Partnership Board Agenda

Date and Time:	Monday 16 th July 2018 at 2pm
Venue:	Crosland Suite, Grimsby Town Hall

Board members invited:

Cllr Ray Oxby - Leader of the Council Cllr Philip Jackson - Leader of the Conservative Group Cllr Matthew Patrick – PfH Environment, Transport and Energy Cllr Peter Wheatley – PfH Regeneration, Housing, Skills and Assets Cllr Ian Barfield – Leader of the Liberal Democrats Rob Walsh – Chief Executive (Chair) Angela Blake –Director Economy & Growth Simon Jones – Chief Legal and Monitoring Officer Sharon Wroot – Director of Finance, Resources & Operations Martin Smithurst – Regional Managing Director – Engie Mike Hedges – Sector Director – Engie Marcus Asquith – Partnership Director – Engie Tony Neul - Strategic Commissioning Lead – Energy and Environmental Policy

Support:

Dave Tipple – Relationship Manager Philip Quinn – Contract Performance Manager - Engie

Papers	Agenda item	Action required from board	
0	1. Apologies		RW
0	2. Declarations of interest		All
~	3. Minutes from last meeting		RW
0	4. Traffic Regulation Orders (TROs)	 To receive a presentation on progress with the delivery of TROs 	MA
~	5. Performance	 To receive the Annual Performance Report for 2017/18 	MA/PQ
		 To receive and approve the Service Development Plans for 2018/19 	AB/MA
0	6. Priorities and Resources		AB/MA
0	7. Key Communications		AB/MA
0	8. Risks/Opportunities		ALL

	9. Exclusion of press and public	• To consider requesting the press and public to leave on the grounds that discussion of the following business is likely to disclose exempt information within the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).	RW
0	10.Economic Strategy Action Plan/Key Projects update :	 Town Deal SHIIP Housing Freeman Street/AGRA Regeneration Energy Update 	AB/MA
	11.Date and time of next Meeting: Crosland Suite, Grimsby Town	Monday 15 th October 2018 at 10am Hall	

PARTNERSHIP BOARD 16TH APRIL 2018, 10AM CROSLAND SUITE, GRIMSBY TOWN HALL



Working in Partnership

Attendees

Rob Walsh (Chair)	Chief Executive, NELC	RW
Cllr Oxby	Leader of the Council	RO
Cllr Watson	Portfolio Holder for Energy and Environment	DW
Cllr Wheatley	Portfolio Holder for Regeneration, Assets, Skills and Housing	PW
Cllr Jackson	Leader of the Conservative Group	PJ
Angela Blake	Director Economy & Growth, NELC	AB
Sharon Wroot	Director of Finance, NELC	SW
Simon Jones	Specialist Solicitor, NELC	SJ
Dave Tipple	Relationship Manager, NELC	DT
Martin Smithurst	Regional Managing Director, ENGIE	MS
Mike Hedges	Sector Director, ENGIE	MH
Marcus Asquith	Partnership Director, ENGIE	MA
Philip Quinn	Contract Performance Manager, ENGIE	PQ

1. Apologies

Joanne Hewson

	Agenda item, discussions and actions	Lead	Timescale
2	Declarations of interest		
2.1	No declarations of interest were made		
3	Minutes from last meeting		
3.1	Minutes from previous meeting were approved as correct		
4	Finance/Budget Savings		
4.1	SW explained that the financial challenges were well known and understood. The new financial year brings a challenge of £2m, so will need accelerated delivery of SHIIP and Town Deal and efficiencies to be investigated in Service Development Plans. AB said commercial opportunities were being looked at, along with accelerating the Housing Programme. There was a potential to add a micro-grid to the SHIIP scheme. MA said some opportunities were unlikely to delivered in 2018/19, but were pipelined in for the longer term. The planning application for the micro-grid has been submitted.		
4.2	PJ asked now we are on DPP3 (Delivery Partner Panel), did DPP1 or DPP2 deliver any results? AB explained that we did not participate in DPP1 and in DPP2 the packages were too small to attract interest. DPP3 began in September and two developer days have already been held. We are now at the expression of interest stage.		
4.3	PJ wanted to ensure we were taking advantage of all available government funding. AB confirmed we are working closely with Homes England around new builds, social housing and empty homes as part of the Housing Deal. The DPP process is quite slow, so if the Housing Deal is a faster vehicle then DPP, we would look for support from Homes England to deliver through that. The Housing Programme Board has now been established. MS promised to bring some clarity on how Keepmoat can support delivery in the coming months.		

