

CABINET



URN: 24-066

Report Title: Annual Performance Report 2023-24

Report to: Scrutiny Committee

Date of Meeting: 25th June 2024

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

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

Is this a Key decision? No

SUBJECT MATTER

The following report gives an update on the Council's annual performance for the financial year 2023-24. The report is broken down into two sections:

- Progress of key projects as at Quarter 4 2023-24 (Appendix 1)
- Annual performance report of Key Performance Indicators 2023-24 (Appendix 2)

RECOMMENDATION

- Cabinet is asked to review, comment and approve the Annual Performance report for 2023-24.
- 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 2023-24 key projects and performance measures were reported to the Executive Leadership Team, Cabinet & Scrutiny Committee on a quarterly basis. The Council's other three service committees then received their relevant performance measures data.

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. Cabinet & Scrutiny 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.

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 11 reports, 10 have a current green status defined as no problems or minor issues and 1 has 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	1
	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.

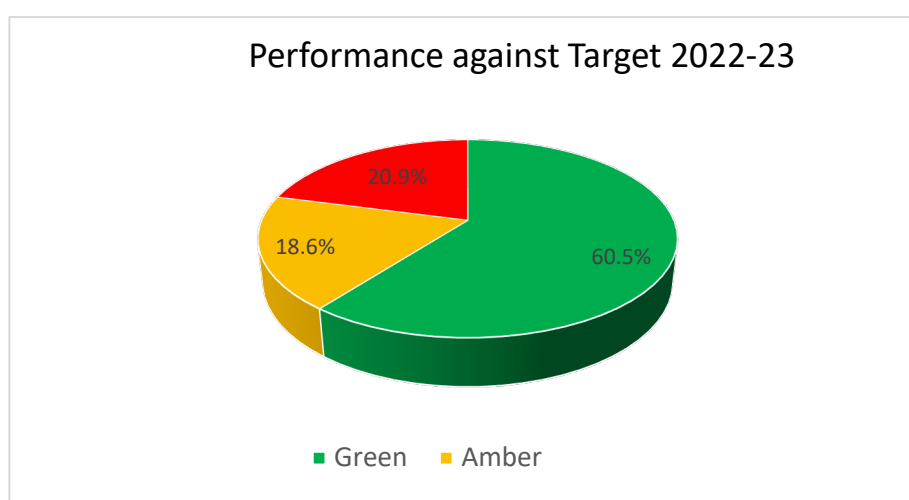
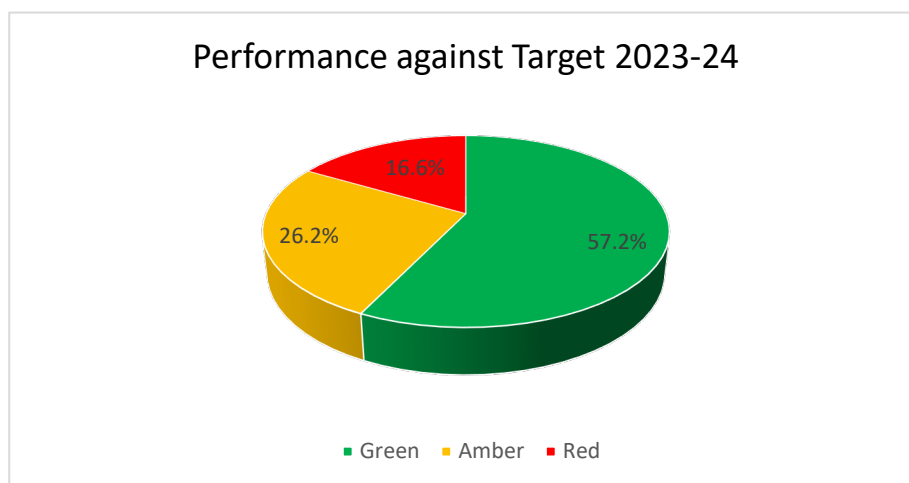
- 3.2 The tables in the report appendices provide the following information:

- 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 66 measures reported in the annual performance report, a performance rating has not been assigned to 20 of the 66 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 4 measures due to reporting issues identified as part of a system conversion. A breakdown of the residual 42 measures is included below:

	Performance Measures against Targets	Total
	Green - Performance has met or exceeded target	24
	Amber - Performance is below target but within tolerance	11
	Red – Performance is below target and tolerance	7

3.4 The charts below show comparison data on the percentage of performance measures against target between 2023-24 and 2022-23.



3.5 The 7 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:

- PR12: % of Audit days delivered (of the annual plan)
- PR13a: Internal Audit recommendations - Number of priority 1 Internal Audit recommendations outstanding
- PR13b: Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- PR15a: Corporate Property Portfolio % Arrears per annum
- PR15b: Corporate Property Portfolio Total Arrears amount in £'s
- EN06: Contamination rate in dry recycling
- HN04: Average cost of a Void repair (Housemark Indicator)

3.6 Data Quality note:

All data included in this report for the 2023/24 financial year is provisional unaudited data and is categorised as management information. All 2023/24 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

KEY PROJECTS – SUMMARY REPORT QUARTER 4 2023/24 (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	Steve Logan	Iain Robertson	
KP06 – Winter Gardens	TBC	Iain Robertson	
KP08b – Market Place Public Realm Improvements	Tom Warnes (Greyfriars)	Iain Robertson	
KP11 – The Conge Redevelopment	Claire Wilkins	Iain Robertson	
KP12 – North Quay Redevelopment	David Glason	Iain Robertson	
KP13 – Operations and Maintenance Base	David Glason Jon Barnard (Greyfriars)	Iain Robertson	
KP15 – Library relocation & University Campus	Adri Van der Colff (Greyfriars)	Natasha Hayes	
KP16 – Town Wall restoration & walking trail	Hannah Woodruff	Natasha Hayes	
KP17 – Creation of a Sculpture trail	Tracey Read	Natasha Hayes	
KP19 – Transitional Housing Scheme	Claire Wilkins	Paula Boyce	
KP20 - Physical Enhancements of the Railway Station Gateway (Town Deal Intervention 9)	David Glason	Iain Robertson	

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	4 th April 2024	Project Manager	Steve Logan	
Reporting Period	Q4 2023/24	Finance Officer	Helena Craske	

Project Status			GREEN – no problems or only minor issues	
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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
RIBA Stage 3 Business Incubator architectural designs completed and cost plan prepared (aligned with budget).	August 2023	August 2023	Completed	
RIBA Stage 3 package submitted to planning for approval in accordance with South Denes Local Development Order (LDO).	September 2023	September 2023	Completed	
Confirmation of conformity with LDO received from GYBC planning.	December 2023	December 2023	Completed	

Key activities achieved this reporting period		Areas of work for next reporting period		
No further work planned. Project halted pending further sources of funding being sought.		N/A		

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.				
The project has been approved to progress up to RIBA Stage 3 and has been halted at that point. The council will be pursuing new sources of funding for the Business Incubator project to allow it to progress at a later date.				

