



URN: 23-010
Subject: Quarter 3 Key Project and Performance Report
Report to: Policy & Resources Committee
Report by: Senior Performance & Data Protection Officer

SUBJECT MATTER

The following presents an update on performance for the third quarter of 2022/23 (Oct– Dec) where progress is assessed against targets which were set at the start of the financial year.

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

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

RECOMMENDATION

That Committee agree:

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

1. Introduction




This report is written to enable consideration of all performance measures and key projects within the report and to allow the continual monitoring of these throughout the year, reporting quarterly to Executive Leadership Team (ELT) / Management Team (MT). Performance measures will be presented to the relevant service Committees on a quarterly basis with the complete suite going to Policy & Resources Committee. The suite of fourteen Key Projects will be reported to Policy & Resources Committee quarterly.

2. Work to Date

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

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

Each report has a current status, which can be green, amber or red. Out of the fourteen reports, nine have a current green status defined as no problems or minor issues and five have an amber status defined as having problems which have been identified but with a contingency plan in place.

Key Project Current Status		Total
	Green – no problems or minor issues	9
	Amber – problems identified but contingency plan in place	5
	Red – out of tolerance serious problems	0




3. Performance Measures

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

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

In total there are 43 targeted and 6 monitored measures reported in the third quarter performance report. The monitored measures are reported for contextual information, this data is important information for the Council as the actions of the Council may make improvements however there is not sufficient control over the outcome to set a target.

Information for one of the targeted measures was not available at the time of writing this report, a performance breakdown of the remaining 42 targeted measures is shown below:

Performance Measures against Targets		Totals
	Green – Performance has met or exceeded target	25
	Amber – Performance is below target but within tolerance	12
	Red – Performance is below target and tolerance	5

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

The red status measures are:

- PR10: The number of working days lost due to sickness absence per FTE.
- PR13b: Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- PR15b: Corporate Property Portfolio - Total Areas amount in £'s
- ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension
- HN04 - Average cost of a Void repair

4. Housing Service Improvements

Following on from the Housing Service self-referring to the Regulator for Social Housing in August last year, the team has put a Compliance Improvement Plan (CIP) in place to remediate the issues and concerns identified. The service continues to make good progress in delivering the CIP activities (as set out in the table below) and the overarching plan remains on track with most of the key milestones projected to be completed by May 2023.

Ref	Activity	Priority	Scheduled completion date	Revised completion date	Current Status	Actions related to delayed Projects
1	Implementation of a Compliance Management and Monitoring System	1	31/5/23			
2	Procure and deliver a full programme of Fire Risk Assessments using a competent service provider	1	31/3/23			
3	Review, revise and implement the Council's Fire Safety Policy and Procedures	1	15/1/23	31/3/23		Member workshop planned before all H & S Policies approved at H & N Committee in March 2023
4	Review and revise the Fire Action Plans in all Sheltered Housing schemes	1	28/3/23			
5	Implement a Fire Door inspection programme	1	31/3/23			
6	Develop a Competency framework for operatives and subcontractors and a programme of training	1	31/12/22	31/3/23		Further work required in drawing together the GYN training matrix but will be completed by end of the financial year

Ref	Activity	Priority	Scheduled completion date	Revised completion date	Current Status	Actions related to delayed Projects
7	Appoint a Competent Person for Fire Safety	1	Completed			
8	Undertake a full review of the Management Arrangements	1	Completed			
9	Ensure all outstanding and overdue safety checks are reduced to a tolerable level	1	31/3/23			
10	Implement a programme of clearing down all outstanding and overdue remedial actions across all compliance programmes	1	31/3/23			

Key

	Activity completed successfully or remains on target
	Activity delayed but does not jeopardise the overarching project timeline
	Activity delayed and will detrimentally impact on the overarching project timeline

5. Financial Implications

None

6. Risk Implications

None

7. Legal Implications

None

8. Conclusion

None

9. 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

KEY PROJECTS – SUMMARY REPORT QUARTER 3 2022/23 (OCT - DEC)**Key projects that impact on the corporate priorities in ‘The Plan 2020 – 2025’.**

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

Project	Project Lead	SRO Officer	Current Position
KP01 – Energy Park Business Incubator	Stuart Dawson Steve Logan	David Glason	
KP03 – Middlegate Estate Regeneration	Nicola Turner	Kate Blakemore	
KP04 – Wellesley Recreation Ground	Adri Van der Colff	Kate Blakemore	
KP06 – Winter Gardens	Iain Robertson	Iain Robertson & Kate Blakemore	
KP08 – Improving the Markets and the Marketplace	Tom Warnes Matt Harrison	Iain Robertson	
KP11 – The Conge Redevelopment	Claire Wilkins	Nicola Turner	
KP12 – North Quay Redevelopment	Tracey Read	David Glason	
KP13 – Operations and Maintenance Base	Jon Barnard Kate Dinis	David Glason	
KP14 – Construction of 18 one bed houses (Jubilee Court)	Claire Wilkins	Kate Blakemore & Iain Robertson	
KP15 – Library relocation & University Campus	Adri Van der Colff	Kate Blakemore	
KP16 – Town Wall restoration & walking trail	Darren Barker	Paula Boyce	
KP17 – Creation of a Sculpture trail	Darren Barker	Paula Boyce	
KP18 – Formation of a new local authority trading company (LATCo)	Joe Goldie	Kate Blakemore	
KP19 – Transitional Housing Scheme	Claire Wilkins	Nicola Turner	

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

Project Highlight Report



Project Name	Business Incubation Units, Great Yarmouth Energy Park	Project Manager	Steve Logan , Greyfriars Project Management
Date of Report	16th January 2023	Project Sponsor	David Glason/Iain Robertson
Reporting Period (Quarter months)	October 2022 – January 2023	Finance Officer	Helena Craske

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

Project Overview	
Business Incubation units Phase 1	
Part of Town Deal bid, creation of business incubator units within the north east quadrant of the GYEP which is within the ownership of Great Yarmouth Borough Council, unlocking and enabling further inward investment by the energy sector and providing a low-risk local base for energy sector start-ups, relocations and growing businesses.	
Key activities achieved this reporting period	Areas of work for next reporting period
Business Incubation Units Phase 1	
<ul style="list-style-type: none"> • Ground Investigation update complete. • GPR survey complete. • Stage 2 concept design approved at OWG and progressing. • Planning pre-application & statement complete. • Gap analysis complete & information updated. • Principal architect Service Contract to NEC 4 PSC Short Form being finalised. 	<ul style="list-style-type: none"> • Architects RIBA Stage 2 report final issue. • Finalised Stage 2 concept design based on planning pre-application advice. • Foundation concept design to be procured, remediation requirements and full overall design cost/risk assessment. • BREEAM Study and Advice – BREEAM consultant procured. • Soft market testing for operator to be initiated.
Project stage tolerance status.	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.	