	Agenda item, discussions and actions	Lead	Timescale
4.4	SJ confirmed that the Deeds of Amendment have been settled at an officer level, they are now being scrutinised by NELC and ENGIE Legal.		
5	Service Development Plans		
5.1	AB highlighted that the SDPs are a contractual document that should be produced annually. They help with budgets and prioritisation. They were due at the end of 2017, but currently, only drafts have been received. MA explained that the template had been revised and once this was confirmed they should be able to be distributed next week. AB confirmed that if they were received next week, she would confirm them with DT and take them to Leadership Team by the end of May.		
6	Performance Report		
6.1	A discussion took place regarding Traffic Regulation Orders (TROs). It was agreed that an update report would be received at the next board meeting to include as a minimum; current position, prioritisation proposals, communication/engagement proposals, and plans/proposals for improvement.		
	Action – TRO update report to be received at the July PB meeting	MA	
6.2	PQ presented the Performance Report, pointing out positives in the performance of the markets, which had over 100,000 in footfall in December for the first time since 2011, the Asset Management self-delivery and the recent paper that went to Safer Communities Scrutiny around road safety.		
6.3	RO was happy to see the results for planning KSIs, planning, markets and was looking forward to the introduction of the fuel poverty indicator. PW proposed that the development of the former BHS store would make that end of town more attractive as a consumer destination.		
7	Resource Management		
7.1	AB announced that large delivery projects on the horizon are gathering pace. There is a Regen Board away day next week to ensure we can deliver at the required pace. MA confirmed that acceleration and interest in these projects is increasing. The resource employed as part of the contract and additional resource are being brought in for works outside the contract. Also, several Capital Service Statements have been submitted to ensure delivery progresses. SW wanted to ensure that access to capital is maximised as this is easier to manage than revenue. Realistic forecasting should also be used for spend profiles.		
8	Key Communications		
	Local Plan		
8.1	RW confirmed that the Local Plan had been unanimously adopted and thanks were due to ENGIE. This is one of the biggest decisions made by the Council in recent years. RO felt that this was a landmark strategic document and it gave assurance that things are going in the right direction. PW said there was a strong need to deliver this now as government funding would reduce to zero by 2020.		
	SHIIP		
8.2	PW said that SHIIP was progressing well as there had been a strong financial backing		

	Agenda item, discussions and actions	Lead	Timescale
	and commitment from NELC for the project. AB confirmed that the ecological mitigation being carried out would benefit both banks of the Humber. MA hoped to be able to deliver something at the next board around ENGIE's involvement.		
9	Risks and Opportunities		
9.1	No risks or opportunities reported		
10	Exclusion of press & public		
10.1	Members of the press and public asked to leave on the grounds that discussion of the following business is likely to disclose exempt information within the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).		
11	Economic Strategy		
10.1	AB confirmed that the Town Deal document was currently being finalised.		
10.2	RW mentioned that the recent event on Freeman Street resulted in some very positive engagement. AB said that the masterplan for the area needed refreshing.		
12	Date and time of next meeting Monday 16 th July 2018, Crosland Suite, Grimsby Town Hall, 2pm		
	Agenda Items to include: TROs		
	Priorities & Resources		
	Town Deal Key Projects		
	Housing		

ASSET MANAGEMENT SERVICE DEVELOPMENT PLAN

The partnership has experienced a period of challenge and success in recent times which has required a focus of priorities to contribute to the successful delivery of the Corporate Asset Management Plan (CAMP). The CAMP seeks to demonstrate to all stakeholders the aims and objectives of the Council in owning and managing its property and land assets.

