rd April 2023 |

| Project Highlight Report Winter | |  GREAT YARMOUTH BOROUGH COUNCIL | |
|---------------------------------|--|--|---------------------------|
| Project Name | Restoration and Commercial use of the Winter Gardens | Project Sponsor | Iain Robertson |
| Date of Report | 24 February 2023 | Project Manager | Keith Henderson (Artelia) |
| Reporting Period | Q4 2022/23 | Finance Officer | Jane Bowgen |

| | | | | |
|---|---------------------------|--|--|-----|
| Overall Project Status | | | GREEN – no problems or only minor issues | |
| Project Overview | | | | |
| To restore, re-purpose the Grade II* Listed building, transforming both the internal and external spaces into an all-year seafront attraction for both the local community and the visitors to Great Yarmouth. | | | | |
| Project Timetable (Key upcoming milestones) | | | | |
| Milestone | Target date | Achieved Date | Status/Comment | RAG |
| RIBA Stage 2 Complete Concept Design | 29 th July ‘22 | October ‘22 | Complete subject to Historic England feedback | |
| RIBA Stage 2 redesign following Historic England site visit & feedback | 31 st Jan 23 | February 2023 | Completed | |
| Complete RIBA 2 Addendum | Feb ‘23 | February 2023 | GYBC approved. NLHF approval required | |
| RIBA Stage 3 Commence | March 2023 | WiP | Landscaping work design and planting strategy commenced | |
| Operational Strategy | Feb / March ‘23 | WiP | Conclude position with F&B operator and other potential operators – heads of terms | |
| Procurement of operator | March ‘23 | Sept ‘23 | Ongoing / on programme | |
| Listed Building Application | May ‘23 | WiP | | |
| Development Grant Application (Delivery Stage) | August 2023 | WiP | | |
| Key activities achieved this reporting period | | Areas of work for next reporting period | | |
| Project Management: <ul style="list-style-type: none">• Risk Register reviewed and circulated• Programme & cost plan reviewed following impact of Stage 2 revisions• Positive communications with Historic England, NLHF• RIBA 2 Addendum designs completed, in liaison with Historic England. Presented and approved to MWG for approval Feb ‘23 | | Project Management: <ul style="list-style-type: none">• RIBA 2 Addendum for NLHF approvals• Commencement of RIBA 3 and planning application• Progressed discussions with F&B operator, other potential stakeholder operators• Preparation of draft business case• Mid-Term Review with NLHF date to be agreed• Procurement implemented | | |
| Finances: <ul style="list-style-type: none">• Collaboration between QS and GYBC Finance Officer put in place• Business modelling profiled with Business Planner• Procurement Strategy under development by QS• Business Rate Pool variation underway | | Finances: <ul style="list-style-type: none">• Fundraising strategy to be defined and agreed• Business Rate Pool variation to be submitted | | |

| | | | |
|--|--|--|------------|
| Comms: <ul style="list-style-type: none">• Access to NLHF cohort files granted to Coordinator.• Communications Plan signed off and implemented | | Comms: <ul style="list-style-type: none">• Engagement of Merlin Entertainment Sea Life and neighbouring users | |
| RIBA 2/Site Works: <ul style="list-style-type: none">• Site Hoarding design and planning application costs reviewed• Flood Risk Assessment commenced• Asbestos Management Plan reviewed• Groundwork’s survey commenced• Activity Plan progressed between Partnership & Engagement Coordinator and Activity Planner.• Test pits coordinated on site• Interpretation Stage 2 design commenced and adapted following design revisions. | | Site Works: <ul style="list-style-type: none">• Refresh site hoardings• Sustainability/Zero Carbon Report in progress RIBA 3• Site clearance works to be identified and procured• Groundwork and FRA surveys to be received• Results of paint samples to be received | |
| Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body. | | | |
| Re-design for various elements required following critical feedback from Historic England. Stage 2 designs are being reviewed and require Member and NLHF approval, this extended timeframe for RIBA 3 works. Submission in May 2023 still in place but more likely summer ‘23. Mid-term review date to be rescheduled with NLHF. | | | |
| Project Risks – the top 5 highest risks | | | |
| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
| 1 | Financial risk to Council managing project of this magnitude and national importance. | The cost plan and budget continues to be tested and reviewed at regular design stages by the appointed design team and overseen by a qualified client-side project manager. | |
| 2 | Programme delays experienced due to Historic England interventions and scheduling of decision-making requirements. | Project Manager has worked with GYBC to update Programme and PEP, decision points incorporated and MWG diarized to ensure this remains on track. Delivery Stage submission extended by agreement with NLHF. | |
| 3 | Commercial Operator withdraws from project. | Liaison has continued following positive outcome and a partnership discussion is ongoing to continue the development of the agreement in line with the other preferred partners. Regular engagement taking place between DC and potential operators. Pushing to have Head of Terms in place with operator by time of Round 2 submission to Lottery. | |
| 4 | Late changes to client brief: Changes lead to abortive work, increased design costs not budgeted for and delays to the project whilst re-design is undertaken. Knock on impact in submitting listed building application, securing operator. Potential impact on programme and risk of missing May 2023 application deadline. Grant Agreement may need to be extended. | Continued dialogue with NLHF and other stakeholders. Change control process to be put in place and managed by Artelia. All changes to the brief or scheme to be reviewed with the project team first to understand potential implications. Project governance requirements are factored into the programme to ensure decisions for change can be captured. | |

| | | | |
|---|---|--|--|
| 5 | Construction costs continue to escalate and failure to procure suitable specialists in timber, iron/metalwork, glazing components | Continued monitoring of market conditions and execute proactive procurement strategy | |
|---|---|--|--|


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

| Funded by: | | | |
|---|----------|---------|--|
| GYBC | £1.079m | £0.003m | £1.082m Borrowing, Revenue contribution and EMR. |
| National Lottery Heritage Fund | £8.708m | £1.268m | £9.976m grant |
| Business Rate Pool | £0 | £0.440m | |
| Town Deal | £4.075m | £0 | |
| Public Sector | £0 | £0.250m | |
| Non-Cash volunteers | £0 | £0.090m | |
| Other | £0 | £0.258m | |
| Total Funding | £13.863m | £2.310m | |
| Actual Spend to date December 2022 | £0 | £0.407m | Development Stage only (budget £811k) |
| | £0 | £0.021m | Development Stage internal PM (budget £21k) |

Project Manager projections:

| Forecast spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | | Total |
|----------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|----------------|
| | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue | |
| FY 22/23 | | | | | | | - | £0.100m | £0.100m |
| FY 23/24 | - | £0.152m | - | £0.152m | £0.148m | - | £0.148m | £0.005m | £0.640m |
| FY 24/25 | £0.897m | £0.030m | £0.897k | £0.030m | £1.536m | £0.033m | £1.536m | £0.033m | £4.990 |
| FY 25/26 | £1.905m | £0.043m | £1.905m | £0.043m | £1.342m | £0.058m | £1.342m | £0.058m | £6.692m |
| FY26/27 | £0.469m | £0.268 | £0.469m | £0.268 | £0.469 | £0.268 | £0.469 | £0.268 | £2.946m |

| Financial data verified by (name of finance officer) | Date |
|--|------------|
| J Bowgen | 03/03/2023 |

| Project Highlight Report | | |  GREAT YARMOUTH BOROUGH COUNCIL | |
|--|-----------------------|--|--|-----|
| Project Name | Covered Market | Project Sponsor | Iain Robertson | |
| Date of Report | 1 st March | Project Manager | Tom Warnes | |
| Reporting Period | Q4 2022/23 | Finance Officer | Helena Craske | |
| | | | | |
| Project Status | | | GREEN – no problems or only minor issues | |
| Project Overview | | | | |
| A unique redevelopment of the Market Place as a key part of the wider ambitions to regenerate the town centre. The project provides significantly improved market facilities in the heart of the Market Place, with new units under an architecturally striking canopy, designed to ensure the market is more inviting and better complements the historic setting. The overall the aim is for a beautiful building with more covered seating that will better meet the needs of traders, be more attractive to local shoppers and day trippers, create jobs and vibrancy. | | | | |
| Project Timetable (Key upcoming milestones) | | | | |
| Milestone | Target date | Achieved Date | Status | RAG |
| Piling phase 3, followed by foundations. | w/c 9/1/23 | 23/2/23 | Delayed | |
| Glulam beams | w/c 10/2/23 | Ongoing | Delayed | |
| Continuing with phase two market stall internal walls & ceilings | March | Ongoing | On programme | |
| Whiterock to food stalls, painting and decorating to market stalls. | March | Ongoing | On programme | |
| Completion of Project (Phases 2&3) | Aug 2023 | TBC | Delayed | |
| Key activities achieved this reporting period | | Areas of work for next reporting period | | |
| Project Management: Ventilation report completed and circulated to Members. | | Project Management: Review programme with Pentaco and determine extent of delay and anything that can be done to mitigate this. | | |
| Budget: Professional fee claims still under review, referred to NP Law. Provisional sums reviewed and forecast updated. Valuation 23 received and being reviewed by DCP. | | Budget: Review possible additional costs following delay with UKPN LV cable (extra trench work etc.). Finalise professional fee forecast and confirm contingency remaining. | | |
| Design: South gates have been revisited by the design team. A simpler 'off the shelf' product has been found and this is as per attached drawing. | | Design: South gates proposal to be reviewed, Costs plus builder's work circa £6k to be signed off for construction. This sits within the current allowance. | | |
| Procurement: No issues with procurement in the period. | | Procurement: Confirm no procurement issues for materials with long lead times, e.g. block paving for Phase 2 & 3. | | |