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

Financial Summary - Great Yarmouth Incubator Scheme			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£4,370,500	
Budget	£	£	
Funded by:			
GYBC	£	£420,500	
External Grant e.g. Town Deal	£	£3,950,000	
Other	£	£	
Total Funding	£	£4,370,500	
Actual Spend to date	£	£119,760	This represents the cost on the ledger to 31-12-2022
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Helena Craske			16/01/23

Project Highlight Report



Project Name	Middlegate Estate	Project Manager	Nicola Turner
Date of Report	18 January 2023	Project Sponsor	Kate Blakemore
Reporting Period (Quarter months)	To 31 December 2022	Finance Officer	

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

Project Overview	
A feasibility study for potential to regenerate Middlegate Estate. Additional project to upgrade a number of tired play areas across the estate.	
Key activities achieved this reporting period	Areas of work for next reporting period
<p>Middlegate Phase 2 Master Planning and Viability Appraisal: Work continues to understand the viability of regenerating the estate.</p> <p>Recreational and Leisure Works: Project is substantially complete, installation of activity trail delayed further by adverse weather in December.</p>	<p>Update to Middlegate Members Working Group on progress to date and next steps.</p> <p>Progression of work to understand impact on Housing Revenue Account of costs of regeneration vs no regeneration.</p> <p>Recreational and Leisure Works: Completion of the outstanding works:</p> <ul style="list-style-type: none"> Physical activity trail equipment installation (Tolhouse Street) installation Planting to northern boundary at Middlegate Gardens
Project stage tolerance status	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
<p>Within original budget for master planning and viability work, although timescale for understanding the viability of regeneration has been extended to understand impact on Housing Revenue Account.</p> <p>Recreational and leisure works are slightly overspent due to unforeseen costs during the project, with additional cost to be met from Housing Revenue Account if it arises.</p>	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	No funding available for regeneration of the estate	Cannot mitigate this risk. Work will identify the required funding to allow informed discussions with DLUHC and Homes England. If only partial funding available will need to redefine project.	
2	Continued elongation of timescales – critical for phase 2 master planning and viability to be completed to allow engagement with funders and residents	Timescales are being monitored overall for completion of phase 2, further work has been identified to fully understand the impact on the Housing Revenue Account.	
3	Outcomes of master planning and viability do not meet project objectives and/or effectively evidence costs.	Clear criteria set for phase 2 master planning and viability work.	

Financial Summary			
	Capital	Revenue	Notes on Background
Budget		£ 320,000	DLUHC (formerly MCHLG) Deprived Estates Fund for master planning and viability costs
Budget	£858,312		DLUHC and One Public Estate – Estate Regeneration Fund for recreational and leisure works costs
Funded by:			
GYBC	£	£	
External Grant e.g. HLF	£858,312	£320,000	See above
Other	£	£	
Total Funding	£858,312	£320,000	
Actual Spend to date	£815,076	£249,474	Revenue - Master planning and viability Capital - Recreational works
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			To be reviewed

Project Highlight Report



Project Name	Wellesley Football Ground	Project Manager	Tracey Read Adri Van der Colff (capital development works)
Date of Report	January 2023	Project Sponsor	Kate Blakemore
Reporting Period (Quarter months)	October to December 2022	Finance Officer	Fiona Castleton Helena Craske (Capital)

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

Project Overview	
<p>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.</p> <p>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.</p>	
Key activities achieved this reporting period	Areas of work for next reporting period
<p>Appointed contractor Field Turf completed 3G pitch works November 2022. Handover and training took place December 2022; pitch to be maintained as part of GYBS contract</p> <p>License agreement to be drafted to allow GYTFC to use pitch in the interim until the official opening as they are ‘testing’ the facility</p> <p>Appointed contractor CEL Group commenced Tennis Pavilion works on site September 2022, some delays experienced due to lead-in times for specialist materials and structural state of the building which required expensive repairs, expected completion 31st March 2023</p> <p>Stakeholder meetings taking place regularly with GY Athletics Club and GY Town Football Club, positive feedback to site plans</p>	<p>Tennis Pavilion works to be completed</p> <p>Soft launch of 3G pitch to be planned for end of March with an official opening ceremony organized for early April</p> <p>3G pitch and Tennis Pavilion facilities to be open to public April 2023</p> <p>Site management requirements and contract to be in place</p> <p>License agreement in place for GYTFC to use pitch for three months on a ‘test’ basis until official opening</p> <p>R&M works to front of grandstand to commence (Summer 2023)</p>

Handover meeting took place with Football Foundation re delivery of the 3G project and reporting requirements Working group established to organize soft launch and official opening ceremony		
Project stage tolerance status. <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>		
Has there been any project creep?	Is the project within budget?	Is the project running to schedule?
Slight delays but within tolerance.	Yes.	Yes.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Delays to construction works to 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 largely eliminated. Tennis Pavilion was in poor structural condition and required more extensive repairs than anticipated. Project closely monitored by capital project manager.	
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.	
3	Reinstatement of fresh water supply to the tennis pavilion. Upgrade of electrical supply to the tennis pavilion required.	Essex and Suffolk Water and UK Power Networks orders placed, awaiting installation date. PM to maintain dialogue with ESW.	
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.	
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.	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.	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved		£1,050,078	
Funded by:			

GYBC		£303,000	Capital Budget as per budget setting 2021/22.
External Grant Coastal Revival Fund		£0	
External Grant Football Foundation		£747,078	
Total Funding		£1,050,078	
Actual Spend to date		£398,153	Expenditure to 31-12-22
Savings Achieved		£0	
Income Achieved		£0	
Financial data verified by (name of finance officer)			Date
Helena Craske			25-01-23

Project Highlight Report

Project Name	Winter Gardens Restoration	Project Manager	Keith Henderson, Artelia UK Ltd
Date of Report	10 October 2022	Project Sponsor	Iain Robertson
Reporting Period (Quarter months)	October - December 2022	Finance Officer	Jane Bowgen

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

Project Overview			
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	Description/Task	Target Date	Status
RIBA Stage 2	Complete Concept Design	Achieved 7 Oct '22	Complete
RIBA Stage 2 Addendum	Complete Design Addendum	February '23	Complete
RIBA Stage 3	Complete Spatial Co-ordination	Commence March 2023	On track
Development Grant Application	Complete NLHF Development Grant	August 2023	On track
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 reviewed given delays to RIBA 2 approval. NLHF aware. Progress report submitted to NLHF within deadline# RIBA 2 Addendum circulated to stakeholders 		Project Management: <ul style="list-style-type: none"> Completion of updated Business Plan Complete amended programme Complete amended Cost Plan GYBC/HE/NLHF RIBA 2 Addendum Sign Off Commence RIBA 3 March 2023 	
Finances: <ul style="list-style-type: none"> Cost Plan updated and circulated. Engaged with GYBC Finance lead preparing FFS Tracker. Completed Heads of Terms with Access Community Trust and National Trust. Procurement Strategy under development 		Finances: <ul style="list-style-type: none"> Business Rate Pool variation to be submitted & report prepared 	
Comms: <ul style="list-style-type: none"> Contributing towards NLHF Cohort Communications Plan reviewed, aligned to Activity Plan. Digital requirements clarified. 		Comms: <ul style="list-style-type: none"> Activity Plan engagement Outputs Engagement of Merlin Entertainment Sea Life and neighbouring users 	
RIBA 2/Site Works: <ul style="list-style-type: none"> Site Hoarding design in progress 		Site Works: <ul style="list-style-type: none"> Replace existing site hoarding Complete surveys – structural & air leakage test 	