Project Risks – the top 2 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Large increase in inflation (minimum 15 %).	Inflationary pressures generally within the GYBC development programme have led to the temporary halting of the project after RIBA Stage 3 completion.	Red
2	No new sources of funding found.	Council to investigate new sources of funding to move forward.	Amber

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£245,000	£0		
Funded by:				
GYBC	£0	£0		
Town Deal Fund	£245,000	£0		
Total Funding	£245,000	£0		
Actual Spend to date	£242,246	£0	To 31-03-24 not including any year-end accruals	

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£	£2,754	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	11-04-24

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL		
Project Name	Restoration and Commercial use of the Winter Gardens	Project Sponsor	Iain Robertson	
Date of Report	8 th April 2024	Project Manager	Iain Robertson (temporary)	
Reporting Period	Q4 - January to March 2024	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 3 Complete Design & Report	17 th Aug 2023	August '23	Completed	
Stage 2 Grant Application	Aug 23	Aug 23	Completed	
Listed Building Permission	November 23	November 23	Granted	
HF Grant Approval Award	December 23	January 24	Completed	
Sign Grant Contract	March 2024	March 24	Completed	
Permission to Start & Start Up Meeting	March 24	March 24	Completed	
Permission to Start	April 24		In progress	
RIBA 4 commence	April 24		In progress	
Key activities achieved this reporting period		Areas of work for next reporting period		
Project Management: - Artelia dis-instructed - Appoint horticulture expert		Project Management: - Sign Grant Contract - ITT for new PM/Qs to be issued - Risk Register update - Programme update - PEP update - Cost Plan & budget approved by Cabinet - Permission to Start RIBA 4 - Various workshops pre-RIBA 4 - Set low energy consumption benchmarking and embodied carbon reduction targets - Establish procurement strategy for main works contract		
Finances: As above		Finances: - Approved budget Cabinet & Council Feb 24 - Approved Cost Plan - Commence fund raising strategy		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)				
There are no project changes in this reporting period.				
Project Risks – the top 5 highest risks				

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Financial risk to Council managing project of this magnitude and national importance.	The cost plan and budget continues to be tested and reviewed at regular design stages by the appointed design team and overseen by a qualified client-side project manager.	
2	Programme delays experienced due to Historic England interventions and scheduling of decision-making requirements.	Listed Building Consent granted but review of design amends during RIBA 4 impacting on conservation & heritage Discharging of planning conditions	
3	Commercial Operator withdraws from project.	Liaison has continued following positive outcome and a partnership discussion is ongoing to continue the development of the agreement in line with the other preferred partners.	
4	Late changes to client brief: Changes lead to abortive work, increased design costs not budgeted for and delays to the project whilst re-design is undertaken. Grant Agreement may need to be extended.	Project governance requirements are factored into the programme to ensure decisions for change can be captured. Innovation gaps to be tested, costed and implemented if acceptable	
5	Construction costs continue to escalate and failure to procure suitable specialists in timber, iron/metalwork, glazing components	Continued monitoring of market conditions and execute proactive procurement strategy	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£17.169m	£1.302m		£18.471m total Delivery Budget only. Additional budget for procurement & beach coach café to be approved. Development budget outturn £0.915m completed August 2023.

Funded by:			
GYBC	£1.079m	£0	Borrowing & Revenue contribution and EMR – contingency fund.
National Lottery Heritage Fund	£11.129	£0.717m	£11.845m total delivery grant.
Town Deal	£5.790m	£0.285m	£2m additional funding subject to approval May 23
Business Rates Pool	£0	£0.011m	
Public Sector	£0.250m	£0	
Non-Cash volunteers	£0	£0.075m	
Other	£0	£0.225m	
Total Funding	£18.248m	£1.313m	
Actual Spend to date to 31st March 2024	£0.000m	£0.000m	

Project Manager projections: Forecast as per cashflow submitted for Permission to start March 2024.

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
	£000	£000	£000	£000	£000	£000	£000	£000
FY 24/25	0.067m		0.148m		0.180m		0.181m	
FY 25/26	0.329m		1.811m		1.777m		1.753m	
FY26/27	2.347m		1.648m		1.665m		1.680m	
FY 27/28	2.218m		1.932m		0.209m		0.139m	
FY 28/29	0.122m		0.117m		0.112m		0.034m	

Financial data verified by (name of finance officer)	Date
J Bowgen	08/04/2024

Project Highlight Report				 GREAT YARMOUTH BOROUGH COUNCIL
Project Name	Marketplace Public Realm Improvements		Project Sponsor	Iain Robertson
Date of Report	8 th April 2024		Project Manager	Tom Warnes, Greyfriars PM
Reporting Period	Q4 - January to March 2024		Finance Officer	Helena Craske
Project Status		AMBER – Problems but within contingency plan		
Project Overview				
The project aim is to deliver public realm enhancements surrounding the new market building which aims to improve the functionality and sense of place for the area whilst preserving the historic character. Stakeholders have been consulted to inform design. Scope is to declutter, undertake repairs, removal and reconstruction of paved surfaces to the north and south Market Place, refurbish lighting columns, introduce new integrated trees, benches and planters, new street furniture and creation of a southern piazza with new lighting.				
Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status	RAG
Detailed designs with Bills of Quantity issued to contractors by end December 2023	December 23	December 23	Complete	
Contractors fixed prices received early February 2024. Further technical clarifications completed around Yorkstone in southern area and contractors returned final best prices by early March.	March 24	March 24	Complete	
OWG & MWG approved scope subject to fixed contract prices from contractors	Feb 24	Feb 24	Complete	
Forecast to sign construction contract	April 24		Ongoing	
Construction Start	May 24		Mobilisation Ongoing	
Construction Finish	December 24		Programme indicates January PC but there is a 4 week bad weather window	
Key activities achieved this reporting period		Areas of work for next reporting period		
Design: - Completed - Additional items to be priced up once contractor appointed		Design: - Completed with BQ - Critical path for additional items delivery to be completed		
Commercial: Contract negotiations April		Commercial: Complete signing construction contract April 2024		
Programme: Start May 24		Programme Comms Plan to be approved		

Complete December 24	Stakeholder (market traders) engagement		
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 has had to de-scope to be able to become affordable and within budget. Descoped scheme has been presented to OWG and MWG and received approval to proceed.			
Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Programme slippage due to length of time to produce revised scope and price up revised scheme. Potential to reduce construction programme due to descoped extent of work.	Scope of work now reduced and offers programme saving in construction. Programme to be aligned with contract.	
2	Unidentified ground constraints – There is a risk that the ground conditions/utilities encountered are not as anticipated.	Undertake trial holes have been undertaken to prove the design concept. Residual risk is low, however still the possibility of services being encountered during construction.	
3	Alignment with other projects, The Place, build ongoing if further delays arise this could impact a potential start date.	Ongoing co-ordination with Palmers project team.	
4	Mixed messaging on scheme completion could cause uncertainty with local businesses.	A robust communications plan developed and implemented to ensure that stakeholders expectations are managed.	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£5,806,000	£		
Funded by:				
GYBC	£	£		
Future High Street Fund	£5,624,875	£0		
HAZ	£181,125	£0		
Total Funding	£5,806,000	£		
Actual Spend to date	£602,837	£	To 31-03-24 but not including any year-end accruals	

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									£
FY 24/25	£1,100,000		£1,800,000		£1,800,000		£503,163		£