| | | | |
|---|---|---|------------|
| Utilities: UKPN have undertaken the “spiking” of the presumed dead cables and these have now been cut and removed from phase 3 area of works. Water pipe has also been cut and removed from the area of phase 3 works. | Utilities: Electric meters for the market stalls have been requested by GYBC, no issue with lead times. | | |
| Construction: Progress with the phase 2 element of the works is continuing well. The timber walls and ceilings have been installed and our CoW continues to conduct weekly inspections for quality. M&E installation is continuing. White rock to food stalls has been installed. Phase 2 works have been delayed by the time taken for UKPN to prove the LV cables as dead, but this is now complete. | Construction: M&E installation will continue, along with closing up of walls and ceilings. Extent of delay by UKPN to be determined once the piling and glulam frame installation dates have been confirmed by sub-contractors. Estimated delay at this time is 6 weeks. | | |
| Comms: Visit planned for Friday 17 th Feb for chip stall holders to look round their units. | Comms: Visit planned for Friday 24 th Feb for chip stall holders to look round their units. Market traders being update on public realm works on 13 th March, possibility questions will be asked regarding the 6 Day Market too. Advise market traders of upcoming phases of work etc. Maintain communication with all stakeholders. | | |
| Snagging: Ongoing Clerk of Works is carrying out separate inspection of cladding in phase 1, in order to produce a report with findings as to whether it has been installed correctly and whether the design is felt to be adequate. Note: This is evidence as produced by an “Expert Witness” but has been agreed by Pentaco and Chaplin Farrant as a fair way to progress the dispute to resolve the current cladding issues. | Snagging: Remaining snags to be closed out following review by Chaplin Farrant. Latch bolts to side gates – reviewed with CF / Pentaco and to be installed in this period. (Pentaco have apologised for this not being completed already). North gate to be installed 20 th & 21 st Feb. Floor finish to individual market units – Pentaco’s proposal to deal with snags has been reviewed by CF and apart from a couple of questions it seems a suitable solution. | | |
| Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body. | | | |
| Project delayed by identification and removal of further UKPN cable. Estimated 6 weeks delay at this stage. | | | |
| Project Risks – the top 5 highest risks | | | |
| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
| 1 | Delay due to further UKPN cable found in area of phase 3 foundations | Extent of delay to be determined and Pentaco to advise of any associated costs (additional digging for UKPN to facilitate ‘spiking’ of cables). | |
| 2 | Cladding issues. Market traders still reporting cladding problems, with doors binding and boards falling off. | Clerk of Works carrying report on cladding defects, to produce a report identifying failings of product, installation/workmanship, and design details. Rectifications to be carried out following recommendations. | |

| | | | |
|---|--|--|--|
| 3 | Proposed paving for phases 2&3 is not acceptable due to issues with cleaning. | Samples provided 14/12/22, of same make & colour blocks with smoother texture that will appear the same but be cleanable. | |
| 4 | Although the current system is operating adequately, there is a possible requirement for chimney extract to phase 2 market stalls. | Ventilation report completed and circulated to Members and accepted. No requirement to pursue alternative extract systems. | |
| 5 | South gate design needs signing off. | South gate proposal has been submitted to contractor for pricing. Design may need reviewing if price is not within budget. | |


Financial Summary

| | Capital | Revenue | RAG | Comment |
|--|------------|---------|-----------------|---------|
| Total Budget Approved | £6,905,000 | | | |
| Funded by: | | | | |
| GYBC Borrowing | £2,000,000 | | | |
| GYBC Borrowing/Capital Receipts | £535,000 | | | |
| FHSF | £3,250,000 | | | |
| Business Rate Pool | £1,100,000 | | | |
| Total Funding | £6,905,000 | | | |
| Actual Spend to date | £4,956,627 | | To the 28-02-23 | |

Project Manager Projections:

| Forecasts spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | | Total |
|-----------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|----------|
| | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue | |
| FY 22/23 | £ | £ | £ | £ | £ | £ | £232,659 | £ | £ |
| FY 23/24 | £800,000 | £ | £915,714 | £ | £ | £ | £ | £ | £ |
| FY 24/25 | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Totals: | £ | £ | £ | £ | £ | £ | £ | £ | £ |

| Financial data verified by (name of finance officer) | Date |
|--|----------|
| Helena Craske | 01/03/23 |

| Project Highlight Report | |  GREAT YARMOUTH BOROUGH COUNCIL | |
|--------------------------|-------------------------------|---|----------------|
| Project Name | FHSF Intervention 3 The Conge | Project Sponsor | Nicola Turner |
| Date of Report | | Project Manager | Claire Wilkins |
| Reporting Period | Q4 2022/23 | Finance Officer | Helena Craske |

| | | | |
|----------------|--|--|--|
| Project Status | AMBER – Problems but within contingency plan | | |
|----------------|--|--|--|

| Project Overview | | | | |
|--|---|--|--|-----|
| Transforming The Conge: by 2025, The Conge is transformed with new development lining both sides of the lower half of the street connecting it to the renewed Market Place. Funding relates to the SOUTH side only. | | | | |
| Project Timetable (Key upcoming milestones) | | | | |
| Milestone | Target date | Achieved Date | Status/Comment | RAG |
| Appointment of Strategic Partner | January 23 | | Delays in contract due to change of legals by preferred bidder | |
| Vacant possession of South Side | January 23 | | Major risks mitigated through agreements with leaseholders | |
| Demolition contract procured | By 31 st March 23 | | Tender advertised and circulated to local demolition contractors | |
| Demolition of buildings to the South | July 23 | | Start of demolition reliant upon utilities disconnection | |
| Key activities achieved this reporting period | | Areas of work for next reporting period | | |
| <ul style="list-style-type: none">- Strategic Partner legals ongoing- Site assembly works continuing- Demolition tender advertised- Prior Approval for demolition submitted to Planning | | <ul style="list-style-type: none">- Development and Partnership Agreement between GYBC and Strategic Partner finalised- Vacant possession achieved- Appointment of demolition contractor | | |
| Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body. | | | | |
| Cost - Within budget Timescales provisionally agreed for termination of South side leases and will not impact on delivery timescales if vacant possession received in line with agreed timescales. | | | | |
| Project Risks – the top 5 highest risks | | | | |
| Issue No | Significant Risk/Issue Description | Mitigation actions | | RAG |
| 1 | Lengthy delays or failure to secure vacant possession could result in loss of funding and lapse of planning permission. | Agreements with leaseholders to the SOUTH in place and dates for vacation agreed, enabling progression of the South side. | | |
| 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 and other secure grant funding to increase viability to south side of The Conge. | | |


| Financial Summary | | | | |
|-----------------------|----------|---------|-----|---------|
| | Capital | Revenue | RAG | Comment |
| Total Budget Approved | £883,882 | - | | |

| Funded by: | | | | |
|-------------------------|----------|--|--|--|
| GYBC | £220,000 | | | |
| Future High Street Fund | £444,727 | | | |
| Other grant funding | £219,155 | | | |
| Total Funding | £883,882 | | | |
| Actual Spend to date | £72,551 | | On ledger to 28.02.23, lease surrender amounts being processed | |

Project Manager projections:

| Forecast spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | |
|----------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
| | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue |
| FY 22/23 | £ | £ | £ | £ | £ | £ | £503,848 | £ |
| FY 23/24 | £ | £ | £307,483 | £ | £ | £ | £ | £ |
| FY 24/25 | £ | £ | £ | £ | £ | £ | £ | £ |

| Financial data verified by (name of finance officer) | Date |
|--|----------|
| Helena Craske | 01.03.23 |

| Project Highlight Report | |  GREAT YARMOUTH BOROUGH COUNCIL | |
|--------------------------|------------------------------|--|----------------------------------|
| Project Name | North Quay Riverside Gateway | Project Sponsor | Sheila Oxtoby/ Iain Robertson |
| Date of Report | 24 February 2023 | Project Manager | Greyfriars |
| Reporting Period | Q4 2022/23 | Finance Officer | Helena Craske |

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

Project Overview

Comprehensive redevelopment of the North Quay waterfront site in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan.