The Service Development Plan (SDP) seeks to support the CAMP in settings the scene of the Council's strategic property planning for the next 3 years linking Council property assets to the Council's strategic and local service delivery priorities. The SDP and CAMP aims are to support the Councils approach in dealing with the 'Place' setting agenda for the Borough. They seek to do this by not only achieving greater value for money from its own property assets but also by influencing business growth in the Borough and by facilitating the availability of land for the delivery of housing and jobs. The CAMP presents the achievements involving the Council's land and property ownership in the last 5 years and sets out the challenges it has set itself for the next 3 years in the Action Plan.

In managing such a diverse portfolio it is essential the Council and its Partners prioritise key projects in order to ensure services are supported, that property is effective and that overall value for money is being achieved. This will be managed through an action plan.

The CAMP Action Plan (AP) reflects the strategic property priorities supported by other key documents such as the Property Policy, Financial Strategy, Economic Strategy and Medium Term Financial Plan (MTFP). The key projects in the AP will help deliver change and build on the strategic priorities for the Council as set out in the Outcomes Framework for resources. Alongside all of these projects will be the day to day tasks of managing effectively and efficiently the property portfolio which at present is vested with ENGIE, the Council' Property Partner. The ethos of the day to day operational delivery of the property portfolio is included within the Property Policy and the contract with the Councils Property Partner.

So far there have been several successes, which have enabled ENGIE to improve service delivery, add value to the various property assets that ENGIE manage on behalf of the Regeneration Partnership and to support the council's aim of "stronger economy, stronger communities". An overview of some of the successes is:

• Property Rationalisation has seen improvement works undertaken by the landlord at New Oxford House to allow occupancy in August 2018 by the Council and its Partner, ENGIE. This means Origin 2 will be returned to the landlord in September 2018 and with the occupying of NOH will see footfall in the town centre increase.

- Cultural Town Centre project A feasibility study has been completed by ENGIE to review cultural assets in the Town Centre to maximise the usage and offer for NEL. The final version of the document produced a number of options for each site and a list of recommended options for a programme of works.
- Asset Challenge 5 key areas of opportunity for cross partnership estates based projects within North East Lincolnshire were identified at the first workshop. The follow up workshop identified opportunities for partnership working in these key themes including accommodation of NLAG staff in an NELC building and accommodation of partner organisations at the new depot site.
- Securing the ERDF grants funding for the Smart Energy Businesses for Greater Lincolnshire Project (SEBGL). Works have started to develop the detailed design for the introduction of Energy Conservation Measures (ECM) to eight of the Council main properties. Currently the procurement exercise are in progress with the delivery of the works through the later months of 2018 and early 2019.
- The review of the businesses centre portfolio has identified a three year improvement programme which considered expansion and development of the centres to provide more flexibility to meet the market needs. This includes new branding and marketing to enhance the market presence, the introduction of full recovery of costs through service charges and the introduction of Energy Conservation measures to the properties to reduce the running cost and reduce the carbon footprint.
- Increase in occupancy of the Market hall by introducing incentives which encourage new traders to sell from the Market. This coupled with applying for grants through the Art Council to improve the attraction and offer which the Market is able to provide traders.
- The provision of FM services to the leisure portfolio to support Lincs Inspire has seen Partnership working develop to allow a consistent approach in the operational management of the leisure portfolio.
- Depot Rationalisation project has progressed significantly in the last seven months. So much so, negotiations are ongoing with ABP for a potential land swap and commissions have been progressed to value the land.

1. REVIEW OF PERFORMANCE IN PAST YEAR

Percentage of priority A repair calls completed within SLA

This indicator has been successfully achieved since the commencement of the partnership agreement. Since 2013-14 onwards there has been no "priority A" raised because we have been able to have sight of potential emerging risks which are categories as a "risk to life" event. Through good planning, the using of Incident Response Plans (IRP) and Business Continuity planning the potential risks have been mitigated. The planned preventative maintenance regime and condition surveys of the portfolio help to reduce the likelihood of any event. Due to the serious nature of these events this indicator is assessed monthly with a fee risk attached. It is suggested that the target remain at the contractual value for 2018-19.