Financial data verified by (name of finance officer)	Date
H Craske	11-04-24

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	FHSF Intervention 3 The Conge	Project Sponsor	Iain Robertson
Date of Report	22 April 2024	Project Manager	Claire Wilkins
Reporting Period	Q4 – January 24 – March 24	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
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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		27 March 24	Development and Partnership Agreement signed making GYBC strategic partners with Broadland Housing Association and Orwell Housing Association	
Demolition of buildings to the South	Delayed to February 24	28 March 24	Buildings all demolished to slab and hoarding the process of being erected.	
Expenditure in full of additional Future High Streets Fund to comply with funding conditions	31 st March 24	27 March 24	Funding utilised to support site investigation and design work of new planning application. Funding conditions met.	
Vacant possession of the Top Northeast site	April 24		Notices served and vacant possession expected – no impact on timescales of delivery therefore RAG remains green.	
New planning permission to be submitted	Revised to May 24		A detailed planning submission is well underway. Currently in pre planning consultation phase.	
Vacant possession of lower North side	Date as yet unknown		Negotiations / discussions with long leaseholders underway.	

Key activities achieved this reporting period	Areas of work for next reporting period
- Broadland and Orwell Housing Associations appointed as the Council's Strategic Partner - Demolition of the South Side complete - Site investigation work and pre planning investigations undertaken to inform new planning application - Bid for additional funding submitted to the OPE Brownfield Land Release Fund (BLRF) Round 3	- Submission of new planning application - Vacant possession of the North East section (adjacent to job centre) - Outcome of BLRF announced

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

Cost - Within budget

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

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Viability gap	Use of FHSF and other secure grant funding to increase viability to south side of The Conge. Strategic Partner to bring additional funding to address remaining viability gap, will remain a risk until grant secured. Additional funding streams being considered to support delivery of both the North and South sites.	
3	Failure to secure vacant possession of North side of site due to long leasehold interests, area overall will not achieve the place-making benefits sought.	Meaningful discussions underway with long leaseholders however no funding in place to achieve site assembly at this time. Notices already served on the Top North section not affected by long leases.	
4	Failure to re-develop - Key town centre site remains demolished / vacant	Contract with Strategic Partner incorporates long-stop date. GYBC working collaboratively to progress delivery.	

Financial Summary

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

Funded by:

GYBC	£220,000		
Future High Street Fund	£654,727		
Other grant funding	£219,155		
Total Funding	£1.093,882		
Actual Spend to date	£997,032		To 31-03-24, but still subject to year-end accruals/adjustments

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£	£	£
FY 24/25	£96,850	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	23.04.24

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	North Quay Riverside Gateway	Project Sponsor	Iain Robertson
Date of Report	17 April 2024	Project Manager	Greyfriars (Infrastructure) Lambert Smith Hampton (land assembly)
Reporting Period	Q4 – January to March 2024	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

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

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Procurement of a Development Partner – PIN issued August; developer contact and soft market testing commenced. Developer awareness event held on 13 th September. Activity & Market Report requested from Lambert Smith Hampton. Procurement legal advice sought in advance of Cabinet meeting on 16 th May to review and agree next steps regarding procurement of a developer.	May 2024	WiP	On track	
Procurement of a Development Partner - Target contract award Autumn 2024 Once developer appointed, pursue masterplan design process and planning application	Autumn '24	WiP	On track	
CPO team appointed. Cabinet Report required for final approval to make CPO with Statement of Reasons	March-September 2025		On track	
Land Assembly team appointed. Cabinet approved Land Assembly & Engagement Strategy in July 2023 with budget. Strategy implemented, all persons having a property interest in North Quay contacted. Inspections, valuations and negotiations ongoing to site assemble.	March to September 2025	WiP	On Track	
Vauxhall Bridge survey completed in January 24. Development constraints plan highlighting technical constraints (e.g. UKPN HC cable, water main etc) completed. Investigations of utility & services commenced.	2024/25	WiP	On track	
Reclaim Public Highway	Sept 2024	WiP	On track via NCC Highways	
Flood Defences – Balfour Beatty costed options report received and in process	March 2024	WiP	On track	

of analysis and review to form a flood resilience strategy with the EA.				
Planning application for scheme	March 25	WiP	On Track	
CPO Vesting Order	March 26		On Track	

Key activities achieved this reporting period	Areas of work for next reporting period
• DLUHC engagement • Sharpe Pritchard & LSH initiate PIN to secure development partner 2024 • Developer awareness event / REVO promotion / Developer engagement and procurement launch September 2023 • Cabinet report approved Land Assembly & Engagement Strategy and budget • GYBC implemented the strategy • NCC to commence proceedings to enforce Highways Acts against landowner re Vauxhall Bridge highways land • Report to Cabinet requesting approval to project budget to 31st March 2026 • Costed options report received from Balfour Beatty • Structural survey completed on Vauxhall Bridge	• Pursue and continue Land Assembly strategy • Engage with landowners, tenants • Engage with developers completed and next steps to be approved by Cabinet May 2024 • Procurement strategy to be completed and implemented subject to Cabinet approval • Progress engagement with Environment Agency / EPOCH 3 Compartment G / Coastal Partnership East re: Innovative Resilience Fund to develop flood resilience strategy • Progress scope of work and tripartite agreement for securing sustainable future for Vauxhall Bridge • Liaise with NCC to support securing 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 changes this period.

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Failure to secure sufficient land holdings	Land Assembly Strategy with budget approved and team implemented. Engagement with property owners has commenced.	
2	Lack of developer interest following open procurement	Ongoing engagement with potential developer partners via LSH. GYBC consider going alone to pursue masterplanning and planning permission	
3	Viability - insufficient funding to deliver the project	LSH viability options & engagement with potential developers & funding partners	
4	CPO – Committee does not approve resolution or local objections raised	Project team to work closely with nplaw and appointed consultants to draft resolution	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£27,300,000	£0		

Funded by:			
GYBC – Levelling up Match	£2,200,000	£0	
GYBC Cap. Programme	£2,500,000	£0	
Town Deal Fund	£2,600,000	£0	Deadline for spend Mar 2026
Levelling Up Fund	£20,000,000	£0	Awarded January 2023. Deadline for spend Mar 2026
Total Funding	£27,300,000	£0	
Actual Spend to date	£841,815	£0	Actual spend to 31-03-24 – prior to completing year end accruals

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£	£	£
FY 24/25	£	£	£5,000,000	£	£	£	£5,000,000	£
FY 25/26	£	£	£8,229,093	£	£	£	£8,229,092	£

Financial data verified by (name of finance officer)	Date
Helena Craske	17-04-24

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Great Yarmouth Operations & Maintenance Facility (phase 1)	Project Sponsor	David Glason
Date of Report	22nd April 2024	Project Manager	Kate Dinis
Reporting Period	1 st January – 31 st March 2024	Finance Officer	Helena Craske / Tom Galer (NCC)

Project Status			GREEN – no problems or only minor issues
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Project Overview

The objectives of the Proposed Scheme are:

- Deliver an Operations & Maintenance facility at the existing Port of 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. Creating storage and parking areas.
4. 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 upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Design package for Tender delivered		May 2021	Completed	
Planning Application (06/21/0415/F) submitted to GYBC LPA		May 2021	Completed	
MMO Construction License application submitted		May 2021	Completed	
Demolition works completed		June 2021	Completed	
Commenced main works tender process using EHA4 framework		June 2021	Completed	
Commenced main works tender process using Open Tender		August 2021	Completed	
NALEP Funding released		March 2022	Completed	
Flood Risk Assessment Permit granted		August 2022	Completed	
Contractor Award		September 2022	Completed	
Planning Approval granted		September 2022	Completed	
Construction Issue Drawings distributed		October 2022	Completed	
Contractor access to Site		February 2023	Completed	
MMO Construction License granted		February 2023	Completed	
Completion of UXO Site Investigation		April 2023	Completed	
Perform additional Ground Investigation		June 2023	Completed	
Discharge of Pre-Construction Planning Conditions		August 2023	Completed	
Construction commencement		September 2023	Commenced	
Pontoon installation	May 2024		Delayed	
Contractor demobilisation	October 2024		Delayed	

Key activities achieved this reporting period		Areas of work for next reporting period	
• 75% of the quay wall sheet piles have been installed		• Continue quay wall sheet pile installation	
• Fencing has been installed in advance of the storage area works		• Completion of fencing works	
• Land stripping / excavation in storage area land has commenced for drainage		• Completion of land stripping	
• Gas protection slabs installation commenced		• Completion of installation under supervision of Cadent Gas	
• Anchor wall is estimated at being 90% complete. The remaining element is the northern end.		• Completion of anchor wall	
• Suite of Licences progressed to gain access to all parcels of land		• Signing of all licences	
• Re-phasing of access road and turning head: Submission of the Non Material Amendment (NMA) to the Local Planning Authority.		• Determination of the NMA submission	
• Remediation: A discharge of planning conditions application has been submitted to the Local Planning Authority (LPA). No further remediation is anticipated on site, save for unforeseen contamination.		• Monitoring for unforeseen contamination	
• Site ground conditions: A number of CBR tests have been completed to validate ground conditions.		• Assess results against design.	
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 Non-Material Amendment for the re-phasing of the access road and turning head submitted to the LPA. - Financial forecast is being assessed regularly to understand the impact of the above to the final estimated outturn.			
Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Remediation – The full extent of remediation required is unknown until earthworks are completed.	1) Ongoing communication with Contractor to use the early warning process. 2) Remediation strategy in place for contamination. 3) Preparation of comprehensive Remediation Method Statement in collaboration with Tilbury Douglas (TD) and experts from WSP and Norfolk Partnership Laboratory.	
2	Pontoon Design - Pontoon designs may require option engineering due to results from latest wave analysis data indicating more onerous conditions than earlier survey data.	1) Undertake wave analysis report to inform design of required loading capacities. 2) Option engineer pontoon designs if necessary. 3) Designers of concept pontoon design to review & confirm suitability of any option engineered designs.	
3	Below ground obstructions – Several obstructions have been encountered during the excavations, such as historic sheet pile walls, fuel lines, tie rods, and anchor walls and services. There is potential for further obstructions to be discovered as works progress.	1) Technical meetings held with the contractor and design team to identify remedial measures to reduce the risk of the obstructions. 2) Revising of designs to take into account obstructions and ensure there are no further clashes with the works package.	

		3) Removal / making good of obstructions to allow the progression of works in areas where designs cannot be altered to accommodate obstructions.	
4	Site Ground conditions – Site ground conditions as tested by the Contractor differ to those assumed within the design.	1) Discussion with Contractor to assess limitations of CBR testing completed. 2) Discussions with Designer to agree subbase levels.	
5	Ecological restrictions – Species are identified during construction works.	1) Presence of Ecological Clerk of Works during Percussive Piling to monitor for marine mammals. 2) Pre-works and Monthly surveys by Ornithologists to monitor for little tern. 3) Engagement with Natural England.	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£24.8m	£0	Amber	Approval granted at Norfolk CC full Cabinet meeting on 26/09/23 to align DLUCH funding to this project of £3.4m.

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	
Department for Levelling Up, Housing and Communities	£3.4	0	
Total Funding	£24.8m	£0	
Actual Spend to date	£12.5m	£0	

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	The Place - University Centre and Library	Project Sponsor	Natasha Hayes
13 November	22 April 2024	Project Manager	Adri Van der Colff
Reporting Period	Q4 – January – March 2024	Finance Officer	Helena Craske

Project Status	Project is performing well overall despite several issues with the existing structure, the poor state of the roof and notifiable asbestos emerging as the refurbishment works are progressing. The delay to the programme is currently being assessed. The project is currently expected to be completed in early 2025.	GREEN
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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' which will be known as The Place, is to improve access to learning at all levels, to increase the levels of skills and ultimately to improve employability in Great Yarmouth. The Library Relocation and University Centre is a partnership between Great Yarmouth Borough Council, East Coast College, the University of East Anglia and the University of Suffolk.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Lease and Agreement to Lease to be finalised and signed off	January 2024	Ongoing - April 2024	Agreed in principle – awaiting hardcopy contracts to be signed by April 2024	
Roof repair works to building – commenced September 2023	March 2024	Ongoing - July 2024	Works delayed due to substantial issues with poor condition (rotten trusses) and poor weather. This has an impact on the rest of the building due to internal scaffolding.	
Topping out ceremony	April 2024	April 2024	To celebrate the completion of the completion of the first section of the roof 19 th April 2024	
Plans for opening programme and temporary library provision during closure period underway	July 2024	Ongoing - July 2024	Exploring a mobile library being positioned in car park. An audience participation programme is being developed.	
Project completion including period for client fit-out and move.	October 2024	Early 2025 (exact date tbc)	Delay anticipated due to unforeseen issues with structure, asbestos and	

			condition of roof. Tenants alerted.	
Key activities achieved this reporting period		Areas of work for next reporting period		
- First roof section (tiled roof over former men’s department) completed. The rest of the roof works are underway. - Floor linings completed. Steel installations. Internal drylining and M&E first fix underway. - Site visits by several student groups from East Norfolk Sixth Form College and East Coast College, as well as staff groups from partners. - Operational management group formed to discuss running of the building. - Partnership agreement about running of building and curriculum offer in development. - Furniture packages are out to competitive tender.		- Metal roof over Stonecutters Way warehouse and flat roof to be completed. Works to front building and other pitched slated roofs to be nearing completion. - Main fit-out project to continue. Window replacement works to commence. Duct work to commence. New staircase installed. - Hardcopy leases signed by tenants. - Suppliers appointed for furniture packages. - Audience Development working group established.		
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 scope changes. No budget changes. Programme to be reviewed and re-sequenced by contractor to take into account unforeseen issues with poor condition of the building and particularly the roof. Revised completion date for occupation expected to be early 2025.				
Project Risks – the top 5 highest risks				
Issue No	Significant Risk/Issue Description	Mitigation actions		RAG
1	Inclement weather hampers progress. Wet and windy conditions cause delays to roof works.	The exceptionally wet and windy weather over the winter and into the Spring has made roof repair works very challenging. Roofers have been re-deployed to the inside of the building to carry out other works to mitigate the worst of the bad weather.		
2	It may not be possible to incorporate all sustainable technology to give the building a good EPC rating and help tenants save on their energy bills. This is due to sharp inflationary increases in mechanical equipment.	Cost of new technology (e.g. air source heat pumps and PV panels) included in Morgan Sindall price. It was not necessary to cut out any sustainable solutions as part of value engineering. Good sustainability / net zero outcomes were achieved when put through model.		
3	Unexpected issues due to the age and condition of the building encountered during the refurbishment period could cause delays.	Additional asbestos was uncovered as well as rotten roof trusses, structural members in poor condition and other issues with fire protection. This could lead to further delays. This risk will remain open while the roof is being repaired and internal strip-out underway due to the age and condition of the building. Partners (tenants) have been made aware of this potential slippage and do not anticipate unsurmountable issues operationally or commercially.		