<ul style="list-style-type: none"> • RIBA 2 report approved by Members 7th October. Site visits to be arranged. • Flood Risk Assessment procurement commenced • Asbestos Management Plan reviewed • Activity Plan progressed and defined between Partnership & Engagement Coordinator and Activity Planner. 	<ul style="list-style-type: none"> • Flood Risk Assessment to commence • Sustainability/Zero Carbon Report expected • Test pits to be coordinated.
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Project stage tolerance status.

How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)

Has there been any project creep?	Is the project within budget?	Is the project running to schedule?
Yes. Due to delays of signing off RIBA 2, moved Development Stage submission to August 2023, programme realigned.	Cost review is underway due to inflation impact on Cost Plan. Proposals will be prepared for MWG review	Programme is updated, agreed by Ratification from NLHF received.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Construction inflation	The budget will be refined and tested at development stage by the appointed design team	Yellow
2	Programme delays experienced due to 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. Development Stage submission agreed with NLHF as August 2023.	Green
3	Lack of understanding the depth of building restoration requirements. Risk of structural and application failure.	Investment in thorough and detailed design, engineering, cost and business planning work in the pre-application phase has enabled the Council to understand and mitigate the risks presented by the project. Work for the development phase will be underway in February/March for RIBA 3 before agreement to move to the final / full application stage.	Green
4	Commercial Operator withdraws from project	The business modelling from the operator continues. Liaison has continued with potential partners.	Green
5	Change in nature of operational partnership approach from original tender / scope	Constantly under review and monitoring.	Green
6	Securing the full partnership	The bid makes clear the partnership agreements will be developed and agreed throughout the development phase and into the delivery phase.	Green

Financial Summary

	Revenue	Capital	Notes on Background
Total Budget Approved	£2.211m	£13.560m	£16m total. Development (£0.811m) and Delivery stages (£14.931m) plus approx. £68k internal PM costs.
Funded by:			
GYBC Total	£0.003m	£1.079m	£1.082m Borrowing, Revenue contribution and EMR.
External Grant Total – (breakdown as follows)	£1.959m	£12.783m	<i>£9.977m grant total</i>
<i>National Lottery Heritage Fund</i>	<i>£1.268m</i>	<i>£8.708m</i>	
<i>Business rate pool</i>	<i>£0.440m</i>	<i>£0</i>	
<i>Town Deal</i>	<i>£0</i>	<i>£4.075m</i>	
<i>Public Sector</i>	<i>£0.250</i>	<i>£0</i>	
Other Total	£0.258m	£0	
Non-cash	£0.090m	£0	Non-Cash Volunteer time
Total Funding	£2.310m	£13.863m	£16.173m total
Actual Spend to date	£0.372m £0.021m	£0 £0	Development Stage only (budget £811k) Development Stage internal PM (budget £21k)
Savings Achieved	£0	£0	
Income Achieved	£0	£0	
Financial data verified by (name of finance officer)			Date
J Bowgen			24/01/2023

Project Highlight Report



Project Name	KP08 – Improving the Market Place	Project Manager	Jon Barnard, Greyfriars Project Management
Date of Report	23 rd January 2023	Project Sponsor	Iain Robertson
Reporting Period (Quarter months)	October 2022 to December 2022	Finance Officer	Helena Craske

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

Project Overview	
<p>By 2025, redevelopment of the six-day covered market focusing on local goods and creating incubator opportunities for new businesses to develop in the Town Centre. To complete the redevelopment of the wider public realm space within the Market Place. To increase footfall through use of the space for specialist markets and wider events. Repairing, removal and reconstruction of hard landscaping. New integrated trees and planters. New street furniture and lighting.</p>	
Key activities achieved this reporting period	Areas of work for next reporting period
<p>Public Realm Improvements - RIBA 3 design complete. RIBA 4 detailed design to be completed by end February 2023.</p>	<p>Public Realm Improvements – Continue to develop drawings and details working towards tender issue. Refine cost plan and present procurement / contracting strategy March 2023.</p>
<p>Six-day Covered Market – Phase 2 construction progressing. Phase 3 progress has been slowed by further UKPN cables found below the demolished toilet block but dates secured for foundation and frame installation.</p>	<p>Six-day Covered Market – Works to progress to phase 2 including internal market unit’s construction. Phase 3 works to get under way end Feb/early March ‘23.</p>
Project stage tolerance status.	
<p>Phase 2 foundations and reinforced concrete slabs to the market stalls on the six-day covered market are complete, glulam frame is installed and work on the individual market unit walls continues. Relocation of the high voltage cable by UKPN and temporary gas connections for existing traders at the south end of the Market Place has been completed. The removal of an 11KVA cable has delayed Phase 3 and programme analysis underway.</p> <p>Value engineering and stakeholder feedback are being incorporated into the Public Realm design. Further engagement with stakeholders during the next quarter with final designs and drawings developed for procurement / contracting strategy.</p>	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Overall costs of Covered Market Development	Budget approved	
2	Relocation of High Voltage Cable.	UKPN HV cable has been relocated but 11KVA cable found and dealt with, delay to programme being interrogated	
3	Disruption from public realm works	Timetabling of works to compliment completions wherever possible. Consultation and communications strategy to be updated to include all projects in the town center.	
4	Uncertainty of rising construction costs, inflation and risk costs. The public realm costing could exceed budget.	Value engineering and procurement strategy. Independent commercial support embedded within the team to market test construction rates and materials to ensure project within budget at development stage and advise on procurement routes. Development of a phased delivery strategy.	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£11,764,369	
Funded by:			
GYBC	£	£2,000,000	Borrowing
GYBC	£	£535,000	Capital Receipts as available
GYBC	£	£20,000	Revenue Contribution
External Grant	£	£7,928,244	Future High Streets
External Grant	£	£1,100,000	Business Rates Pool
External Grant	£	£181,125	HAZ Cultural Fund
Total Funding	£	£11,764,369	
Actual Spend to date	£	£5,148,710	
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Helena Craske			26-01-23

Project Highlight Report



Project Name	The Conge	Project Manager	Claire Wilkins
Date of Report	13.01.23	Project Sponsor	Nicola Turner
Reporting Period (Quarter months)	Q3 to 31 st December 2022	Finance Officer	Helena Craske

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

Project Overview

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

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> - Procurement of Strategic Partner – Legals ongoing - Site assembly works continuing - Successful bid to fund demolition costs to the South - Preparation of demolition tender for South Side only 	<ul style="list-style-type: none"> - Development and Partnership Agreement between GYBC and Strategic Partner finalised - Vacant possession of the South achieved - Demolition tender for South advertised

Project stage tolerance status

How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)

Cost - Within budget

Timescales provisionally agreed for termination of South side leases and will not impact on delivery timescales if vacant possession received in line with agreed timescales.