Project Timetable (Key upcoming milestones)

| Milestone | Target date | Achieved Date | Status | RAG |
|--|---------------|---------------|----------|-----|
| Procurement team appointed and workshops established to drive forward procurement of development partner | Mar-Aug 23 | | On track | |
| CPO team appointed and working in tandem with land assembly | Mar-Sept 23 | | On track | |
| Land Assembly team appointed and workshops established to drive forward acquisitions | Mar-Dec 23 | | On Track | |
| Infrastructure & public realm 'Gateway' team appointed (incl Vauxhall Bridge, technical work, surveys, archaeology, utilities, flood defences, remediation) to drive forward creating linkages to North Quay and Town Centre from the Rail Hub | Mar-Dec 23 | | On track | |
| Reclaim Public Highway | Ongoing | | On track | |
| CPO Statement of reasons | Oct-Dec 23 | | On Track | |
| CPO Made | Dec 23-Dec 25 | | On Track | |
| | TBC | | On Track | |

| Key activities achieved this reporting period | Areas of work for next reporting period |
|---|--|
| <ul style="list-style-type: none"> LUF bid and subsequent clarification request response submitted to DLUHC Sharpe Pritchard onboarded to lead on procurement of developer partner – initial workshop held 13th December Lambert Smith Hampton engaged for viability consultancy, regeneration consultancy and land assembly NCC continuing correspondence/engagement with landowner re Vauxhall Bridge highways land. | <ul style="list-style-type: none"> Procurement tender documents to be drafted. Complete critical path programme and project governance Acquisition strategy to be implemented in line with LSH advice Ongoing engagement with Environment Agency / Coastal Partnership East re: Innovative Resilience Fund and ongoing repairs and maintenance to flood defenses Secure enforcement of highway rights regarding the land south of Vauxhall Bridge Communications strategy to be finalised and approved |

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

No project creep or changes this period.

Project Risks – the top 5 highest risks

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|--|---|-----|
| 1 | Failure to secure sufficient land holdings | Land Assembly team appointed | |
| 2 | Lack of developer interest following open procurement | Ongoing engagement with potential developer partners via LSH | |
| 3 | Insufficient funding to deliver the project | LSH undertaking viability options | |
| 4 | CPO – Committee does not approve resolution or local objections raised | Project team to work closely with nplaw and appointed consultants to draft resolution | |

Financial Summary

| | Capital | Revenue | RAG | Comment |
|------------------------------|------------|---------|-----|---------|
| Total Budget Approved | £5,100,000 | £0 | | |

Funded by:

| | | | |
|-----------------------------|-------------|----|---|
| GYBC | £0 | £0 | |
| GYBC Cap. Programme | £2,500,000 | £0 | |
| Town Deal Fund | £2,600,000 | £0 | Deadline for spend Mar 2026 |
| Levelling Up Fund | £20,000,000 | £0 | Awarded January 2023. Deadline for spend Mar 2025 |
| Total Funding | £25,100,000 | £0 | |
| Actual Spend to date | £172,779 | £0 | Actual spend to 28-02-23 |

Project Manager projections:

| Forecast spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | |
|----------------|-----------|---------|-------------|---------|-----------|---------|-------------|---------|
| | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue |
| FY 22/23 | £ | £ | £ | £ | £ | £ | £226,609 | £ |
| FY 23/24 | £ | £ | £550,612 | £ | £ | £ | £1,000,000 | £ |
| FY 24/25 | £ | £ | £11,000,000 | £ | £ | £ | £10,850,000 | £ |
| FY 25/26 | £ | £ | £650,000 | £ | £ | £ | £650,000 | £ |

| Financial data verified by (name of finance officer) | Date |
|--|----------|
| Helena Craske | 01-03-23 |

Project Highlight Report



GREAT YARMOUTH
BOROUGH COUNCIL

| | | | |
|-------------------------|--|------------------------|--|
| Project Name | Great Yarmouth Operations & Maintenance Facility | Project Sponsor | David Glason (GYBC) Roberta Willner (NCC) |
| Date of Report | 07 March 2023 | Project Manager | Jon Barnard |
| Reporting Period | Q4 2022/23 | Finance Officer | NCC/Greyfriars PM |

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|-----------------------|---|
| Project Status | AMBER – Problems but within contingency plan |
|-----------------------|---|

Project Overview

The objectives of the Proposed Scheme are:

- Deliver an O&M Facility at the existing Port at Great Yarmouth to serve the operation of North Sea offshore windfarms.
- Create new, additional employment and training opportunities at the Port site, during the construction and operation of the Proposed Scheme.
- Provide the opportunity for further site development once construction is complete.

This will be achieved through:

1. Demolition (in part) and upgrading of the Quay wall.
2. Construction of a floating pontoon for Crew Transfer Vessels.
3. Construction of an extended highway.
4. Creating storage and parking areas.
5. Delivering an electricity substation/kiosk and associated utility provisions.

The site is located to the southern tip of the South Denes Road, covering an area of approx. 6.9 hectares with a perimeter of 1,600m.

Project Timetable

| Key Milestones | 2021 | | | 2022 | | | | 2023 | | | | | 2024 |
|---|------|------|--------|------|-----|------|-----|------|-----|-------|-------|--------|------|
| | May | June | August | Mar | Aug | Sept | Oct | Jan | Feb | March | April | August | Feb |
| Milestones Achieved | | | | | | | | | | | | | |
| Design package for Tender delivered | • | | | | | | | | | | | | |
| Planning Application (06/21/0415/F) submitted to GYBC LPA | • | | | | | | | | | | | | |
| MMO Construction Licence application submitted | • | | | | | | | | | | | | |
| Demolition works completed | | • | | | | | | | | | | | |
| Commenced main works tender process using EHA4 framework | | • | | | | | | | | | | | |
| Commenced main works tender process using Open Tender | | | • | | | | | | | | | | |
| NALEP Funding released | | | | • | | | | | | | | | |
| Flood Risk Assessment Permit granted | | | | | • | | | | | | | | |
| Contractor Award | | | | | | • | | | | | | | |
| Planning Approval granted | | | | | | • | | | | | | | |
| Construction Issue Drawings distributed | | | | | | | • | | | | | | |
| Contractor access to Site | | | | | | | | • | | | | | |
| MMO Construction Licence granted | | | | | | | | | • | | | | |
| Milestones Planned | | | | | | | | | | | | | |
| Completion of UXO Site Investigation | | | | | | | | | | • | | | |
| Discharge of Pre-Construction Planning Conditions | | | | | | | | | | • | | | |
| Construction commencement | | | | | | | | | | • | | | |
| Commencement of marine works | | | | | | | | | | | • | | |
| Pontoon installation | | | | | | | | | | | | • | |
| Contractor demobilisation | | | | | | | | | | | | | • |

| | |
|--|--|
| Key activities achieved this reporting period | Areas of work for next reporting period |
| • | • |

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

Programme adjustments are likely, due to potential delays caused by discharging of pre-construction planning conditions and additional works required to complete final pontoon designs.

Project Risks – the top 2 highest risks

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|---|---|-------|
| 1 | Discharge of Pre-Construction Planning Conditions - Time scales projected to discharge the requisite planning conditions are approaching the deadline for planned construction commencement. | The Project Team maintain regular communication with the relevant planning department, to ensure all required evidence is submitted to aid approval deadlines, in line with the construction programme. | Amber |
| 2 | Pontoon Design – Further wave modelling is required to finalise pontoon designs, causing a potential programme delay of approx. 10 weeks. | Pontoon designers are to conduct additional wave modeling at the earliest opportunity to finalise Pontoon designs. | Amber |
| 3 | Unexploded Ordnance (UXO) – Preliminary UXO surveys have identified 8 possible UXO in the site's marine boundary and further investigation is required. | Potential programme delay is being mitigated by performing the additional UXO survey at the earliest opportunity, and prior to commencement of planned marine works. | Amber |


Financial Summary

| | Capital | Revenue | RAG | Comment |
|---|---------|---------|-------|---------|
| Total Budget Approved | £21.4m | £0 | Green | |
| Funded by: | | | | |
| New Anglia Local Enterprise Partnership | £6m | £0 | | |
| Great Yarmouth Borough Council | £1.5m | £0 | | |
| Norfolk County Council | £1.5m | £0 | | |
| Norfolk Pooled Business Rates Pool | £1m | £0 | | |
| Norfolk County Council prudential borrowing to be repaid from Great Yarmouth Enterprise Zone Pot B business rates funding | £11.4m | £0 | | |
| Total Funding | £21.4m | £0 | | |
| Actual Spend to date | £2.1m | £0 | | |