4	A longer construction period would lead to increased costs.	Most of the contingency budget has been spent due to significant issues with the fabric of the building. If further unexpected issues are uncovered, the project may exceed budget. The site team will try to mitigate delays, condense programme, increase resources and stagger the completion and fit-out to mitigate this.	
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Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£18,170,585	£267,000		Costs based on contract sum.

Funded by:			
GYBC	£694,312	£0	Borrowing
Norfolk Strategic Fund (business rates)	£0	£190,000	Grant for project development costs
One Public Estate Phase 8	£0	£77,000	Grant for project development costs
Future High Street Fund	£4,090,659	£0	Capital funding grant
Town Deal Fund	£8,468,947	£0	
Norfolk County Council	£2,000,000	£0	Capital contribution to project (library element) – VAT recoverable
East Coast College / University of Suffolk partnership	£2,916,667	£0	Capital contribution to project (university element) - VAT non-recoverable = £3,500,000
Total Funding	£18,170,585	£267,000	
Actual Spend to date	£5,358,380	£267,000	Capital spend to 31/03/2024. Revenue - Project development to RIBA Stage 2, no further revenue spending expected.

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 23/24	£	£	£	£	£	£	£	£
FY 24/25	£3,208,009	£	£3,804,947	£	£2,075,312	£0	£2,743,450	
FY 25/26	£980,487	£0	£	£0	£	£0	£	

Financial data verified by (name of finance officer)	Date
Helena Craske	22/04/2024

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Public Wayfinding and Sustainable Connectivity Town Wall Restoration	Project Sponsor	Natasha Hayes
Date of Report	18 th April 2024	Project Manager	Hannah Woodruff
Reporting Period	Q4 January to March 2024	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
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Project Overview

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

Project Timetable (Key upcoming milestones)

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

Key activities achieved this reporting period	Areas of work for next reporting period
- Continuation of Project Planning Phase - Indicative costings drafted. - Draft project plan edited. - Need for QS support identified re costing plans. - Liaising with Historic England re Ancient Monument Consent requirements - Civic Society and volunteers engaged. - NMS been engaged to propose a public event/activity for the town wall. - Morton Partnership commissioned to complete survey of Town Wall	- Development to RIBA 3 - Morton Partnership to carry out high level walk of the town wall and deliver feedback on areas of high priority to ensure safe use of the wall route. - Project Plan and costings to be updated to reflect feedback from Structural Engineers - Mapping of ownership of all sections of all to be completed. - Planning to be engaged. - Link to Long-Term Plan.

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

Nothing to report

Project Risks – the top 5 highest risks

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

Financial Summary

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

Funded by:

GYBC	£0	£0	
Town Deal Programme	£0.285m	£0	
Heritage Action Zone	£0.185m	£0	HAZ Programme – match funding non cash
Historic England	£0	£0.090m	HE Funding agreement 2122 – 2324– match funding non cash
Total Funding	£0.520m	£0.090m	£0.610m
Actual Spend to March 2024	£0.185m	£0.070m	HAZ and Historic England Town Wall spend.

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23					-	-	£0.185m	£0.030m
FY 23/24	-	-	-	-	-	-	-	£0.040m
FY 24/25	-	-	-	-	-	-	-	£0.020m
FY 25/26	-	-	-	-	-	-	£0.285m	-

Financial data verified by (name of finance officer)	Date
J Bowgen	19/04/2024

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	KP17 - Sculpture Trail	Project Sponsor	Natasha Hayes
Date of Report	19.04.2024	Project Manager	Tracey Read
Reporting Period	Q4 2023/24	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
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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	RAG
Feasibility stage	Dec 2022	Dec 2022	Complete	
Concept design	Feb 2023	Q2 2023/24	Complete	
Sculpture procurement	Q3 2023	Q4 2023/24	Complete	
Installation start	Q4 2023/24	Q3 2024/25	On track	
Project completion	Q3 2024	Q4 2024/25	On track – in line with TD funding completion	

Key activities achieved this reporting period	Areas of work for next reporting period
- Artists procured and agreements signed - Project in development phase – all artworks being developed by artists - Budget reviewed against artwork costings; project within budget - TCMWG approved wayfinding route, sculpture locations, procurement strategy and programme - Communications plan drafted press release issued with final selections - OWG meeting monthly to oversee delivery	- Artwork Selection Panel to be convened to review developed artworks – maquettes expected from all artists April 2024 - Planning and site surveys to commence April 2024 - Community engagement to take place - Procurement of contractor for installations

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.
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N/A

Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Cultural officer supporting with project	
2	Inflation & costs of materials	Monitor and value engineering	
3	Planning permission required	Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be met	

4	Site surveys	Work closely with Property and Planning	
5	Public perception/negativity	Robust communications plan	

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£0.295m	£		Town Deal Connectivity Public Wayfinding

Funded by:

Town Deal Programme	£0.333m	£0	
Future High Street Fund	£0.050m	£0	Mkt place sculpture - Match funding noncash
Total Funding	£0.383m	£0	
Actual Spend to date March 2024	£0	£0	

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Project Manager projections:	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 23/24	£	£	£	£	£	£	£	£
FY 24/25	£	£	£	£	£	£	£0.383m	£
FY 25/26	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Jane Bowgen	19/04/2024

Project Highlight Report

Project Name	Transitional Housing Scheme	Project Manager	Claire Wilkins
Date of Report	22.4.24	Project Sponsor	Paula Boyce
Reporting Period (Quarter months)	Q4 – January 24 – March 24	Finance Officer	Helena Craske – Capital

Project Status			GREEN – no problems or only minor issues
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Project Overview

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

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

Key activities achieved this reporting period	Areas of work for next reporting period
- Completion on the acquisition of 'Phase 2' block of four homes. - Void works underway to ready the properties for let	- Occupation of the homes - Recruitment of post to support the occupants

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>
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Phase 1 (3 homes) – Completed within budget and funding timescales.
Phase 2 – (4 home) – scheduled for completion within budget and funding timescales.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Failure to complete Phase 2 within funding timescales and within budget.	All work required is currently booked in and programmed to complete within funding timescales.	
2	Interest rate increases since the outset of the project are having significant impact on viability of proposed purchases.	Additional funding agreed by DLUHC to support delivery.	
3	Failure to appoint to the Support Worker post – support for Phase 1 is currently being provided within the Rough Sleeper Team, there is not the capacity to support 4 more people.	Job is advertised and interviews pending	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£745,512		
Funded by:			
GYBC	£325,115		
Homes England Grant and GYBC Capital contribution	£420,397	£45,682	Revenue grant funding to subsidise cost of support worker
Actual Spend to date	£683,887	£0	To 31-03-24, but still subject to year-end accruals/adjustments
Total Funding Utilised	£683,887		
Income Achieved	£0		
Savings Achieved	£0		
Financial data verified by;			Date
Helena Craske (Capital)			23-04-24