Impact of North side leases on timescale is not quantifiable at this stage.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	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 –Use of FHSF funding for south side of The Conge to increase viability.	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£883,882	-	
GYBC	£220,000		Borrowing agreed at P & R July 2022
Future High Streets	£444,727		
Other Grant Funding	£219,155		
Total Funding	£883,882		
Total Funding utilised	£12,285		
Actual Spend to date	£12,285		On ledger 31.12.23 – Lease surrender amounts being processed
Income Achieved	£0		
Financial data verified by (name of finance officer)			Date
Helena Craske			13.01.23

Project Highlight Report



Project Name	North Quay	Project Manager	Iain Robertson
Date of Report	Q3 Report 2022/23	Project Sponsor	Sheila Oxtoby
Reporting Period (Quarter months)	October - December 2022	Finance Officer	Helena Craske/Greg London

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

Project Overview	
Comprehensive mixed-use regeneration of the North Quay waterfront and gateway to Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan.	
Key activities achieved this reporting period	Areas of work for next reporting period
LUF bid and subsequent clarification request response submitted to DLUHC	LUF funding confirmed January 2023
Sharpe Pritchard onboarded to lead on procurement of developer partner – initial workshops completed	Open procurement tender documents to be drafted with assistance from regeneration consulting team.
Lambert Smith Hampton engaged to offer regeneration consultancy support	Updated land registry information acquired for all properties
Ongoing communications with landowners by acquisition team	Strategy and programme to be completed
Comms strategy drafted, to be reviewed and circulated to OWG for approval	Ongoing engagement with landowners
NCC continuing correspondence/engagement with landowner re Vauxhall Bridge highways land.	Acquisition strategy to be reviewed 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
	Enforcement of highway rights regarding the land south of Vauxhall Bridge
Project stage tolerance status.	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Land acquisition	Complete strategy and programme linked to CPO process	
2	Procurement of development partner	LSH to provide consultancy on marketing and attracting a suitable partner	
3	Gateway public realm links to North Quay, The Conge and Town Centre	Masterplanning and cost planning	
4	LUF Bid Programme	Outputs and timescales to be managed via the critical path	
5	CPO – Committee does not approve resolution or objections raised	Project team to work closely with nplaw and appointed consultants to draft resolution	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£361,334	£5,100,000	
Budget	£	£	
Funded by:			
GYBC	£	£2,500,000	Capital Programme
GYBC	£250,000		Invest to Save Reserve
GYBC	£111,234		Business Rates Pool – Funding has been claimed
External Grant – Town Deal	£	£2,600,000	
Other	£	£	
Total Funding	£361,334	£5,100,000	
Actual Spend to date	£222,999	£169,053	
Savings Achieved	£	£	
Income Achieved	£111,234	£	Amounts received from NCC BRP Grant Claim period has now concluded.
Financial data verified by (name of finance officer)			Date
Greg London/Helena Craske			10/01/23



Project Highlight Report

Project Name	Great Yarmouth Operations and Maintenance Hub	Project Manager	Jon Barnard / Tracey Read
Date of Report	20/01/2023	Project Sponsor	David Glason
Reporting Period (Quarter months)	October – December 2022	Finance Officer	Helena Craske

Project Status	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	
Budget Status			
Timeline Status			
Resource Status			

Project Overview

The Great Yarmouth Operations and Maintenance Hub is an innovative and strategic project, sponsored by Norfolk County Council, Great Yarmouth Borough Council and New Anglia LEP, working in partnership with Peel Ports. Their vision is to redevelop the tip of the South Denes Peninsula in Great Yarmouth, initially providing road, quay, and pontoon infrastructure for a new offshore energy maintenance campus.

The site was chosen due to its proximity to the Southern North Sea Wind Farms and marked regeneration land. The project aims to attract more renewable energy companies to the area, in turn creating 650 jobs and promoting Great Yarmouth's presence within the sector. A summary of what the project is and its overall objectives.

The scope of the project aims to deliver:

- Demolition of existing buildings and site clearance
- Demolition in part and upgrading of the Quay wall.
- Construction of a floating pontoon for Crew Transfer Vessels.
- Construction of an extended highway.
- Creating storage and parking areas.
- Delivering an electricity substation/kiosk and associated utility provisions.

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> • Ongoing discussions with statutory bodies to agree drainage solution. • Submission of information for discharge of pre-construction conditions. • Draft MMO license received 22/11/2022. Project team comments submitted to MMO for consideration. • The project team continues to administer the NEC 4 contract including the use of Clause 32 programmes, Project Management Instructions and Early Warning Notices. 	<ul style="list-style-type: none"> • Continue ongoing discussions with drainage partners to find a resolution. • Final MMO License due by 25/01/2023. • Receive confirmation that all pre-construction planning conditions have been fully discharged. • Contractor mobilisation expected January 2023. • Weekly team meetings to move on site once construction works commence. • Positive comms around 'break ground' to be circulated. • Assumptions, risks, and issues will be regularly

<ul style="list-style-type: none"> • H&S, CDM, and Ecology roles appointed, and audits scheduled. • NCC and Tilbury Douglas commercial teams are in regular communication to allow for any commercial matters to be resolved prior to commencement of site works. • Weekly team meetings continue for issues to be resolved promptly. 	monitored and escalated, as required.
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Project stage tolerance status.

How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)

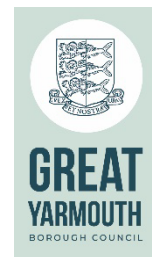
- The project has now moved from Design phase into Construction.
- Programme has been delayed due to main works contractor procurement. Construction is now due to commence in January 2023.
- Finance has been reassessed due to inflationary and design impacts to the construction cost, with approval sought from the relevant funders in Q3 2022.
- These are assessed in detail in the end of stage report which was issued to the OWG on 11/10/22.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	<u>ONM RSK 001</u> LPA Discharge of Conditions – The LPA cannot accommodate the delivery of discharge of conditions in advance of planned construction commencement date.	The project Team requests the support of the OWG to escalate the matter with the LPA.	
2	<u>ONM RSK 002</u> MMO License Approval – License approval from the MMO will not be received prior to scheduled marine works commencement date	Regular contact with the MMO to improve license issue timescales.	
3	<u>ONM RSK 003</u> Contractor Contract Price/Inflation – There will be a significant increase between the tender price plus drainage quotation and the final costs.	<ol style="list-style-type: none"> 1. Commercial Team to undertake an assessment of the likely inflationary impacts from the base date and adjust from probably scenarios. 2. Closely monitor market conditions & lock in longer-term supplier contracts where possible. 3. QS to monitor spending against construction budget. 4. QS to review updated estimate to drainage costing v estimate provided in August 2022. 	