Project Manager projections:

| Forecast spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | |
|----------------|-----------|---------|-----------|---------|-----------|---------|-------------|---------|
| | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue |
| FY 22/23 | £ | £ | £ | £ | £ | £ | £3,029,797 | £ |
| FY 23/24 | £ | £ | £ | £ | £ | £ | £16,794,366 | £ |

| Financial data verified by (name of finance officer) | Date |
|--|------|
| | |

| Project Highlight Report | |  GREAT YARMOUTH BOROUGH COUNCIL | |
|--|-------------------------------------|--|--|
| Project Name | Beach Coach Station (Jubilee Court) | Project Sponsor | Iain Robertson |
| Date of Report | 03 April 2023 | Project Manager | Alex Williamson (Broadland Housing) & Tom Warnes GPM |
| Reporting Period (Quarter months) | Q4 to 31 st March 23 | Finance Officer | Jane Bowgen |

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

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|--|
| Project Overview |
| Construction of 18 new one-bedroom homes at the former Beach Coach Station site off Nelson Road North, Great Yarmouth. |

| Project Timetable (Key upcoming milestones) | | | | |
|--|---------------|---------------|--|-----|
| Milestone | Target date | Achieved Date | Status | RAG |
| Provisional Sum confirmation. Conclusion of pricing exercise and issue formal instruction | November 2022 | | Complete | |
| Water tight buildings. Completion of brickwork, installation of windows and doors. | January 2023 | | Front large windows yet to be installed as openings being used to lift in boards, kitchens and bathrooms | |
| Design Information. Ongoing review and comment of design information provided by H Smith & Sons. Specifically updated M&E layouts. | November 2022 | | One outstanding design item re communal lighting positioning | |
| Fire Strategy Review. Revised fire strategy to be provided by H Smith & Sons | November 2022 | | Complete | |

| Key activities achieved this reporting period | Areas of work for next reporting period |
|--|---|
| <ul style="list-style-type: none"> Buildings made water-tight Completion of fire stopping works First Fix complete Commencement of boarding and plastering | <ul style="list-style-type: none"> External landscaping to commence Plastering, Second fix, kitchens and bathrooms Snagging Handover of all completed homes |

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

Time – Delays experienced through manufacturing of timber frame to block 3 and then subcontractor issues for fire stopping works have all been mitigated through additional labour on other items. Project back on track with original programme.


Cost – Project remains within the overall budget.

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| Project Risks – the top 5 highest risks |
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| No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----|--|---|-----|
| 1 | Labour and material issues – industry wide concerns. | Smiths continuing to progress placing sub-contractor and material orders to mitigate delays and ensure programme is achieved. | |
| 2 | Fire Strategy | Updated strategy to be provided by H Smith & Sons | |

| | | | |
|---|---|---|--|
| 3 | M&E Layouts | Updated drawings to be issued for review and comment | |
| 4 | Review of Brownfield Land Release Grant funding potential underspend - final sums will need to be reported to funders who may request a proportion to be re-paid. | Employers Agent verified amounts to be expended throughout project, approved by funders, risk can be removed. | |
| 5 | | | |

| Financial Summary as at 31.03.23 | | | |
|---------------------------------------|------------|---------|---|
| | Capital | Revenue | Notes on Background |
| Total Budget Approved | £3,564,602 | £0 | Committee Approval May 2021 |
| Funded by: | | | |
| GYBC | £2,197,005 | £0 | Borrowing |
| Homes England | £776,076 | £0 | Funding to be apportioned to 12 homes |
| Right to Buy Retained Receipts | £384,249 | £0 | Funding to be apportioned to 6 homes |
| Brownfield Land Release Fund | £207,272 | £0 | Held by GYBC from the outset of the project |
| | | | |
| Actual Spend to date | £1,698,442 | | See cost plan for full breakdown |
| Total Funding Utilised | £1,698,442 | | |
| Financial data verified by; | | | Date |
| Jane Bowgen | | | 06.04.23 |

| Project Highlight Report | |  GREAT YARMOUTH BOROUGH COUNCIL | | |
|---|-------------------------------------|---|--|-----|
| Project Name | GY ULC & Library Relocation | Project Sponsor | Kate Blakemore | |
| Date of Report | 10 January 2023 | Project Manager | Adri Van der Colff | |
| Reporting Period | Quarter 4 2022/23 | | Helena Craske | |
| Project Status | | | GREEN – no problems or only minor issues | |
| Project Overview | | | | |
| The project involves the full refurbishment of the former Palmers Department store in the Marketplace to create a home for the relocated public library and a new University Centre. The overall aim of the co-located ‘learning centre’ is to improve access to learning at all levels, to increase the levels of skills and ultimately to improve employability in Great Yarmouth. The Library Relocation and University Centre is a partnership between Great Yarmouth Borough Council, East Coast College, the University of East Anglia and the University of Suffolk. | | | | |
| Project Timetable (Key upcoming milestones) | | | | |
| Milestone | Target date | Achieved Date | Status/Comment | RAG |
| RIBA Stage 3 completed | August 2022 | October 2022 | Completed | |
| Internal strip-out and external demolition completed | December 2022 | December 2022 | Completed | |
| Planning consent achieved | February 2023 | February 2023 | Completed | |
| Main contractor to be engaged through SCAPE framework with Stage 1 costs – to move to next stage | March 2023 (revised from Feb 2023) | Ongoing | On track | |
| Roofing contractor appointed for enabling works for replacement roof | March 2023 (revised from Feb 2023) | Ongoing | On track | |
| Public consultation completed and report issued | March 2023 | Ongoing | On track | |
| Roof repair works to commence | May 2023 (revised from April 2023) | Ongoing | On track | |
| Lease and Agreement to Lease to be finalised and signed off | June 2023 (revised from March 2023) | Ongoing | On track | |
| Appoint main contractor | June 2023 | Ongoing | On track | |
| Start on site | July 2023 | Ongoing | On track | |
| Project eompletion | August 2024 | Ongoing | On track | |
| Key activities achieved this reporting period | | Areas of work for next reporting period | | |

| | |
|---|--|
| <ul style="list-style-type: none"> • Planning consent granted - no onerous conditions imposed • Scheme out to SCAPE contractor for pricing – clarifications/information provided as requested • Name (The Place) and brand for building approved • Initial design of internal furniture layout • Lease agreements out to tenants for review • Public consultation on the design and functionality of the building including user workshops and focus groups completed • Party wall surveyors appointed by all neighbouring businesses. | <ul style="list-style-type: none"> • RIBA Stage 4 design underway • Main contractor to be appointed through SCAPE framework for main refurbishment project based on Stage 1 costs – price negotiations to commence towards reaching final contract price • Contractor to be appointed for roof repair works enabling works package • Lease and Agreement to Lease agreed by tenants • Intrusive and in-depth structural and drainage surveys to be completed. |
|---|--|

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

A big milestone for the project was to achieve Planning consent, without any onerous conditions. A name (The Place) and brand have also been selected with input from a wide range of stakeholders and public focus groups. The scheme is currently out for first stage pricing under the SCAPE framework. Public consultation involving more than 500 people has been concluded. A party wall surveyor was appointed, who has made contact with all neighbours to ensure that they equally appoint party wall surveyors. This will help with obtaining scaffolding licences and consents for any shared party walls.

Agreement is being sought to let the roofing contract in order to ensure that the building can be water tight for the Winter 23/24. The main contract being negotiated through the SCAPE framework cannot be let until the request to DLUC for re-allocating £1million of Town Deal Funding to this project has been approved. There will be an explicit recommendation on this on the outturn report.