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Improvements to Great Yarmouth Rail Station	Project Sponsor	David Glason
Date of Report	17 th April 2024	Project Manager	Steve Logan
Reporting Period	1 st January – 31 st March 2024	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

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

Project Timetable (Key upcoming milestones)

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

Key activities achieved this reporting period	Areas of work for next reporting period
Agreement on funding process reached between GYBC and Greater Anglia / Community Rail Partnership	Completion of tender process and acceptance of suppliers
Works scoped out with Greater Anglia and Community Rail Partnership which include: a Changing Places facility in the main building & improved 'out of hours' entrance/exit with a brighter/safer experience to include: new lighting, connectivity to new CCTV coverage, signage, modern posters and imagery (also on platform/within Rail Station), cycle parking, redecoration of both entrances and new non-slip flooring for 'out of hours' entrance/exit. New long distance footpath information hub also being delivered to mark the start of Wherryman's Way, Weavers Way and Angles Way).	Agreement of costed works to be undertaken & delivery by all parties
Project also benefitting from new real time bus information at the Rail Station and new bus stops with signage, through the Bus Service Improvement Plan (working with Norfolk County Council)	Completion of these works

Great Yarmouth Transport & Infrastructure Member Steering Group support	Report on delivery
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Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

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

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Improvement costs exceed budget	The works have been scoped out on an item by item basis, none of which are contingent on each other. Once prices received, then if over budget, a prioritisation process will take place to ensure the project remains within budget.	
2	Suppliers unable to supply works/products within programme	Early engagement with suppliers during tender process, to ensure that programme is clear, and working within programme dates is part of the tender approval process.	
3	Inflation/increased costs of materials	Ensure that there is no delay between selection of suppliers and closing the contract.	
4	Planning consent needed, which would have programme implications.	Assess all elements of the works which are being procured by Greater Anglia / Community Rail Partnership and ensure planning matters are assessed.	
5	Greater Anglia make strategic decision to not engage with procuring the works, leaving not enough time for GYBC to pick up the threads and move forward on programme.	Maintain close communications with Greater Anglia.	

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£52,180.00	£150,000.00		

Funded by:

GYBC	£0	£0	
Town Deal Fund	£0	£150,000.00	
Norfolk Community Rail Partnership	£52,180.00	£0	
Total Funding	£52,180.00	£150,000.00	
Actual Spend to date	£0	£2,000	

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 23/24	£	£	£	£	£	£	£	£
FY 24/25	£	£	£52,180	£148,000	£	£	£	£
Totals:	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	17-04-24

PERFORMANCE INDICATORS – ANNUAL REPORT 2023/24

OPERATIONAL MEASURES

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
PR01: Average time to assess Housing Benefit: New claims (Quarterly Cumulative)	9 days	16 days	G	13 days	↑
Commentary: A really good result for the year averaging 9 days to fully assess New Claims against a target of 16 days and a national average of 20 days stated on the latest release of national performance indicators (Q2 2023/24).					
PR02: Average time to assess Housing Benefit: Change in circumstances (Quarterly Cumulative)	6 days	10 days	G	9 days	↑
Commentary: A really good result for the year averaging 6 days to fully assess changes in circumstances against a target of 10 days and a national average of 9 days stated on the latest release of performance performance indicators (Q2 2023/24).					
PR03: Collection rates Council Tax (Quarterly Cumulative)	95.7%	96%	A	96%	↓
Commentary: The Council Tax collection target was just missed by 0.3%. The 2023/24 financial year was again a challenging year due to the national financial and economic challenges of the current national cost of living crisis. Being 0.3% under target means that this was only just below the target that was set. However, even in this difficult climate almost the same collection rate as 2022/23 was achieved for 2023/24. Some of the reason for not reaching the target set could be accounted for with the Single Resident Discount Review that was carried out throughout the year and added an extra £200,000 to the collectible council tax, some of which would have still been outstanding at the end of the financial year. This collection rate was almost 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.					
PR04: Empty Homes					
a) Number of long term empty homes (6 months or more)	586	Less than 600	G	584	↓
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	166	Less than 160	A	144	↓
Commentary: PR04(a) is within target & PR04(b) is above target but within tolerance					

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
PR05: Collection rates NNDR (Quarterly Cumulative)	98.2%	97.5%	G	97.8%	↑
Commentary: The 2023/24 financial year was again a challenging one for Business Rates collection due to the current national financial and economic challenges. However, even in this difficult climate the year end target collection rate for 2023/24 was exceeded by 0.7%. 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.					
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	87.65%	90%	A	80.16%	↑
Commentary: This is excellent performance on Q4 and annual outturn for both PR06 and PR07 with the team still experiencing some long term sickness and newer members of the team not yet fully trained					
PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly)	1m 07s	1m 30s	G	2m 30s	↑
Commentary: This is excellent performance on Q4 and annual outturn for both PR06 and PR07 with the team still experiencing some long term sickness and newer members of the team not yet fully trained					
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	96%	92%	G	88%	↑
Commentary: The outturn has exceeded the Information Commissioners expected target of 95%, this is extremely pleasing to see in light of the team having received over 1500 requests for information during the year. The team have worked hard with Information Champions across the council to ensure requests have been responded to within the 20 Working day timeframe.					

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)	85%	90%	A	85%	↔
Commentary: PDR's were completed during 2023-24 for all staff, these are supported by regular and ongoing 1:1's throughout the year. There were 100% completions in both Customer Services and Housing Assets. The launch of the PDR process commenced with communications in April 23, asking managers to plan their time effectively from w/c 15 May, with a view to achieving the target of all PDRs completed and submitted to HR for recording by 30 June.					
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	9.87 days	8.5 days	A	12.25 days	↑
Commentary: The final outturn for 2023-24 is reported at 9.87 days per FTE (4.02% of working days lost, whilst this is over the annual target of 8.5 days per FTE, there is a significant reduction in the levels of sickness absence when compared to the same period last year, with 66% of staff having had a period of absence over the last 12 months, compared with 75% in 2022-23. The reduction in days lost per FTE of 2.38 days, compared to 2022-23, equates to 5780.58 hours less lost to sickness absence. The number of incidents (how many times someone has had a period of absence) in the last year has reduced by 147 compared to 2022-23. Long term absence has decreased by 15 people with a decrease of 1385 hours lost to long term sickness absence. The CIPD, in its 23rd annual Health and Wellbeing at work report, shows the highest levels of sickness absence in over a decade. The average rate of public sector employee absence now stands at 10.6 days per employee per year, this is a significant increase since their last report from data collected pre pandemic in October/November 2019. GYBC's days lost per FTE are below the public sector average which is an excellent achievement, however work is continuing to redcue this further. During 2023-24 there were 91 sickness absence review meetings (SAR) held, 61 referrals to occupational health and 12 health capability hearings (HCH), as well as 624 return to work interviews (RTW).					
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	74.65%	Monitor	N/A	58.14%	↑
Commentary: We continue to invest in apprenticeships, with a range of apprenticeships offered to current staff employed at the Council with a new recruit into the Finance team joining in January 2024 to undertake an apprenticeship.					