4	<p>ONM RSK 004</p> <p>UXO – The comprehensive Unexploded Ordnance (UXO) survey, which fully examines the site location, (scheduled for 23/01/2022) will uncover UXO.</p>	UXO survey to be completed as soon as possible.	
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Financial Summary			
	Revenue (£m)	Capital (£m)	Notes on Background
Total Budget Approved	£	£21.4	Increased following August submission from Contractor and sign off at relevant boards and Cabinet meetings.
Budget	£	£21.4	
Funded by:			
Government Grant 'Getting Building Fund'	£	£6.0	Administered by New Anglia Local Enterprise Partnership
GYBC		£1.5	Contribution not yet made
Norfolk County Council	£	£1.5	
Norfolk Pooled Business Rates Pool	£	£1.0	
Norfolk County Council	£	£11.4	Prudential borrowing to be repaid from Great Yarmouth Enterprise Zone Pot B business rates funding
Total Funding	£	£21.4	
Actual Spend to date	£	£2.07	
Income Achieved	£	£6.0	
Financial data verified by (name of finance officer)			Date
Helena Craske (regarding GYBC Contribution)			25/01/23

Project Highlight Report



Project Name	Beach Coach Station (Jubilee Court)	Project Manager	Alex Williamson (Broadland Housing) & Tom Warnes (GPM)
Date of Report	13.01.23 completed by Claire Wilkins	Project Sponsor	Kate Blakemore / Iain Robertson
Reporting Period (Quarter months)	To 31 st December 2022	Finance Officer	Shernett Baronette

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

Project Overview	
Construction of 18 new one-bedroom homes at Beach Coach Station, Great Yarmouth	
Key activities achieved this reporting period	Areas of work for next reporting period
Superstructure works 95% complete Acoustic flooring being installed Block 1 windows being installed Ongoing Mechanical and Electrical installation Lightening protection works ongoing	Continuation of build programme to include: Ongoing window and external door installation Installation of bird netting Progression of M&E works Commencement of plasterboard and plastering
Project stage tolerance status	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
Time – works are currently on programme, minor weather delays experienced in the period however, Smiths are reporting works are progressing in line with the programme and due to meet the June completion date. Cost – Project is progressing within the forecast budget.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Labour and material issues – industry wide concerns.	Main Contractor continuing to progress placing sub-contractor and material orders to mitigate delays and ensure programme is achieved.	
2	Inclement Weather	Ongoing weather delays being recorded and monitored, currently no impact on end date	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£3,564,602	£0	Committee Approval May 2021
Funded by:			
GYBC	£2,197,005	£0	Borrowing
Grants and Retained Right to Buy receipts	£1,367,597	£0	Includes Brownfield Land Release Fund
Actual Spend to date	£1,391,711		
Total Funding Utilised	£789,329		
Income Achieved	£0		
Savings Achieved	£0		
Financial data verified by;			Date
Shernett Baronette			13.01.23

Project Highlight Report

Project Name	KP15 – Library Relocation and University Campus	Project Manager	Adri Van der Colff
Date of Report	January 2023	Project Sponsor	Kate Blakemore / Jane Beck
Reporting Period (Quarter months)	Quarter 3 (October – December 2022)	Finance Officer	Helena Craske

Project Status	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

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.

Key activities achieved this reporting period	Areas of work for next reporting period
<ol style="list-style-type: none"> Internal strip-out and asbestos clearance completed Demolition of boiler room and oil tank enclosure completed Planning application submitted RIBA Stage 3 completed and signed off by project board Tender for roof repairs and replacement roof launched Detailed room-by-room sheets of furniture and equipment completed 	<ol style="list-style-type: none"> RIBA Stage 4 design underway Main contractor to be appointed through SCAPE framework for main refurbishment project Contractor to be appointed for roof repair works enabling works package Public consultation on the design and functionality of the building including user workshops and focus groups completed Lease and Agreement to Lease agreed with tenants

Project stage tolerance status.

How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)

Has there been any project creep?	Is the project within budget?	Is the project running to schedule?
Minor creep to accommodate tenant requirements	Yes within tolerance (inflation)	Yes

The enabling works to strip out the former department store and clear out asbestos is completed. The demolition of the boiler room and service area with dilapidated wall was completed with Building Control sign-off. A Planning Application was submitted. All elements of the project were completed up to RIBA Stage 3 and RIBA Stage 4 is now underway. A tender for roofing companies to repair and partly replace the roof was issued to make the building wind and water tight. The tenants have worked with the project team to complete detailed room data sheets, setting out their requirements for each room.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	The inflationary market across the industry is highly likely to result in the tendered costs coming in higher than estimated. Allowance for inflation was made as part of the RIBA Stage 3 cost report but the QS team are now expecting further inflationary increases of £600k-£800k which would push the project over budget.	Market-tested prices will be obtained through tender as soon as possible for cost certainty. Further avenues for opportunities to obtain additional funding from all funding bodies will be explored. Value engineering and/or scope reduction will have to be implemented if no further funding can be obtained.	Red
2	Tendered costs through SCAPE framework may come in significantly higher than anticipated or not represent good value for money.	Project is simultaneously being advertised on the open market on Find-a-Tender (post-Brexit OJEU channel) and interested contractors invited to complete an SQQ.	Yellow
3	There could be (Town) Planning issues which could impact on cost and programme.	Feedback from pre-Planning application was positive and it is unlikely that there would be major issues. To date no objections raised by statutory consultees and the public. Project will be taken to February committee meeting.	Green
4	There may be significant structural /load-bearing issues with the Palmers building which makes it unsuitable as a library.	Strip-out revealed that the structure is broadly sound and suitable for the new intended purpose. In-depth intrusive surveys are currently underway to confirm and address.	Yellow
5	Not enough interest from roofing contractors to get a competitive price due to the complexity of the roof works and shortage of roofers.	Project to be retendered. Packages for flat, pitched and slate roofs could be separated. Roof works could be brought into main contract works if required.	Yellow
6	Risk of recession and contractors and subcontractors going bankrupt.	Solid and well-established contractor with solid supply chains to be appointed	Yellow
7	Risk that tenants do not commit to take on a long-term lease or withdraw from the project during the development stage.	Two main tenants have produced formal confirmation of their funding contribution and firm commitments to participate in the project during delivery stage. Agreement for Lease (with detailed specification) and Lease agreements have been circulated for input by tenants.	Green
8	Party wall issues due to location and proximity to other buildings. Delays in obtaining permission to carry out works that overlap neighbouring property	The banks on both sides have appointed party wall surveyors and have been alerted to the project and impact on scaffolding and works to shared party walls.	Yellow