Percentage of priority B-F repair calls completed within SLA

Performance against this indicator has shown strong results consistently. The introduction of a new Computer Aided Facilities Management (CAFM) system in 2016-17 has assisted with providing greater data to evidence the response to this target. From autumn 2017-18 the Facilities Management team introduced a Self-Delivery Team to carry out aspects and planned preventative maintenance, proactive maintenance and reactive maintenance. In the six months it has been operational it has delivered at 88.6%. Feedback received from the service users showed that job satisfaction has been good since the commencement of the partnership agreement, with a further improvement since the introduction of the self-delivery team.

This accounts for all maintenance activities, either through Self Delivery or sub-contracted. The aspiration of the service is to continually improve to a level where the contract target of 95% is consistently achieved. This indicator is assessed monthly and annually and has a fee risk attached to ensure the service being provided is consistent with what is expected by service users.

It is proposed that the target which was reduced early in the contract to 80% can be increased to 85% and this will be the figure used to judge against the Payment Mechanism for monthly and annual penalty point calculations.

Percentage of business centre units that are occupied

Performance against this indicator has shown consistent strong performance throughout the contract delivery, although from April 2018, full recovery of the Service Charge for business centre tenants will be charged. NELC have been informed that the increase in costs may result in a drop of tenancy over the short to medium term; however, it is suggested that the target remain at the contractual value for 2018-19 with the potential to be reviewed. This indicator is assessed annually for a fee risk and as such if occupancy has dropped due to the introduction of additional charges a dependency will be submitted.

The business centres are progressing through a review which is linked to the CAMP. A project team has been established to delivery six key work streams, these are:

• Feasibilities Studies of the existing portfolio to identify improvement to the estate which will contribute to the economic and commercial development

- Capital Service Statements to be produced to seek capital investment to the portfolio. This is linked to the feasibility studies.
- Disposals of some of the estate. This is to consider if there is opportunity to dispose some centres to the community to reduce budget pressure and attract income.
- Resources and marketing of the estate. This work stream will consider the existing marketing and resource and identify proposals to make efficiencies and drive the improvement of the marketing offer to look to attract greater use of the facilities and increase occupancy.
- Tenancy agreement review to reduce budget pressure to the council and ensure tenants are charged, at a fair market rate, for the services they benefit from within the business centres.
- Energy efficiency will consider the introduction of Energy Conservation Measures (ECMs) as part of the feasibilities. This it to assist to reduce the running costs of the centres, promote low energy business facilities which will attract greater occupancy.

The introduction of the service charge in January 2018 has seen the number of small units occupied at Grimsby Business Centre (GBC) (90 and 250sq.ft); reduce with occupancy at 82%. There have been a number of tenants which occupied multiple units who have downsized, giving notice on small storage units. Though the number of occupancy has reduce, this is does not have a material on income (Monthly loss of income at GBC is £1,500 which is the equivalent of 1 large vacant office at the Innovation Centre). The improved marketing of the business centre will assist to promote the centre which has the opportunity to increase income.

Percentage of factory units that are occupied

Historically the performance against this indicator has been slightly under target; however in the last twelve months the occupancy has showed a steady increase and is slightly over target. The portfolio has been actively promoted and managed through a tough economic period which with the increase in the break clause to three months has allowed a greater deal of control over vacancy levels. Whilst there is always a churn of tenants in 18/19 it is expected that at least for a short period 100% occupancy will be achieved for the first time in several years. It is envisaged that with continued strong management the occupancy level could average at 95% over 2018-19.

The contract specifies a reduction of the target to 80% from 90% from 2019/20 onwards. It is proposed that the target can remain at 90% to match the rest of the commercial portfolio for performance reporting.