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	60%	100%	R	89%	↓
Commentary: A large number of audits remain outstanding at the year-end. Although it is expected that some audit work will cross years, too much is outstanding. The contractor has had staffing issues and sickness and maternity leave and has failed to escalate to the HOIA when there have been issues with responses early on in the year. A Protocol, a way of working together document, has been developed and issued to all those involved in audit planning meetings with the HOIA at GYBC. This outlines AD and client audit lead tasks and responsibilities, timescales to respond and escalations, to ensure that for 24/25, audits proceed without delay. To commence Q1 audits for 24/25, another Team within TIAA, the contractor, has been assigned to us whilst our current Team finishes 23/24 audits.					
PR13: Internal Audit recommendations					
a) Number of priority 1 Internal Audit recommendations outstanding	8	3	R	New Measure	N/A
b) Number of priority 2 Internal Audit recommendations outstanding	32	9	R	32	↔
Commentary: A full breakdown of the outstanding recommendations has been received from Internal Audit, these have been referred to Audit & Risk Committee to examine and discuss the steps required to resolve these recommendations.					
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	9.91%	2.50%	G	13.29%	↓
Commentary: The growth represents 9.91% based upon new totals of £107,963 against previous total of increase of £98,232. Excluded = New leases where no previous occupants charged or terminations where new occupants have not been found. Figures therefore based upon increases / decreases in lease rental where premises is continually leased and not effected by occupancy changes.					

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
PR15: Corporate Property Portfolio					
a) % Arrears per annum	8.8%	7.5%	R	4.05%	↓
b) Total Arears amount in £'s	£273,938	£100,000	R	£208,086	↓
Commentary: Since January, the Service has reviewed the current process in place for arrears collection and management. Management has communicated to the wider team that this must be complied with at all times, whilst attempting to engage with tenants to resolve any debt. The recent cost of living crisis has meant that some tenants have suffered financial difficulties, however the team understand that the service should not allow the accrual of aged debt and that all matters must be resolved as quickly as possible. The debt is largely ongoing historic debt and requires ongoing engagement and management by property and sundry debts. This position will improve with the renewed focus on arrears collection and management implemented since January 2024.					
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	88%	90%	A	97.01%	↓
Commentary: The results for 2023/24 show a decrease from the figure reported in 2022/23 as a result of the data cleanse being undertaken on the asset management database. We do expect this figure to increase into 2024/25 as a result of further data cleansing as opposed to new leases. The 12% unoccupied properties represents 69 assets.					
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	95%	90%	G	91.6%	↑
Commentary: Performance on this measure is above target with 11,603 invoices being received during 2023/24, an increase of 881 over 2022/23. Of the 11,603 invoices received 10,990 were paid within 30 days.					

PERFORMANCE INDICATORS – ANNUAL REPORT 2023/24

DEVELOPMENT CONTROL MEASURES

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	100%	80%	G	96%	↑
Commentary: 22 'Major' applications determined in the period. 22 within determined within Government target (13 weeks) or an extension to this timeframe agreed with the Applicant.					
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	85%	80%	G	84%	↑
Commentary: 370 'Minor' and 'Other' applications determined in the period. 316 within determined within Government target (8 weeks) or an extension to this timeframe agreed with the Applicant.					
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	98%	80%	G	90%	↑
Commentary: 47 'Major' applications determined in the period April 2022 to March 2024. 46 within determined within Government target (13 weeks) or an extension to this timeframe agreed with the Applicant.					
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	84%	80%	G	80%	↑
Commentary: 855 'Minor' and 'Other' applications determined in the period. 720 within determined within Government target (8 weeks) or an extension to this timeframe agreed with the Applicant.					
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	2%	3%	G	2%	↔
Commentary: Only 1 Major appeal was upheld.					

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
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)	0.6%	6%	G	0.6%	↔
Commentary: 855 non-major applications determined in the period April 2022 to March 2024. 25 appeals, of which 5 were upheld. 17 appeals dismissed and 3 withdrawn.					
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	99%	100%	A	87.5%	↑
Commentary: 243 Total applications of which: 132 Building Notice; 81 Building Regulation (Full Plans) application; and 30 Regularisation certificates.					
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	88%	90%	A	78.4%	↑
Commentary: Significant improvement on 2022/23 which was 78.4%, preceding period 2021/22 was 35.71%.					
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	0.74%	3%	G	0.74%	↔
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.					

PERFORMANCE INDICATORS – ANNUAL REPORT 2023/24

ENVIRONMENTAL MEASURES

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
EN01: Food Hygiene					
a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	97.9%	90%	G	96.6%	↑
b) % of scheduled Cat A food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	G	New Measure	N/A
c) % of scheduled Cat B food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	G	New Measure	N/A
d) % of new food premises inspections completed (Snapshot at last day of quarter)	96.8%	100%	A	New Measure	N/A
Commentary: The team met the requirements of the Food Standards Agency completing 100% of all risk category A and B premises which are the highest risk. Only 7 new food premises have inspections outstanding, these are all seasonal outlets. Inspections for these premises will be prioritised and completed within the next two months.					
EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly Cumulative)	11,250	10,500	G	10916	↑
Commentary: The garden waste service continues to be successful with numbers slowly growing year on 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 94% take-up. Work does continue to promote the service through advertising. The move of 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 the early part of 24/25 financial year.					
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	32.33%	35%	A	32.5%	↑
Commentary: This figure has plateaued over the past few years and has remained fairly static in the region of 30-33%. This is a national trend with the amount and weight of packaging being reduced by manufacturers.					

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
EN04: Number of Flytips reported (Quarterly Cumulative)	1153	Monitor	N/A	1171	↑
Commentary: Flytipping figures for this year have remained relatively stable only showing a small reduction on 22/23. This shows a similar trend to the national average.					
EN05: Number of streets in the Borough meeting street cleanliness levels for:					
a) Litter (formerly NI195a)	99%	95%	G	100%	↓
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	94%	95%	A	92.3%	↑
Commentary: 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. Streets graded at A or B are considered as acceptable. This year's figures have seen a slight reduction in litter standards but a slight increase on detritus standards against last year's figures. This is partly due to the transition to the new company and the fact that due to other project there has been reduced number of audits completed by GYS in the final quarter.					
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	22.9%	19%	R	19.4%	↑
Commentary: As performance has not met target in this area, a separate report will be prepared for Cabinet. The report will include an improvement plan detailing the actions that will be taken during 2024/25 to meet the current year target.					