Project Risks – the top 5 highest risks

| 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. | Market-tested prices will be obtained as soon as possible for cost certainty. Contract price to prevent contractors from offloading inflation costs on the client. Alternative funding routes being sought. | |
| 2 | It may not be possible to incorporate all sustainable technology to give the building a good EPC rating and help tenants save on their energy bills. This is due to sharp inflationary increases in mechanical equipment. | Value engineering may need to be implemented if cost of new technology (e.g. air source heat pumps) is prohibitive. Tenants have been made aware of this potential scenario. | |
| 3 | There may be significant structural /load-bearing issues with the Palmers building which makes it unsuitable as a library. The existing drains may also not be adequate. | Strip-out revealed that the structure is broadly sound and suitable for the new intended purpose. Structural and civil surveys are ongoing to underpin detailed design. | |
| 4 | It may not be possible to reach an acceptable negotiated contract price with the SCAPE contractor, in which case an alternative procurement route via Find-a-Tender (post- | Ongoing discussions with SCAPE contractor. Potential to share prelims with adjacent project (public realm). Further work with contractor for design development to achieve | |

| | | | |
|---|---|---|--|
| | Brexit OJEU open tender) will have to be pursued, which could result in delays. | efficiencies and identify value engineering opportunities. | |
| 5 | Risk of recession and contractors and subcontractors going bankrupt. | Solid and well-established contractor with solid supply chains to be appointed. | |

Financial Summary

| | Capital | Revenue | RAG | Comment |
|------------------------------|-------------|----------|-----|--|
| Total Budget Approved | £17,048,918 | £267,000 | | Estimated capital costs at feasibility stage based on RIBA Stage 3 design. |


Funded by:

| | | | |
|---|--------------------|-----------------|---|
| GYBC | £0 | £0 | |
| Norfolk Strategic Fund (business rates) | £0 | £190,000 | Grant for project development costs |
| One Public Estate Phase 8 | £0 | £77,000 | Grant for project development costs for the next stage RIBA 3 development. |
| Future High Street Fund | £2,350,000 | £0 | Capital funding grant |
| Town Deal Fund | £7,463,947 | £0 | Capital funding grant |
| Norfolk County Council | £2,000,000 | £0 | Capital contribution to project (library element) |
| East Coast College / University of Suffolk partnership | £3,500,000 | £0 | Capital contribution to project (university element) |
| Total Funding | £17,048,918 | £267,000 | |
| Actual Spend to date | £2,571,529 | £266,150 | Revenue - Project development to RIBA Stage 2 Capital – Includes purchase of Palmers, fees and strip-out/demolitions works (all funded by FHS) |

Project Manager projections:

| Forecast spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | |
|----------------|------------|---------|------------|---------|------------|---------|------------|---------|
| | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue |
| FY 22/23 | £ | £ | £ | £ | £ | £ | £223,149 | £ |
| FY 23/24 | £595,981 | £ | £709,000 | £ | £850,000 | £ | £1,819,000 | £ |
| FY 24/25 | £4,200,000 | £ | £5,004,947 | £ | £1,075,312 | £ | £ | £ |

| Financial data verified by (name of finance officer) | Date |
|--|----------|
| Helena Craske | 01-03-23 |

| Project Highlight Report | |  GREAT YARMOUTH BOROUGH COUNCIL | |
|--------------------------|--|--|---------------|
| Project Name | Public Wayfinding and Sustainable Connectivity Town Wall Restoration | Project Sponsor | Paula Boyce |
| Date of Report | 6 th March 2023 | Project Manager | Darren Barker |
| Reporting Period | Q4 2022/23 | Finance Officer | Jane Bowgen |

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

Project Overview

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

Project Timetable (Key upcoming milestones)

| Milestone | Target date | Achieved Date | Status/Comment | RAG |
|--|-------------|---------------|----------------|-----|
| Production of Conservation Plan | Dec 2022 | Dec 2022 | Complete | |
| Production of comprehensive project plan | March 2023 | | On track | |
| Procurement of professional team | Q1 2023 | | On track | |
| Procurement of contractor | Q2 2023 | | On track | |
| Works start date | Q3 2023 | | On track | |
| Works completion | March 2026 | | On track | |

| Key activities achieved this reporting period | Areas of work for next reporting period |
|---|---|
| <ul style="list-style-type: none"> Project Planning Phase Completion of Town Wall repairs at Market Place (HAZ) Conservation plan completed Opportunities for Enhancements report completed | <ul style="list-style-type: none"> Development to RIBA 3 Enhancement and repairs underway at Blackfriars Road (HE) ongoing Liaise with Historic England and discussions around Ancient Monument consent Liaise with Planning Officers |

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

Nothing to report

Project Risks – the top 5 highest risks

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

Financial Summary

| | Capital | Revenue | RAG | Comment |
|------------------------------|---------|---------|-----|--|
| Total Budget Approved | £0.520m | £0.090m | | Town Deal Connectivity Public Wayfinding |


Funded by:

| | | | |
|---|----------------|----------------|---|
| GYBC | £0 | £0 | |
| Town Deal Programme | £0.335m | £0 | |
| Heritage Action Zone | £0.185m | £0 | HAZ Programme |
| Historic England | £0 | £0.090m | HE Funding agreement 2122 – 2324 |
| Total Funding | £0.520m | £0.090m | £0.610m |
| Actual Spend to date February 2023 | £0.185m | £0.015m | HAZ and Historic England Town Wall spend. |

Project Manager projections:

| Forecast spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | | Total |
|----------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|---------|
| | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue | |
| FY 22/23 | | | | | - | - | - | £0.015m | £0.015m |
| FY 23/24 | - | - | - | £0.015m | - | - | - | £0.015m | £0.030m |
| FY 24/25 | - | - | - | £0.015m | - | - | - | £0.015m | £0.030m |
| FY 25/26 | - | - | - | - | - | - | £0.335m | | £0.335m |

| Financial data verified by (name of finance officer) | Date |
|--|------------|
| J Bowgen | 03/03/2023 |

| Project Highlight Report | |  GREAT YARMOUTH BOROUGH COUNCIL | |
|--------------------------|--|--|---------------|
| Project Name | Public Wayfinding and Sustainable Connectivity Sculpture Trail | Project Sponsor | Paula Boyce |
| Date of Report | 6 th March 2023 | Project Manager | Darren Barker |
| Reporting Period | Q4 2022/23 | Finance Officer | Jane Bowgen |

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

Project Overview

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.

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.

Project Timetable (Key upcoming milestones)

| Milestone | Target date | Achieved Date | Status/Comment | RAG |
|-----------------------|-------------|---------------|----------------|-----|
| Feasibility stage | Dec 2022 | Dec 2022 | Complete | |
| Concept design | Feb 2023 | | On track | |
| Sculpture procurement | Q3 2023 | | Under review | |
| Installation start | Q4 2023/24 | | On track | |
| Project completion | Q3 2024 | | On track | |

| Key activities achieved this reporting period | Areas of work for next reporting period |
|---|---|
| Project Planning Phase Connectivity link between seafront and town centre being used to identify locations for the public art: plan will be developed to show all proposed locations | <ul style="list-style-type: none"> Sculpture locations being identified Phasing/programming to be finalised Procurement route to be agreed |

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

Nothing to report

Project Risks – the top 5 highest risks

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|----------|------------------------------------|---|-----|
| 1 | In house capacity and resource | Proposal to employ cultural officer agreed by ELT | |
| 2 | Inflation & costs of materials | Monitor and value engineering | |
| 3 | Planning permission required | Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be met | |
| 4 | Procurement of artists | Advertise and promote widely | |
| 5 | Public perception/negativity | Robust communications plan | |

Financial Summary

| | Capital | Revenue | RAG | Comment |
|---|----------------|---------|-----|---|
| Total Budget Approved | £0.295m | £0 | | Town Deal Connectivity Public Wayfinding |
| Funded by: | | | | |
| GYBC | £0m | £0 | | |
| Town Deal Programme | £0.220m | £0 | | |
| Future High Street Fund | £0.050m | £0 | | |
| Great Yarmouth Preservation Trust | £0.020m | £0 | | |
| Norfolk County Council | £0.05m | £0 | | Contribution to mkt place sculpture. (was £60k now £5k as per DB) |
| Total Funding | £0.295m | £0 | | |
| Actual Spend to date February 2023 | £0 | £0 | | |

Project Manager projections:

| Forecast spend | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | | Total |
|----------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|---------|
| | Capital | Revenue | Capital | Revenue | Capital | Revenue | Capital | Revenue | |
| FY 22/23 | | | | | - | - | - | - | - |
| FY 23/24 | - | - | £0.055m | - | - | - | - | - | £0.055m |
| FY 24/25 | - | - | - | - | - | - | - | £0.240m | £0.240m |

| Financial data verified by (name of finance officer) | Date |
|--|------------|
| J Bowgen | 03/03/2023 |

Project Highlight Report

| | | | |
|--|-----------------------------------|------------------------|-------------------------|
| Project Name | Transitional Housing Scheme | Project Manager | Claire Wilkins |
| Date of Report | 27.04.23 | Project Sponsor | Nicola Turner |
| Reporting Period (Quarter months) | Q4 To 31 st March 2023 | Finance Officer | Helena Craske – Capital |