Percentage of market units that are occupied

Performance against this indicator has fallen in recent years, however despite the lower occupancy; the market continues to provide a sizeable income stream to NELC. The market and the retail economy as a whole in Grimsby town centre have experienced a change in recent years. The market has experienced a reduction in occupancy since 2015/16, this trend is consistent with Freshney place. However, in the summer of 2017 several new initiatives to increase the occupancy of the market were introduced. This included installing Wi-Fi, so traders can take card payments and the removal of several hard to let units to create an events space. The introduction of an incentive to attract new tenants which provides a rent free period of 12 weeks followed by a 12 week period of 50% rent. This has been well received, however, the more tenants which leave the market, the greater number of new tenants which will be experiencing the benefits of the rent free incentive and though occupancy will be increased, income will be reduced. An Arts Council grant application has been successful and will assist to the staging of arts, wellbeing and culture events to be held within the market.

A recent review of the Cleethorpes market offer has been completed with a number of options provided. The existing market offer in Cleethorpes is not financial sustainable and it would benefit from a change. Currently the options provided are being considered.

Further event are to be explored to drive the increase in occupancy and footfall in the market. The CAMP identifies for a review of the market provision to be completed and a report provided in July 2019.

In the last six months of 2017-18, the occupancy was on average 85.9%. It is suggested that the target remain at the contractual value for 2018-19.

Percentage of calls to Asset Management answered by a human within 30 seconds

Performance against this indicator has been slightly under target in recent years, some of which can be attributed to a change in an NELC IT system which meant the indicator is measured in a slightly different way from the start of the contract. This has resulted in a drop of around 2% from the previous measurement method. This indicator is assessed monthly for a fee risk to ensure that the service is delivering to a level as expected by service users. It is suggested that the target remain at the contractual value for 2018-19.

Average office floor space per person (net internal area per FTE)

Performance against this indicator has been improving steadily as the property rationalisation of the Council's property portfolio has continued, which has included the introduction of agile working and open plan office space at the Civic and Municipal Offices as well as the disposal of some sites, such as Origin 1. It is expected that the major move of 2018 of ENGIE staff from Origin 2 to New Oxford House and accommodating the Clinical Commissioning Group (CCG) within the Municipal Offices which will result in a slight change in the overall occupancy rate. To ensure the Council is reaching one of its key aims to reduce the size of the property portfolio, this indicator is assessed annually for a fee risk. It is suggested that as the rationalisation has gathered pace, the aspirational target can be increased to 5-7m², which will be confirmed once the occupancy surveys have been completed after the ENGIE move from Origin 2 to New Oxford House.

2. KEY CHALLENGES FOR NEXT THREE YEARS

The Corporate Asset Management Plan (CAMP) Action Plan (AP) provides a challenging and optimistic plan of the actions which are required to be completed to ensure continual improvements are introduce to the property portfolio to meet the economic demands which are experienced. The principle challenges in the next 3 years will be:

- 1. Rationalisation The Council will continue to reduce the size of its property portfolio through the rationalisation of property in a number of ways; it will sell surplus assets where required, seek to offer assets to the community through Community Asset Transfer or lease out assets.
 - Challenge To deliver the Council aspirations with the reducing the operational portfolio, disposal through Community Asset transfer and colocating with partners will requires good project planning and early confirmation of the programme to enable sufficient time and resource to be identified if the opportunity to deliver a viable and sustainable rationalisation programme is to be realised.
- Commercialism of the Investment Portfolio the Council will strive to maximise returns from its investment portfolio in order to recover investment made in its assets. The aim is to deliver a modern approach to investment processes where it leases out or has licenses with its tenants. This approach will be applied to the entire property portfolio, as this is essential if the Council is to remain a viable landlord and offer opportunity for businesses and services at commercial rates.
 - Challenge To support the Council with realising commercial opportunities by working with local partners and local businesses to develop land or
 assets and generate increased income for the Council, will require greater visibility at other regeneration project boards. Therefore to provide the
 best financial returns from its retained land and property assets there will be a requirement to consider the investment opportunities to the wider
 place and improve on collaborative working within all regeneration projects.
- 3. Regeneration where property and land assets can be utilised to benefit the development of town centres and other key projects, it will be the task of the Council to lever support where required. We will take the opportunity of working within Public/Private partnerships where necessary and implement Compulsory Purchase Orders of non-Council assets to promote the regeneration of the Borough to achieve the key aims of the Council and its Partners.
 - Challenges To take advantage of the opportunities to bring the continued regeneration of the Borough and provide a sustained, economic viability to the region, there is a requirement to ensure greater visibility of all other regeneration project boards. The sharing of information will be required and where the councils property estate is included, the will be a requirement for consideration and input from Engie property services.
- 4. Re-procurement of Utility Frameworks The new frameworks will support the Council with reducing costs for the utilities to its properties and provide a platform to generate income through encouraging other public organisation to purchase from the framework.
 - Challenges The increase in resource to manage the development and on-going commercial management of the utility frameworks will require consideration to identify suitable and sufficient resources prior commencement of the new frameworks. This may require the re-alignment of existing resource. The decision making, liabilities and governance will require greater urgency.