PERFORMANCE INDICATORS – ANNUAL REPORT 2023/24

HOUSING MEASURES

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
HN01: Great Yarmouth Housing rent: GYBC rent collection rate					
a) Rent collected as % of rent and arrears (snapshot at end of quarter)	Not Available	97%	N/A	99.5%	N/A
b) Arrears as a % of rent debit (snapshot at end of quarter)	Not Available	3%	N/A	0.5%	N/A
c) Arrears of Rent and Service Charge (snapshot at end of quarter)	Not Available	£203,601	N/A	£122,367	N/A
d) Amount of arrears recovered (former years arrears from current tenants) in year £	Not Available	Monitor	N/A	£120,580	N/A
Commentary: No information has been reported above as it has been identified that there is a reporting issue which means that the arrears amount for the 2023/4 year is not being accurately reported. The Council is implementing a new integrated Housing Asset and Management System, the first part of the system is due to go live in June which will replace the use of OHMS for charging and collecting rents and service charges. The new system will improve reporting and resolve the issue identified with the current OHMS reports.					
HN02: Number of Number of Social housing applicants on Housing Register	946	Demand led	N/A	326	↓
Commentary: This is a demand led indicator which fluctuates dependant on applications received and properties nominated to.					
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	23 days	25 days	G	32 days	↑
Commentary: Overall standard void relet performance was very good, 2 days ahead of 25 day target. The relet timeframe included a 19 day repairs completion period that exceeded 14 day target and further improvement in the overall void relet performance in the next financial year will be subject to reduction in this area if achievable.					

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
HN04: Average cost of a standard Void repair (Housemark Indicator) (Quarterly Cumulative)	£4,301	£3,051	R	£3,341	↑
Commentary: The total number of completed voids for the period Q1-Q4 was 335. Of those, 83 needed significant works, pushing the standard pricing over the average house mark target figure and 28 of those were 'larger standard' voids, where although no capital elements were required during the void process, there was still a significant amount of works to bring it back to a lettable standard. The Housemark definition is used to measure the average cost of reletting standard voids. For 2024/25, the larger cost voids will be delivered through a separate budget and therefore this KPI will be more reflective of the Housemark definition and comparable to the approach of other social landlords. Removing the 111 'larger voids' from the data for the current year, the total average per standard void property is £2934.28. The Hosuemark median quartile benchmark for 24/25 English LA's under 10k excluding London is £3,678. The higher costs of the voids will continue to be addressed by the team in particular where it relates to tenant abuse or misuse – graffiti on walls, leaving possessions in the property. It is anticipated that in the next few months, the service will introduce pre-tenancy termination visits where the assets team are clear about how the property shall be left when the outgoing tenant leaves.					
HN05: Percentage of residents:					
a) very or fairly satisfied with the repairs service they received (Social Housing Regulator TP02 measure)	79%	Monitor	N/A	Not Available	N/A
b) very or fairly satisfied with the condition of their new home	70%	Monitor	N/A	New Measure	N/A
Commentary: This measure was introduced in 2023/24 to monitor applicants' satisfaction of their new home and performance overall is good. Where applicants state that they are not satisfied with the condition of their home when it is let to them, the main reasons for this are related to cleanliness of the property and condition of decoration. The Council does not routinely redecorate properties when void and instead provides decoration vouchers to assist the applicant to decorate their home – which also provides them with a choice of colours.					
HN06: Average cost of a standard responsive repair (Housemark Indicator) (Quarterly Cumulative)	£134.97	£167.53	G	New Measure	N/A
Commentary: Performance for this measure has exceeded target and the Housemark benchmark.					

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
HN07: Customer Perception - Total number of repairs completed first time as a % of total repairs completed (Quarterly Cumulative)	86%	85.00%	G	86.12%	↓
Commentary: There has been a slight reduction in the 2023/4 outturn level of satisfaction compared to performance in 2022/3 (86.12%), however, performance is above the target of 85% and reflected higher performance in February and March.					
HN08: Number of Disabled Facilities Grant (DFGs)					
a) Number of completions	63	Monitor	N/A	77	↓
b) Number of calendar days from GYBC receipt of D(OT)2 recommendation to works complete in the quarter.	234	Monitor	N/A	New Measure	N/A
Commentary: There has been an 18% reduction in the number of completed Disabled Facilities Grant (DFG) funded adaptations this year compared to 2022/23's out turns figure; however, this year's figure is comparable with that for 2021/22 (64 completed DFGs).					
HN09: Percentage of tenants either very satisfied or fairly satisfied with the service they received (Social Housing Regulator TP01 measure) (Quarterly)	76%	Monitor	N/A	New Measure	N/A
HN10: Percentage of tenants either very satisfied or fairly satisfied with the time taken to complete their most recent repair after reporting it (Social Housing Regulator TP03 measure) (Quarterly)	81%	Monitor	N/A	New Measure	N/A
HN11: Percentage of tenants either very satisfied or fairly satisfied that their home is well maintained (Social Housing Regulator TP04 measure) (Quarterly)	76%	Monitor	N/A	New Measure	N/A
HN12: Percentage of tenants either very satisfied or fairly satisfied that their home is safe (Social Housing Regulator TP05 measure) (Quarterly)	81%	Monitor	N/A	New Measure	N/A
HN13: Percentage of tenants either very satisfied or fairly satisfied that their views are listened to and acted upon (Social Housing Regulator TP06 measure) (Quarterly)	67%	Monitor	N/A	New Measure	N/A

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
HN14: Percentage of tenants either very satisfied or fairly satisfied that they are kept informed about things that matter to them (Social Housing Regulator TP07 measure) (Quarterly)	76%	Monitor	N/A	New Measure	N/A
HN15: Percentage of tenants either very satisfied or fairly satisfied that they are treated fairly and with respect (Social Housing Regulator TP08 measure) (Quarterly)	81%	Monitor	N/A	New Measure	N/A
HN16: Percentage of tenants either very satisfied or fairly satisfied that their communal areas are kept clean and well maintained (Social Housing Regulator TP10 measure) (Quarterly)	78%	Monitor	N/A	New Measure	N/A
HN17: Percentage of tenants either very satisfied or fairly satisfied that GYBC makes a positive contribution to their neighborhood (Social Housing Regulator TP11 measure) (Quarterly)	72%	Monitor	N/A	New Measure	N/A
HN18: Percentage of tenants either very satisfied or fairly satisfied with GYBC's approach to handling anti-social behavior (Social Housing Regulator TP12 measure) (Quarterly)	67%	Monitor	N/A	New Measure	N/A
HN19: Percentage of GYBC homes that do not meet the Decent Homes Standard (Social Housing Regulator RP01 measure) (Quarterly)	7.65%	Monitor	N/A	New Measure	N/A
HN20: Percentage of repairs completed a) within the 28 day timescale we publish (excluding emergency repairs) b) Emergency repairs only (Social Housing Regulator RP02 measure) (Quarterly)	90.09% 93.60%	Monitor Monitor	N/A N/A	New Measure New Measure	N/A N/A
Commentary: These are new measures introduced for 2023/4, we have now established a baseline performance to measure against in the forthcoming year.					

Performance Measure	2023/24 Actual	2023/24 Target	Status	22/23 Outturn	Trend
HN21: Engage at least 500k 'active' customers per annum across both Freedom Leisure sites (Quarterly Cumulative)	533,117	500,000	G	New Measure	N/A
Commentary: Customer engagement continues to be strong with both Freedom Leisure sites seeing good participation.					