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

| Project Overview | |
|--|--|
| <p>Purchase of 6 properties ‘off the shelf’ to be used as ‘Transitional Housing’ to meet the needs of those with low or medium support needs who are rough sleeping or at risk of rough sleeping.</p> <p>Properties are currently mid-conversion from an HMO to 6 self contained homes, works being undertaken by seller, completion of sale to take place upon completion of the works.</p> <p>Two separate funding bids successful to allow for phased completion, 3 homes in Phase 1, 3 homes in Phase 2.</p> | |
| Key activities achieved this reporting period | Areas of work for next reporting period |
| <ul style="list-style-type: none"> - Successful completion of the purchase of the 3 homes in Phase 1 | <ul style="list-style-type: none"> - Furnishing and occupation of first 3 homes - Outcome of new property search |
| 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> <p>Phase 1 (3 homes) – Completed within budget and funding timescales.</p> <p>Phase 2 (3 homes) – now in jeopardy after the developer was unable to complete the work to the homes and the property was subsequently sold unfinished at auction.</p> | |

| Issue No | Significant Risk/Issue Description | Mitigation actions | RAG |
|-----------------|--|--|------------|
| 1 | Failure to secure replacement 3 dwellings to complete Phase 2 within funding timescales. | Significant efforts being undertaken to search for homes including contacting owners of properties not currently being marketed. | |

| | | | |
|---|---|--|--|
| 2 | - | | |
| 3 | - | | |
| 4 | - | | |

| Financial Summary | | | |
|--|------------|---------|--|
| | Capital | Revenue | Notes on Background |
| Total Budget Approved | £1,499,718 | | Total Budget approved is for delivery of 12 properties in total however grant funding for 6 only has been awarded. |
| | £687,990 | | Relates to purchase of the 6 homes |
| Funded by: | | | |
| GYBC | £325,115 | | |
| Homes England Grant and GYBC Capital contribution | £362,875 | £45,682 | Revenue grant funding to subsidise cost of support worker |
| | | | |
| Actual Spend to date | £321,722 | £0 | |
| Total Funding Utilised | £321,722 | | |
| Income Achieved | £0 | | |
| Savings Achieved | £0 | | |
| Financial data verified by; | | | Date |
| Claire Wilkins from Cost Plan supplied by Helena Craske | | | 27.04.23 |

2022/23 Annual Performance Measures




Performance measures are reported quarterly to Executive Leadership Team (ELT) and Policy & Resources, the three service committees (Economic Development, Environment and Housing & Neighbourhoods) also receive their relevant measures. The annual report provides annual outturn figures for all the measures, including a small number of yearly reported data.

Some measures are reported for contextual information. However, the data is important information for the Council where the actions of the Council may make improvements but there is not sufficient control over the outcome to set a target.

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.






Key to 'Status'

RAG status comparing 2022/23 outturn figure against 2022/23 target

-  **G** Performance has met or exceeded target
-  **A** Performance is below target but within tolerance
-  **R** Performance is below target and tolerance

Key to 'Arrows'

The arrows reflect trends in performance between 2022/23 and 2021/22, where applicable.

-  Performance is showing continuous improvement trend, compared to previous years
-  Performance trend is up, compared to previous year
-  Performance trend is no change, compared to previous year(s)
-  Performance trend is down, compared to previous year
-  Performance is showing continuous downward trend, compared to previous years

Operational Measures

| Performance Measure | 2022/23 Actual | 2022/23 Target | Status | 2021/22 Outturn | Trend |
|--|----------------|----------------|--------|-----------------|-------|
| PR01 - Average time to assess Housing Benefit: New Claims | 13 days | 16 days | G | 15 days | ↑ |
| Commentary: A really good result for the year averaging 13 days to fully assess New Claims against a target of 16 days and a national average of 20 days according the latest release of performance data. | | | | | |
| PR02 - Average time to assess Housing Benefit: Change in circumstances | 9 days | 10 days | G | 11 days | ↑ |
| Commentary: A really good result for the year averaging 9 days to fully assess changes in circumstances against a target of 10 days and a national average of 9 days according the latest release of performance data. | | | | | |
| PR03 – Collection Rates Council Tax | 96 % | 96 % | G | 96% | ↔ |
| <p>Commentary: The 2022/23 financial year was a challenging year for Council Tax collection due to the financial and economic challenges of collecting council tax in the current national cost of living crisis.</p> <p>However, even in this difficult climate the same collection rate as 2021/22 was achieved for 2022/23 and the cumulative year end target that was set for the year was met. This target was met whilst still incorporating sensitive collection methods and by effective working with our Early Help Hub and debt advice agencies such as Citizens Advice and DIAL.</p> <p>The Council Tax Team were also responsible for administering the governments Energy Rebate Scheme during 2022/23.</p> | | | | | |
| PR04 – Empty Homes | | | | | |
| (a) - Number of long term empty homes (6 months or more) | 584 | Less than 600 | G | 600 | ↑ |
| (b) - Number of long term empty homes (Over 2 years) | 144 | Less than 160 | G | 237 | ↑ |
| Commentary: These are both below target with a decrease of 16 properties that have been empty for 6 months or more compared to last year's final outturn. The properties that have been empty for 2 years or more although is slight increase than last year's outturn but is still within target. | | | | | |

| Performance Measure | 2022/23 Actual | 2022/23 Target | Status | 2021/22 Outturn | Trend |
|---|----------------|----------------|----------|-----------------|-------|
| PR05 – Business Rates (NNDR) Collection Rates | 97.8 % | 97.5 % | G | 98% | ↓ |
| <p>Commentary: The 2022/23 financial year was a challenging year for Business Rates collection due to the current national financial and economic challenges of collecting Business Rates.</p> <p>However, even in this difficult climate the year end target collection rate for 2022/23 was exceeded by 0.3%. This collection rate was met whilst still incorporating sensitive collection methods and by effective design and implementation of various discretionary rate relief schemes that were introduced during the year such as Retail Hospitality and Leisure Relief and COVID Additional Relief Fund.</p> | | | | | |
| PR06 - Contact Centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered | 80.16 % | 90 % | R | 80.05% | ↑ |
| <p>Commentary: A good outturn for the year considering the impact of staff sickness through Q1 and into Q2 along with Q1 being the busiest time of year for the team. Excellent performance has been achieved in Q3 and Q4 with performance exceeding the 90% target in both quarters (Q3 – 91.6%, Q4 – 93.45%).</p> | | | | | |
| PR07 - Contact Centre telephone calls: Average wait time by customers contacting the Contact Centre | 2:30 minutes | 1:30 minutes | R | 1:45 minutes | ↓ |
| <p>Commentary: A good outturn for the year considering the impact of staff sickness through Q1 and into Q2 along with Q1 being the busiest time of year for the team. Excellent performance has been achieved in Q3 and Q4 with performance exceeding the 1:30 minute target in both quarters (Q3 – 0:46 minutes%, Q4 – 0:34 minutes).</p> | | | | | |
| PR08 – Percentage of FOI and EIR requests responded to within 20 working days | 88 % | 90 % | A | 90 % | ↓ |
| <p>Commentary: Performance in this area was affected by a restructure that took place within the Corporate Services Team during the first quarters of 2022/23, this resulted in the need for recruitment and training of new members of staff. From Q3 onwards the team were at full strength leading to a Q3 performance of 86% and Q4 performance of 91.5%</p> | | | | | |

| Performance Measure | 2022/23 Actual | 2022/23 Target | Status | 2021/22 Outturn | Trend |
|--|----------------|----------------|----------|-----------------|-------|
| PR09 – % of completed Full Performance Reviews | 85 % | 90 % | A | 85% | ↔ |
| <p>Commentary: PDR's were completed during 2022-23 for all staff, these are supported by regular and ongoing 1:1's throughout the year. There were 100% completion in a number of areas including customer services, Environment & Sustainability, Housing Assets, Inward Investment, Legal & Governance, Marketing & Comms, Neighbourhoods Management, Organisational Development, Property & Asset Management, Project Management/Capital Projects.</p> | | | | | |
| PR10 - The number of working days lost due to sickness absence per FTE | 12.25 days | 8.5 days | R | 12.52 days | ↑ |
| <p>Commentary: Sickness absence has decreased slightly for 2022/23 with a reduction of 0.27 days per FTE. 75% of the workforce had a period of absence in 2022-23, with the top reasons remaining similar to previous years, although covid absences have moved into the third top reason for absence.</p> <p>The activity around sickness management from the HR team, working with managers has been significant this year and has included, 93 sickness absence review meetings and 12 health capability hearings resulting in the return-to-work completion rate improving significantly.</p> <p>HR are meeting weekly to review sickness absence and ensure line managers are proactively managing their staff's absence. 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> <p>It takes time for sickness absence figures to reflect the improvements to absence, and whilst there is a slight decrease this year, it is anticipated that next year there will be a further reduction. The move to the new HR & Payroll system will also mean that managers will have more visibility of absence overall and will have real-time information rather than waiting for monthly reports to come through. Improved processes and an updated sickness absence policy are also planned for 2023-24. There will also be further training for new managers, as well as refresher training for existing managers when the updated policy is live.</p> | | | | | |