- Energy Efficient properties The delivery of the Energy Conservation Measures project within the ERDF contract period (1st April 2018 to 31st March 2021) will be need to consider the potential disruption to staff and services across the property portfolio throughout the delivery of the programme of the works.
 - Challenges The reduction of available properties to decant services is becoming a greater challenge when considering the availability of accommodation at the same time of the next phase of property rationalisation.
- 6. Security Services Growth The security service has seen an increase of income in recent years. With the increase of Academies to the local area and the challenge to reduce spend for all organisations, the number of customer purchasing security services is reducing.
 - Challenges To compete with competitors and identify and secure growth opportunities in the security sector, the challenge of introducing a new operating model which provides the latest security technologies and allow the use of virtual patrols will require investment if the security service is to grow.
- 7. Economy changes in the economy impact on the number of new or expanding businesses (positively or negatively) occupancy levels; also impacts the timing and capital receipt for disposals / acquisitions.
 - Challenges Maintaining and or increasing the occupancy levels in the Commercial, Business Centres and Market estates will require service reviews and the identification of options which will encourage the existing occupancy levels to be increased. The challenge to the local SMEs and the retail sector to reduce their overheads will impact the size and type of accommodation they use.
- 8. Financing The existing capital investment is not sufficient to improve the condition of the property estate. Strategic reviews of the different property portfolios, linked to the CAMP will be essential to prioritise capital investment at the right time and to the correct portfolio.
 - Challenge To meet the need of capital investment, regular reviews of the property portfolios will be required. This will identify commercial opportunities and allow consideration to where best to invest. The challenge to identify alternative funding opportunities, submit grant applications and capital services statements will require a realignment of existing resources.
- 9. Key to improving service delivery and achieving the ambitious growth agenda for the borough is establishing a resilient, skilled and motivated workforce. Over the next three years we will:-
 - Challenge Strive to fill those specialist technical posts that have proved difficult to recruit in to over the last 3 years. This will be completed by reviewing and re-structure individual teams so that there are clear and achievable paths for career progression within each team, identify key personnel and functions and develop skills and knowledge so that we have more resilience across the function, develop a succession plan for the AM teams and undertake an review of the Plan through ENGIE's annual staff performance review, continue to train and develop staff so that they are better equipped for their individual roles within the team and improve job satisfaction and morale by recognising and rewarding staff for the their contribution to the partnership.

3. SERVICE PROJECT DELIVERY

Description	Project Type Description
Procurement of 3 managed frameworks with 10 lots for the provision of capital works on behalf of NELC	Asset Management Project
AM-0004-18 Scartho Infants Boiler works	Asset Management Project
AM-0005-18 Queen Mary Avenue Early Years Refurbishment	Asset Management Project
AM-0006-18 Grange Primary WC refurbishment	Asset Management Project
AM-0062-17 ECM Detailed Design - Tony Neul	Asset Management Project
AM_0047-17 New Oxford House - Refurbishment works	Asset Management Project
AM-0093-16 Western Primary Toilet Refurbishment	Asset Management Project
Corporate Backlog Maintenance Programme	Asset Management Project
AM-0094-16 Laceby Stanford Primary Carry out roof renewal	Asset Management Project