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£190,000	£17,048,918	Approved revenue budget to develop project to RIBA Stage 2 Estimated capital costs at feasibility stage based on RIBA Stage 3 design.
Funding Breakdown:			
GYBC	£0	£694,312	Borrowing (sources of alternative capital funding pursued to offset)
Norfolk Strategic Fund (business rates)	£190,000	£0	Grant for project development costs
One Public Estate Phase 8	£77,000	£0	Grant for project development costs for the next stage RIBA 3 development.
Future High Street Fund	£0	£3,390,659	Capital funding grant
Town Deal Fund	£0	£7,463,947	Capital funding grant
Norfolk County Council	£0	£2,000,000	Capital contribution to project (library element)
East Coast College / University of Suffolk partnership	£0	£3,500,000	Capital contribution to project (university element)
Total Funding	£267,000	£17,048,918	
Actual Spend to date	£252,830	£2,469,460	Revenue - Project development to RIBA Stage 2 Capital – Includes purchase of Palmers, fees and strip-out works to 31/12/2022 (all funded by FHS)
Savings Achieved	£0	£0	
Income Achieved	£236,550	£0	
Financial data verified by (name of finance officer)			Date
Helena Craske			25/01/2023

Highlight Report



Project Name	KP16 - Public Wayfinding and Sustainable Connectivity : Town Wall Restoration	Project Manager	Darren Barker
Date of Report	10 th January 2023	Project Sponsor	Paula Boyce
Reporting Period (Quarter months)	October/December 2022	Finance Officer	Jane Bowgen

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

Project Overview

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.

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 stage tolerance status.

How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)

Nothing to report project in planning phase

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Proposal to employ cultural officer 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			
	Revenue	Capital	Notes on Background
Total Budget Approved	£90,000	£520,000	Town Deal budget – Connectivity Public Wayfinding
Funded by:			
GYBC	£0	£0	
Town Deal Fund	£0	£335,000	
Heritage Action Zone	£0	£185,000	HAZ Programme
Historic England	£90,000	£0	HE funding agreement 2122 – 2324)
Total Funding	£90,000	£520,000	£610k total
Actual Spend to date	£15,000	£185,000	£185k HAZ & £10k HE.
Savings Achieved	£0	£0	
Income Achieved	£0	£0	
Financial data verified by (name of finance officer)			Date
J Bowgen			24/01/2023

Highlight Report



Project Name	KP17 Public Wayfinding and Sustainable Connectivity Sculpture trail	Project Manager	Darren Barker
Date of Report	10 th January 2023	Project Sponsor	Paula Boyce
Reporting Period (Quarter months)	October - December 2022	Finance Officer	Jane Bowgen

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

Project Overview

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.

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	Sculpture locations identified Phasing/programming to be finalized Procurement route agreed

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

Nothing to report

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			
	Revenue	Capital	Notes on Background
Total Budget Approved	£0	£295,000	Town Deal Connectivity Public Wayfinding
Funded by:			
GYBC	£0	£0	
Town Deal Programme	£0	£220,000	
Future High Street Fund	£0	£50,000	
Great Yarmouth Preservation Trust	£0	£20,000	
Norfolk County Council	£0	£5,000	contribution to mkt place sculpture. (was £60k now £5k as per DB)
Total Funding	£0	£295,000	
Actual Spend to date	£0	£0	
Savings Achieved	£0	£0	
Income Achieved	£0	£0	
Financial data verified by (name of finance officer)			Date
J Bowgen			24/01/2023

Project Highlight Report



Project Name	KP18: New Local Authority Trading Company (LatCo)	Project Manager	Joe Goldie
Date of Report	Jan'y 2023	Project Sponsor	Kate Blakemore
Reporting Period (Quarter months)	November - January 2023	Finance Officer	Karen Sly

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

Project Overview

The project aim is to establish a new Trading Company to undertake the services previously provided by GYBS/ Norse, and have this in place and fully operational before the end of the current arrangements on 31st March 2023. The TUPE processes has started with staff, and full engagement with the Unions is underway. Negotiations with Norse for the purchase of Assets is ongoing, but due to market pressures the overall value of these are currently higher than budgeted for. Once this work is finalised Members may need to review this budget allocation accordingly.

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> • O'Licence granted (with provision- of company bank account, and proof of maintenance funds) • Agreement of price for Assets from Norse • Business Plan approved • Final draft of SLA's for GYS to GYBC, and back-office services for GYS from GYBC • Testing of new finance system Centros • Review of Insurance tenders • IT equipment in place • Initial ELI information received from Norse 	<ul style="list-style-type: none"> • Banking facilities for GYS • Legal agreement for Transfer of Assets from Norse, and transfer on 31st March. • Insurance provider appointed • Establishment of Finance systems • Establishment of Supplier base • SLA's agreed and in place • IT systems, emails, website in place • Finalisation of ELI information from Norse, and commence TUPE consultations with staff • Continue engagement with Unions

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

The project has not experienced any project creep. The project is running to schedule.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Budget growth after Council decision in June 22. This will be impacted on the increased Asset valuation from Norse	Provide caveat where accurate costings aren't available, or haven't been agreed. Additional funding will be required from the Council	
2	Elongated Negotiations with Norse re Asset Transfer. Increased valuation due to	Regular meetings to push this forward to agreement.	

	additional Assets (originally missed from list) which are necessary to meet service delivery, and increase in second hand market.	Independent valuation undertaken by EAMA	
3	Finance arrangements, set up, support & systems	Testing late January	
4	Ordering of new Assets (vehicle and Plant) – delay in the market in obtaining new vehicles	Vehicles ordered, and leased vehicles have been sourced, and are available for 1st April Short-Term rental where required has been set up	
5	Unison concerns re Terms & Conditions of new Company	Regular engagement with Unions to work this through. Agreed no change to T&C's. These will be reviewed within first 6 month of operation of GYS	
6	Issues with TUPE transfer (legal etc.), and accuracy of ELI information	Highlight potential issues as early as possible to manage process.	
7	New company not able to deliver services from April 23	Regular monitoring of progress and development of mitigation strategy	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£253k	£2.85m	£103k initial revenue budget for 22/23 approved by Council December 2021. Council approved a further £150k revenue budget for 22/23 in June 2022, along with approval for a £1.45m capital budget being established. The Green Fleet Strategy approved by Council in November 2022 increased the capital budget to £2.8m for 2223 and a further £1.7m in 2324 (not included in the capital budget).
Budget	£	£	
Funded by:			
GYBC Project costs (spend to date)	£100k	£	To end December 2022.
External Grant e.g. HLF	£	£	
Other	£	£	
Total Funding	£	£	
Actual Spend to date	£	£	
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Lorna Snow			6 th January 2023

Project Highlight Report



Project Name	Transitional Housing Scheme	Project Manager	Claire Wilkins
Date of Report	13.01.23	Project Sponsor	Nicola Turner / Kate Blakemore
Reporting Period (Quarter months)	Q3 To 31 st December 2022	Finance Officer	Helena Craske – Capital Danielle Patterson - Revenue