| Performance Measure | 2022/23 Actual | 2022/23 Target | Status | 2021/22 Outturn | Trend |
|--|-------------------|-------------------|--------|--------------------|-------|
| PR11 - Council spend on apprenticeships as a % of apprenticeship levy | 58.14 % | Monitor | N/A | 54% | ↑ |
| <p>Commentary: There were 6 new starts in 2022/23 with 14 apprentices on programmes during the year.</p> <p>From April 2023 we are committed to a further spend of £84,840.06 for apprenticeship training which has commenced. Current commitments taking us up to June 2028.</p> <p>Based on current apprentices on programme, levy funds are projected to start to expire from account (we have 24 months to spend the money on a rolling monthly basis) in May 2024. We have a proposal to commence Level 6 Chartered Manager Degree Apprenticeships in September 2023 and the possibility of transferring some funds to the GYS levy account when established.</p> | | | | | |
| PR12 - % of Audit days delivered (of the annual plan) | 89 % | 100 % | A | 77% | ↑ |
| <p>Commentary: At the end of Q4 of 2022/23, 89% of the Annual Internal Audit Plan has been delivered. Whilst this is under target, the internal audit work for the year is due to be finalised soon. Those audits that are not yet finalised are in the final stages. The contractor who delivers the Internal Audit plan has until the end of April 2023 to finalise the audits, in time for inclusion for the Annual Audit Opinion report.</p> | | | | | |
| PR13: Internal Audit recommendations | | | | | |
| a) Percentage of priority 1 recommendations completed on time | 95 % | 100 % | A | 100% | ↓ |
| b) Number of priority 2 Internal Audit recommendations outstanding | 32 | 9 | R | 6 | ↓ |
| <p>Commentary:</p> <p>PR13a) There were 12 priority 1 recommendations outstanding as at end of Q4 2022/23. This number has increased, and as part of the year-end process, all outstanding recommendations will be followed up with Management Team to ensure they are closed down as soon as possible.</p> <p>PR13b) The number of outstanding priority 2 recommendations has also increased. As per above comment, Internal Audit are working with Management Team to ensure recommendations are being followed up and are closed as soon as possible.</p> | | | | | |

| Performance Measure | 2022/23 Actual | 2022/23 Target | Status | 2021/22 Outturn | Trend |
|--|-------------------|-------------------|----------|--------------------|-------|
| PR14 - Corporate Property Portfolio Revenue Growth per annum | 13.29 | 2.5 % | G | 1.76 % | ↑ |
| Commentary: The results are somewhat skewed by excellent quarter 2 figures, but do show overall strong performance through the year, well ahead of the target. Should the unexpectedly strong result of Q2 be discounted, this gives a yearly growth of 4.52% which is more in keeping with expectations. | | | | | |
| PR15: Corporate Property Portfolio Arrears Per annum | | | | | |
| a) % Arrears per annum | 4.05 % | 7.5 % | G | 6.7 % | ↑ |
| b) Total Arrears amount in £'s | £208,086 | £100,000 | R | £27,311 | ↓ |
| Commentary: There are three accounts with relatively large balances outstanding that have pushed this measure below target and out of tolerance. All accounts have been issued with either a reminder or a reminder and final notices, however no recovery action is being taken as a new lease is being negotiated or Sundry Debts are awaiting termination instructions which will reduce the balance outstanding. | | | | | |
| PR16: Corporate Property Overall Occupancy levels per annum | 97.01 % | 90 % | G | 96.65 % | ↑ |
| Commentary: Significantly above target. Work currently underway to improve accuracy of data held within Concerto so some change of this figure expected to be reported in Q2 2023/24 once operation complete. | | | | | |
| PR17: Payment of Invoices within 30 days (%) | 91.6 % | 90 % | G | 91.7 % | ↓ |
| Commentary: Performance on this measure is above target, 10722 invoices were received during 2022/23, an increase of 1425 over 2021/22. Of the 10722 invoices received 9824 were paid within 30 days. | | | | | |

Development Control Measures

| Performance Measure | 2022/23 Actual | 2022/23 Target | Status | 2021/22 Outturn | Trend |
|---|----------------|----------------|--------|-----------------|-------|
| ED01 - Planning applications: Major applications determined within 13 weeks or as agreed extension | 96 % | 80 % | G | 92.3 % | ↑ |
| Commentary: Target achieved though always worth noting that the Council receives a relatively low number of major planning applications which means that only one has to be determined out of time to have a significant effect. | | | | | |
| ED02 - Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension | 84 % | 80 % | G | 92.3 % | ↓ |
| <p>Commentary: It is pleasing to report such high performance in this regard. It must be acknowledged however that a significant proportion of the applications determined were out of time but with an agreement from the applicant to extend the deadline. This is similar to performance across other LPAs.</p> <p>A large number of legacy cases are being worked through which should result in less reliance on Extension of Time agreements in the future.</p> | | | | | |
| ED03 - Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months | 90 % | 80 % | G | 99 % | ↑ |
| Commentary: Target achieved though as mentioned above there is a reliance on agreed Extensions of Time | | | | | |
| ED04 - Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months | 80 % | 80 % | G | 80.5 % | ↓ |
| <p>Commentary: The performance is on target with regard to this KPI (which is higher than the equivalent National Target). To an extent dealing with legacy applications has had an impact on performance as the number of new applications now being received is approximately equal to those being determined.</p> | | | | | |

| Performance Measure | 2022/23 Actual | 2022/23 Target | Status | 2021/22 Outturn | Trend |
|--|----------------|----------------|--------|-----------------|-------|
| ED05 - Percentage of Major planning applications overturned on appeal over the last 24 months | 2 % | 3 % | G | 1.5 % | ↓ |
| Commentary: We have very few appeals regarding major applications. The performance is well within Government as well as more stringent local limits | | | | | |
| 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 | 0.58 % | 6 % | G | 0.33 % | ↓ |
| Commentary: Exceptional performance validating the quality of the Council's decisions. | | | | | |
| ED07 - Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. | 87.5 % | 100 % | R | 87.5 % | ↔ |
| Commentary: The delivery model for this Service will be reviewed in 2023/24 to ensure this statutory target is met going forwards. | | | | | |
| ED08 - Percentage of Land Charges search returns sent within 10 working days. | 78.4 % | 90 % | R | 35.71 % | ↑ |
| Commentary: Performance over the whole of 2022/23 is below the target of 90%, this was caused by staffing issues during quarters 1 & 2 however these have been resolved resulting in service improvement of 95.78% of searches being returned within 10 working days in quarter 3, and 98.2% of searches being returned within 10 working days in quarter 4. | | | | | |
| ED09 - Enterprise Zone: Beacon Park Percentage of empty floor space across Beacon Park | 0.74 % | 5 % | G | 1.12 % | ↑ |
| Commentary: Outturn is well below the target figure. It is only the marketing suite which is currently unoccupied, with this figure remaining static for some time due to long leases. P&A team actively trying to find a tenant or further use for the unoccupied office space. | | | | | |

Environmental Measures

| Performance Measure | 2022/23 Actual | 2022/23 Target | Status | 2021/22 Outturn | Trend |
|--|----------------|----------------|--------|-----------------|-------|
| EN01 – Food Hygiene | | | | | |
| (a) - % of food premises scoring 3 star food hygiene ratings or above | 96.6 % | 90 % | G | 97.5 % | ↓ |
| (b) - Number of food premises inspected | 533 | 300 | G | 244 | ↑ |
| <p>Commentary: The team met the requirements of the Food Standards Agency's Covid-19 Recovery Plan which means we are now on track for 2023/24 with a backlog of only category D and E inspections which are low risk premises. 3 contractors were employed in Q4 to complete food hygiene inspections to catch up with the inspection backlog.</p> | | | | | |
| EN02 – Garden Waste Service: Number of households taking up garden waste service | 10916 | 10500 | G | 10670 | ↑ |
| <p>Commentary: Growth of the garden waste service is around an anticipated level of between 10,000-11,000 subscriptions. However, an extra 300 subscriptions have been taken out since last year. Analysis work carried out when the service was being developed suggested that maximum potential take up of properties with a garden was in the region of 12,000 so we have now achieved in the region of 91% take-up.</p> <p>Work does continue to promote the service through advertising. Work is being done to move subscriptions to annual direct debit which should reduce churn at the point of renewal and save officer time in processing these. This should be in place during this financial year. Tonnage for the year did drop by approx. 500 tonnes against the previous year which appeared to be due to a drier Summer and the resulting reduced plant growth</p> | | | | | |