4. HIGH LEVEL DELIVERY PLANS

MARKETS, BUSINESS CENTRES, SECURITY & FACILITIES MANAGEMENT

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
MARKET HALL Increase the occupancy and footfall of the Market hall to generate income and attract more visitors to Grimsby Town Centre. Outcome – Stronger Economy	An events space and seating area have been created which will look to increase footfall through different types of events. Arts Council funding is being sought to bring a two-year events programme to the area April 2018 Benefits realised by 31st March 2020	 No income will be received from the space utilised as an event space and or seating area. Additional investment from revenue of £10,000 which will be supported by £50,000 from the Arts Council. Revenue investment will generate £7,500 in 2018/19 and 2019/20. 	 National average occupancy rate is 75% with occupancy averaging at 82%. Investment confirmed by Commissioning and Relationship Manager (funded from transformation fund). The funding will cover a two year period and will generate momentum for greater occupancy and footfall in the Market Hall. 	 Markets Manager Head of Operations FM Manager 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)
	Rent Review of Food Hall July 2018	 Agreement and completion of leases. The existing tenants do not agree on the proposed increased in rent. 	 Estates and Legal to develop lease agreement and engage with tenants to seek agreement. 	 Markets Manager Senior Surveyor Trainee Surveyor 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)
	Reducing space used by the Market to achieve full occupancy against national trends - i.e. reducing the footprint of the Market hall to meet 80% occupancy	 Potential income from a new layout for 100% let is £450,474 this would identify a loss of income of c£109k. Commission to 	 Market testing exercise to identify potential users of space. Feasibility survey to cost options to inform 	 Head of Operations Senior Building Surveyor 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)

	demand and realigning this as 100%. Explore options for alternative use of 'surplus' 20% space. Potential to market additional space to attract income. Commission to be raised by May 2018 Feasibility completed by end of July 2018 Decision made October 2018 Negotiations with market hall traders - December 2018 Implement reduction of space - April 2019	undertake a feasibility survey to confirm options and cost of building alterations.	decisions makers. Strong marketing strategy. 	 Project Officer Senior Building Maintenance Officer/Field Engineer Facilities Management Apprentice Officer 	
CLEETHORPES MARKET REVIEW Develop and introduce a new solution for the provision of the Cleethorpes Market which is sustainable and assist to attract visitors to the resort of Cleethorpes. Outcome – Stronger Economy	To determine whether the current Market is suitable in its current state with the recommendation that Wednesday's Market continues operate but Saturday is replaced by a new monthly Market which operates on a Sunday. Although there will be a small loss from the Saturday Market the Sunday Market has the potential of increasing income by £10k although this would require	 Maintain existing Wednesday Market. Cancel the Saturday Market and replace with a Sunday Market 	 A scrutiny working group is established to review the Market provision. Development of business cases to all scrutiny to consider options. 	 Markets Manager Head of Operations 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)

	further marketing investment of £4k Review options and agree approach July 2018 Establish new Market September 2018 Review impact March 2019				
BUSINESS CENTRES Increase the occupancy and footfall to the business centres to generate income and attract local business in the area. Outcome – Stronger Economy	 Review the business centres to identify potential growth opportunities. These are: Feasibility surveys to be completed to consider expansion and development of each site Identify funding which could be accessed to deliver the outcomes of the feasibility surveys. Review the use of each centre and consider the options to dispose Nunsthorpe Business Centre (NBC) and South Quay (SQ). Introduce new tenancy agreements 	 Time it takes to receive financial benefits from the outcomes. Challenge from tenants regarding the new tenancy agreements and increase in costs. Challenge from tenants at NBC and SQ. Investment required to realise the growth potential for the portfolio. 	 Set realistic timeframes for the delivery of the outcomes. Ensure these are linked to the Mid Term Financial plan. Estates and Legal to developed lease agreement and engage with tenants to seek agreement. Create Capital Service Statements (CSS) which link to the councils outcomes and demonstrate the benefits of investment to the portfolio. 	 Business Centre Manager Head of Operations 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)

to all tenants. Tis will provide greater clarify of responsibilities and assist to recover all running costs. • Review resources and marketing to ensure they are suitable for the future portfolio.
Introduced Energy Conservation Measures (ECM) to the portfolio to
reduce the carbon footprint, reduce running costs and assist to attract new tenants
Cabinet Decision
February 2018
Feasibilities completed
December 2018
CSS developed and approved
March 2019
Tenancy agreements
March 2019