Project Status	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	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.</p>	
Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> - Works to Phase 1 (3 homes) complete subject to snagging and statutory sign offs - Appointment of Support Worker for project 	<ul style="list-style-type: none"> - Completion of purchase on first three homes - Furnishing and occupation of first 3 homes
Project stage tolerance status	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
<p>Costs remain within budget, timescales reliant upon the Developer and build team which is outside of GYBC control.</p> <p>Phase 1 (3 homes) – on time to complete within funding deadlines.</p> <p>Phase 2 (3 homes) – Will not be completed within current funding deadlines. Revised timelines will be known in Qtr 4 and appropriate action taken to secure delivery.</p>	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	The Housing Market is ever changeable and the Seller may decide to pull out of the sale at any time in the hope of achieving a higher price on the open market.	Regular contact is being made with the Developer who remains keen to sell to the Council. Exchange of contracts to take place as soon as legally and practically possible.	
2	Issues with labour market and supply chain issues impacting on timescales (industry wide concern)	Project split into 2 to allow for phased delivery.	
3	Escalation in costs of materials and labour and general market failures experienced by Great Yarmouth impacting on viability and Seller's ability to complete Phase 2 of the project.	Pricing exercise underway, this is a risk to the developer not the Council.	
4	Failure to complete on Phase 2 within funding deadlines	Negotiations with funders ongoing to extend deadline.	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£1,499,718		Total Budget approved is for delivery of 12 properties in total.
	£687,990		Relates to purchase of the 6 homes
Funded by:			
GYBC	£325,115		
Homes England Grant and GYBC Capital contribution	£362,875	£51,670	£29,158 for 22/23 £22,512 for 23/24
Actual Spend to date	£5,093		For valuation and surveys as at 31-12-22
Total Funding Utilised	£0		
Income Achieved	£0		
Savings Achieved	£0		
Financial data verified by;			Date
Helena Craske			13.01.23

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2022/23

POLICY & RESOURCES COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
PR01: Average time to assess Housing Benefit: New claims (Quarterly)	13 days	16 days	14 days	16 days	15 days	16 days	G	↑	↑
PR02: Average time to assess Housing Benefit: Change in circumstances (Quarterly Cumulative)	11 days	10 days	13 days	12 days	7 days	10 days	A	↑	↑
PR03: Collection rates Council Tax (Quarterly Cumulative)	80.8%	81.3%	54.6%	81%	96%	96%	A	N/A	↓
<p>Commentary: Council Tax collection is 0.5% down from the target figure but is within tolerance. Information received from five Norfolk districts on whether their collection is up or down from last year, shows that three councils are 2% down, 0.6% down and 0.2% down on last year. Two other Councils are slightly above target on last year. The decrease is most likely caused by the cost of living crisis and people finding it difficult to pay bills.</p>									
PR04: Empty Homes									
a) Number of long term empty homes (6 months or more)	587	Less than 600	575	569	600	Less than 600	G	↓	↓
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	135	Less than 160	136	154	237	Less than 160	G	↑	↑
PR05: Collection rates NNDR (Quarterly Cumulative)	80.7%	79.5%	57.5%	77.2%	98%	97.5%	G	N/A	↑
<p>Commentary: The NNDR collection is 1.2% ahead of target. This is mainly due to the COVID Additional Relief (CARF) being awarded right at the end of 2021/22 financial year. This caused cash credits where businesses had already paid in full. Some of these credits were refunded but a large proportion were transferred onto 2022/23 accounts. Additional discretionary COVID Relief was also awarded to some businesses at the end of September. The collection rate and target profiles should align by the end of the current financial year.</p>									
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	91.6%	90%	81.9%	80.44%	80.05%	90%	G	↑	↑

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
PR07: Contact Centre Calls: Average wait time by customers contacting the Contact Centre (Cumulative Quarterly)	0m 46s	1m 30s	2 m 30s	2m 07s	1m 45s	1m 30s	G	↑	↑
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	86%	90%	90%	97%	90%	90%	A	↓	↓
PR09: % of completed Full Performance Reviews (reported in Q2 & Q4 only)	N/A	75%	77%	77%	85%	90%	N/A	N/A	N/A
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	9.49 days	6.3 days	6.17 days	9.76 days	12.52 days	8.5 days	R	N/A	↑
<p>Commentary: Q3 9.49 days lost per FTE. The same period for 2021/22 was 9.76 days lost per FTE. Whilst absence remains over target, there are signs that this is reducing. Statistics show that December's absence were 0.82 days lost per FTE, this is lower than normal, as, on average there are over 1 day lost per FTE. In December 2021 it was 1.24 days lost per FTE, this is showing a positive move in the right direction and showing the impact of improved sickness management. 44.6% of all absences attributable to short term absences. This is a slight decrease from Q2. The number of occurrences of sickness have increased significantly since Q2. The data shows that there are more people having short term absences. 276 employees, 64.6% of the workforce, have had at least one period of absence this year. All staff who have met a trigger point for action under the Council's sickness absence policy are being met with and supported in line with the policy. Long term cases are also being effectively managed and have not shown an increase. The reasons for absence remain varied. The third highest reason for absence remains Covid 19 with 11.4% of all absence in attributed to Covid.</p>									
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	19.81%	Monitor	63%	125%	54%	Monitor	N/A	↓	↓
<p>Commentary: From January 2023 we are committed to a further spend of £71,774.73 for apprenticeship training which has commenced. Current commitments takes us up to June 2028.</p>									
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	63%	82%	39%	46%	77%	100%	A	N/A	↑
<p>Commentary: Whilst the result this quarter is below the target, significant progress has been made over the last quarter, with several audits being finalised. Good progress continues to be made to ensure all audits are finalised by year end.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
PR13: Internal Audit recommendations									
a) Percentage of priority 1 Internal Audit recommendations completed on time (Quarterly cumulative)	97%	100%	99%	100%	100%	100%	A	↓	↓
b) Number of priority 2 Internal Audit recommendations outstanding	22	9	13	9	6	9	R	↓	↓
<p>Commentary: Overall, the number of priority 1 and 2 recommendations that are outstanding has increased. Internal audit is working with officers to ensure the number is reduced and updates are received regularly. Several recommendations have already been closed after internal audit verification. ELT have also been provided with a list of all outstanding priority 1 & 2 recommendations to review.</p>									
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	4.11%	1.89%	3.97%	1.40%	1.76%	2.50%	G	↑	↑
PR15: Corporate Property Portfolio									
a) % Arrears per annum	7.68%	7.5%	7.06%	3%	6.70%	7.5%	A	↓	↓
b) Total Arrears amount in £'s	£301,114	£100,000	£204,166	£94,506	£27,311	£100,000	R	↓	↓
<p>Commentary: Two invoices with a total value of £56850 are currently included in the arrears figure however these two invoices will be credited shortly. A further total of £105k relating to a small number of executor accounts remains outstanding, once paid and the invoices referred to previously credited, the arrears will be back within agreed tolerance.</p>									
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	97.01%	90%	97.01%	96.61%	96.65%	90%	G	↔	↑
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	93.2%	90%	91.8%	92.1%	92%	90%	G	↑	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2022/23