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| EN03 - Percentage of total domestic waste collected which is sent for recycling | 32.5 % | 35 % | A | 31.7 % | ↑ |
| <p>Commentary: GYBC's recycling rate has seen significant increase over the past ten years with the expansion of the garden waste service, additional materials being allowed in the recycling stream and recycling awareness with the public. However, the figure has appeared to have plateaued over the past few years and has remained fairly static in the region of 30-33%, though there has been a slight increase since last year. This is a national trend with the amount and weight of packaging being reduced by manufacturers.</p> <p>Whilst there is work being carried out around promoting and encouraging better recycling both at local and County level the biggest potential impact that will see this figure increased will be the Government's Resource and Waste strategy. The proposals within this strategy seek to widen recycling nationally through the expansion of services and we should start to see this implemented in the next few years. The implications of how this will affect individual councils is yet to be finalised however will include compulsory weekly food collections.</p> | | | | | |
| EN04 - Number of Flytips reported | 1171 | Monitor | N/A | 1869 | ↑ |
| <p>Commentary: There has been a decrease in the number of flytips reported in this year by around 700 incidents. This equates to a 37% reduction against last year and a 45% reduction in the past 2 years. Targeted work has been undertaken in north Yarmouth focusing on a number of problem alleyways to address a number of street scene issues with flytipping being the main focus, this is being expanded to other parts of the Borough.</p> <p>Work has involved targeted comms being followed up with regular monitoring and enforcement where necessary, this has led to fly tips in these areas reducing by over 90% and will have been a significant contribution to this reduction in overall flytips.</p> | | | | | |
| EN05 - Number of streets in the Borough meeting street cleanliness levels for: | | | | | |
| (a) - Litter (formally NI195a) | 100 % | 95 % | G | 93.9 % | ↑ |
| (b) - Detritus (formerly NI195b) | 92.3 % | 95 % | A | 95.9% | ↓ |
| <p>Commentary: These figures are normally reported monthly as part of the GYBS services measures scorecard and surveys undertaken by Env Services. However due to the transition of the new company the last quarter figures have not been available and are solely based on Env Services audits. The figure is derived from adhoc audits carried out to the old BV195 street cleanliness standards which grades a street on an A-D scale.</p> | | | | | |

Streets graded at A or B are considered as acceptable. This year's figures have seen an improvement on litter but a slight reduction on detritus standards against last year's figures. This is partly due to issues around the mechanical street sweepers which have seen a number of breakdowns.

GYBS have been able to enhance overall cleansing standards through the continued funding of the Hit squad who have been targeting areas with deeper cleansing. We have also been successful in a trial with Keep Britain Tidy which will focus on the issue of smoking related litter through the use of designated smoking areas which will be rolled out in the town centre shortly.

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| EN06 - Contamination rate in dry recycling | 19.4 % | 19 % | G | 19.9 % | ↓ |
| <p>Commentary: Contamination of the recycling bin with inappropriate material does continue to be an issue in the Borough and indeed this trend has been seen generally at a national level.</p> <p>A trial has recently been taking place in two areas to automate the reporting procedure for the collection crews which will enable us to keep a better record of properties where issues are arising, and a set procedure has been implemented behind this to address these problems. This should speed the process of dealing with contaminated bins up and allow the Rangers to focus on householders who are persistently missing their recycling bin. We will be looking to expand this trial to other areas shortly.</p> <p>The Council has also successfully bid to be part of a Keep Britain Tidy (KBT) project relating to messaging around contamination in two target areas with a perspective that the information comes from the Material Recovery Facility operatives who are dealing with this contamination at the point of sorting. This work has now been carried out and we are awaiting the final report from KBT.</p> | | | | | |

Housing Measures

| Performance Measure | 2022/23 Actual | 2022/23 Target | Status | 2021/22 Outturn | Trend |
|---|----------------|----------------|----------|-----------------|-------|
| HN01 - Great Yarmouth Housing rent: GYCH rent collection rate | | | | | |
| a) Rent collected as % of rent debit | 99.5 % | 97 % | G | 98.1 % | ↑ |
| b) Arrears as a % of rent debit | 0.5 % | 3 % | G | 1.83 % | ↑ |
| c) Total rent arrears | £122,367 | £186,707 | G | £531,054 | ↑ |
| d) Amount of arrears recovered (former years arrears from current tenants) (Accumulative) | £120,580 | Monitor | N/A | New Measure | N/A |
| <p>Commentary: The target for 2022/3 has been exceeded, despite some staff resourcing challenges and the cost-of-living crisis which has meant that more tenants are now going into arrears, this means achieving comparable performance in 2023/4 is likely to be challenging. The Council works to engage early on with tenants to mitigate arrears arising and escalating out of control. This will reduce the risk of homelessness and additional court costs.</p> | | | | | |
| HN02 - Number of | | | | | |
| a) Social housing applicants in allocation pool | 326 | Demand Led | N/A | 497 | ↑ |
| b) Social housing new applicants awaiting assessment | 778 | 150 | R | 593 | ↓ |
| <p>Commentary: All existing applicants were transferred to a new online housing allocation system between December 2022 and March 2023, which generated 1,720 applications.</p> <p>Of the 1,720 applications for housing, 651 (38%) transferred from the previous scheme. 1,069 (62%) were new applicants to the Council which is an average of 67 new applications per week. Compared to the same period last year, this is a significant increase in housing applications which averaged at 60 applications per month. Of the 1,720 applications on the new system, 942 (54%) have been assessed and processed and 221 applications (12%) await further information from the applicant before they can be assessed. 778 applicants (46%) remained outstanding.</p> <p>The rise in housing applications since December 2022 is believed to be a result of cost-of-living increases resulting in an increase in homeless presentations. The Council anticipates this increase may continue given the Renters Reform Bill on the horizon and the level of supply of affordable housing in the Borough.</p> | | | | | |

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| HN03 - Average Time to Re-let Local Authority Housing | 32 days | 30 days | A | 35 days | ↑ |
| <p>Commentary: Performance for 2022/23 is 2 days over target reflecting where in some cases there was no successful nomination for a property when void repair works were completed, impacting on performance and resulting in an additional 8 days being added to the average re-let timescale.</p> <p>A new online Housing Application form is now allowing applicants to apply more easily and combined with the new Housing Allocations Scheme delivered efficiently through the Locata system, it is expected to reduce refusals and the timescale for successful nominations to be made. This will support homes being let earlier. Also contributing to the above target timescale is repair works have taken 8 days in excess of works target, this was linked to the transition of the service from GYN and identifying areas for improvement in work delivery.</p> | | | | | |
| HN04 - Average cost of a Void repair | £3,341.80 | £3051.26 | R | £3567.67 | ↑ |
| <p>Commentary: GYN's approved business plan for 23/24 includes £750,000 efficiencies, these efficiencies will directly drive down the cost of voids and align with Housemark's target in this area. A separate report will be taken to Cabinet during 2023/24 that will provide options for a sustained longer term reduction in void costs.</p> | | | | | |
| HN05 - Percentage of residents very or fairly satisfied with the repairs service they received | Not Available | 95 % | N/A | 94.3 % | N/A |
| Commentary: | | | | | |
| HN06 - Costs – Total Void Works (service provision) as % of Total Repairs Costs | 14.24 % | 14.7 % | G | 12.04 % | ↓ |
| <p>Commentary: The performance in this area has achieved the 2022/3 target.</p> | | | | | |

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|---|----------------|----------------|----------|-----------------|-------|
| HN07 - Costs – total responsive repairs as a percentage of total repairs costs | 30.98 % | 28.42 % | A | 26.92 % | ↓ |
| <p>Commentary: The Q4 performance is above the 2022/3 target, work has been undertaken during 2022/3 to scrutinise costs and put new cost control measures and budget monitoring in place, these will ensure better value for responsive repairs is achieved in future though changes to the target for this measure maybe required in view of current inflation.</p> | | | | | |
| HN08: DFG adaptations | | | | | |
| a) Number of completions | 77 | Monitor | N/A | 64 | ↑ |
| b) Number of calendar days from initial request to works complete in the quarter (All cases): | | | | | |
| i) works under £10,000 | 376 (Q4 data) | Monitor | N/A | 207 | N/A |
| ii) works over £10,000 | 609 (Q4 data) | Monitor | N/A | 364 | N/A |
| <p>Commentary: There has been an increase in Disabled Facilities Grant (DFG) funded adaptations completed this year equating to a 20% rise compared to the 2021/22 figure.</p> <p>There continues to be a backlog of cases (current reported figure of 86) awaiting assessment for a DFG within the NCC Occupational Therapy (OT) team. This backlog is a legacy of COVID and staffing shortages within the team. NCC have appointed a new OT Manager and a recent recruitment exercise has been successful in bringing additional staffing resource to NCC locality and Integrated Housing Adaptations Team. The resourcing issues leading up to these appointments has however impacted on the overall number assessments for adaptation works being received by the Council this year. In recognition of the issues faced by residents that the delays in getting suitable functional needs assessments can bring, the Council has recently employed a caseworker who is qualified to undertake low level and non-complex assessments of needs who will be working closely with NCC OT colleagues to help address the backlog.</p> | | | | | |