ECONOMIC DEVELOPMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	100%	80%	86%	100%	92%	80%	G	↑	↔
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	71%	80%	85%	93%	92%	80%	R	↓	↓
Commentary: A drop in performance is noted in Q3, this arose as a result of focusing on determining legacy cases. As these are cleared a related improvement in performance will be experienced.									
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	98%	80%	98%	100%	99%	80%	G	↔	↓
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	84%	80%	86%	80%	81%	80%	G	↓	↑
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	2%	3%	2%	2%	2%	3%	G	↔	↔
ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications (Quarterly Cumulative)	0.76%	6%	0.76%	0.5%	0.33%	6%	G	↔	↓
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	95%	100%	90%	85%	87.5%	100%	A	↑	↑

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	95.78%	90%	78%	95.94%	35.71%	90%	G	↑	↑
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	0.74%	5%	0.74%	1.12%	1.12%	5%	G	↔	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2022/23

ENVIRONMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
EN01: Food Hygiene									
a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	97.4%	90%	97.3%	97%	97.5%	90%	G	↑	↑
b) Number of food premises inspected (Quarterly)	343	300	111	110	244	300	G	N/A	↑
EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly)	10803	10,350	10741	10593	10670	10,500	G	↑	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	33%	35%	34%	35.9%	31.70%	35%	A	↓	↓
EN04: Number of Flytips reported (Quarterly Cumulative)	901	Monitor	689	1603	1869	Monitor	N/A	N/A	↑
EN05: Number of streets in the Borough meeting street cleanliness levels									
a) Litter (formerly NI195a)	97.9%	95%	98.2%	100%	93.9%	95%	G	↓	↓
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	93.6%	95%	100%	100%	95.9%	95%	A	↓	↓
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	19.5%	19%	19%	19.1%	19.9%	19%	G	↑	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2022/23

HOUSING AND NEIGHBOURHOODS COMMITTEE




Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
HN01: Great Yarmouth Housing rent: GYBC rent collection rate									
a) Rent collected as % of rent debit	100%	97%	97.83%	97.62%	98.17%	97%	G	↑	↑
b) Arrears as a % of rent debit	0%	3%	2.17%	2.38%	1.83%	3%	G	↑	↑
c) Arrears of Rent and Service Charge due in quarter	£0	£157,784	£135,923	New Measure	New Measure	£186,707	G	↑	↑
d) Amount of arrears recovered (former years arrears from current tenants) (Accumulative)	£231,110	Monitor	£177,741	New Measure	New Measure	Monitor	N/A	↑	N/A
Commentary : Target met in Q3 (2 rent free weeks fall due w/c 19/12/2022 and 26/12/2022 where payments continue to be made. This in turn increases the rental income).									
HN02: Number of									
a) Social housing applicants in allocation pool	1046	Demand Lead	1165	488	497	Monitor	N/A	↑	↓
b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	211	150	341	601	593	150	A	↑	↑
Commentary: There has been a significant decrease in the number of applicants awaiting assessment due to the implementation of the temporary team. However, the number of new applications awaiting assessments at 211 does not include 224 applications made via the online system as, at this stage it has not been possible to assess if any are duplicate applications (applications received prior to the new online form which have not yet been assessed), this work is in hand. The new online application form is increasing the number of applications received each month and therefore at the end of Q4 there may be an increase in the number of housing applications awaiting assessment as during the transition to the new system all online applications have to be assessed in accordance with both the current and also the new Housing Allocations Scheme. This will change in Q1 of 2023/4.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	33 days	35 days	30 days	35 days	35 days	30 days	G	↓	↑
<p>Commentary: Performance is currently within target although no successful nomination being identified following the completion of repairs works is resulting in additional 8 days being added to the relet timescale and may impact the year end target of 30 days unless significant improvement achieved. The new online application form is allowing applicants to apply more easily and combined with the new Housing Allocations Scheme is expected to reduce refusals and timescale for successful nominations.</p>									
HN04: Average cost of a Void repair (Quarterly Cumulative)	£3,511.74	£2,518	£2,297	£3,884.71	£3,657.67	£2,518	R	↓	↑
<p>Commentary: GYBC Assets has now taken over the reporting of these figures from GYN and are finding anomalies in the production of these figures. We are now working closely with colleagues to identify the discrepancies, this will allow detailed review and reporting modifications to allow the correct reporting with relevant performance figures for both Assets and GYN. This work will also enable costs to be actively challenged going forwards. The reviews will take 4-6 weeks to complete and will allow reporting of the 23/24 budget period to accurately represent expenditure.</p>									
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	94%	95%	93.61%	94.76%	94.3%	95%	A	↑	↓
<p>Commentary: The performance remains consistent with historical performance. From Q4, the satisfaction survey methodology will change with the survey asking more questions and being sourced through an external service provider. Further, GYN will receive an immediate email alert where a customer expresses dissatisfaction and will be expected to respond quickly to address the issue immediately and avoid escalation to a complaint.</p>									
HN06: Costs – Total Void Works (service provision) as % of Total Repairs Costs(Quarterly Cumulative)	Not available	14.7%	13.99%	16.34%	12.04%	14.7%	N/A	N/A	N/A
HN07: Costs – total responsive repairs as a percentage of total repairs costs	28.8%	28.42%	Not available	35.72%	26.92%	28.4%	A	N/A	↓
<p>Commentary: GYBC Assets has now taken over the reporting of these figures from GYN and are finding anomalies in the production of these figures. We are now working closely with colleagues to identify the discrepancies, this will allow detailed review and reporting modifications to allow the correct reporting with relevant performance figures for both Assets and GYN. This work will also enable costs to be actively challenged going forwards. The reviews will take 4-6 weeks to complete and will allow reporting of the 23/24 budget period to accurately represent expenditure.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
HN08: Number of Disabled Facilities Grant (DFGs)									
a) Number of completions	18	Monitor	14	14	64	Monitor	N/A	↑	↑
b) Number of calendar days from initial request to works complete in the quarter (All cases):									
i) works under £10,000	277	Monitor	263	502	207	Monitor	N/A	↓	↑
ii) works over £10,000	521	Monitor	1080	478	364	Monitor	N/A	↑	↓
<p>Commentary: The service remains on the recovery trajectory following Covid and the impact of staff vacancies. The day average count for works over £10,000 has fallen this quarter. There was one particularly complex case that took 746 days with over 378 of those days accruing while the case was with NCC for assessment and this is impacting the average number of calendar days. Work continues with partners to reduce waiting times.</p>									

Key

Status

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

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

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