GROWTH OF SECURITY Outcome – Stronger Economy & Feel Safe and are Safe	Introduce a marketing strategy to raise the profile of security service to seek growth of service. Develop Marketing Strategy April 2018 Seek £10,000 growth of income in 2018 with a further increase of £10,000 by 2020.	•	A marketing budget would be required to support a marketing strategy. Approval to fund of marketing strategy by the Council. An increase in income target would require a DofA to be submitted to secure a contract change.	•	Additional income generated by the security team to offset the overspend of overall budget. Strong and reliable reputation locally. Variety of security service which can be bundled to meet individual client needs.	 Head Of Operations Security & CCTV Manager Partnership Comms & Client Engagement Manager CCTV & Security Supervisor 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)
UPGRADE OF PUBLIC SPACE CCTV INFRASTRUCTURE Identify options to improve the public space CCTV infrastructure to provide a system which is sustainable and future proof to manage changes in technology. Outcome – Feel Safe and are safe	Undertake a feasibility survey of the existing infrastructure of the public space CCTV network to identify cost for the migration to the MESH network. Feasibility August 2018 Procurement December 2018 Completion of upgrade September 2019	•	The feasibility will identify costs for improvements to the existing infrastructure may require investment for technical surveys to be completed. The existing network is dated, poor in condition and is unreliable.	•	Approval by the Council to invest in a feasibility survey. The migration of Freeman Street CCTV demonstrated the MESH network improves functionality. The cost for maintenance of the MESH networks is more cost effective.	 Head of Operations Security & CCTV Manager CCTV & Security Supervisor 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)

ENERGY CONSERVATION MEASURES TO PROPERTY PORTFOLIO	Complete detailed design surveys of properties identified by the Energy Board. Project Management of phase 1 of the introduction of (ECM). Complete surveys to identify next phase of introduction of ECM and benefits. Complete procurement exercise to identify costs and contractors. Project management of works through a phased programme. Detailed design May 2018 Procurement August 2018 Completion of works April 2019	•	Insufficient lead time to delivery projects. No buy in from building users. No budget identified.	•	Early identification to allow properties to have an Investment Grade Proposal (IGP) completed. Demonstrate benefits to building users. Good project management and consultation with ENGIE FM/NELC Asset Team.	 Head of Operations Governance & Performance Manager Principal Asset Surveyor Senior Building Maintenance Officer/Field Engineer Senior Building Maintenance Officer Building Maintenance Officer Building Maintenance Officer Project Officer Project Officer Principal Mechanical Engineer Procurement Category 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)
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				Manager Managed Procurement Assistant FM Manager Property Review Officer	
PROPERTY MAINTENANCE TEAM Outcome – Stronger Economy	Introduce a property maintenance team to reduce the need for contractors to undertake Planned Preventative Maintenance (PPM) and remedial maintenance. Recruitment completed by May 2018 Full integration- July 2018 Review and improvements- December 2018	 Recruitment of suitably competent local individuals. The identifying of a suitable number of available individuals. The reduction of properties may introduce a potential redundancy cost to ENGIE. 	 ENGIE Technical Compliance team assessing the competence of individuals. Undertake good marketing strategy to identify and secure additional clients. 	 Head Of Operations FM Manager Governance & Performance Manager Service Desk Supervisor Premises Management Officer Highways Operational Maintenance Supervisor Maintenance 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)

CHILDREN SERVICES PROPERTIES	Complete review of each portfolio to confirm existing	 Delays to approving amendments to the 	Suitable commercial negotiation period	Support Assistant • Head Of Operations	 Paul Thorpe (ENGIE)
Alignment of Children Services domestic property portfolio to the Regeneration Partnership agreement. Outcome – Stronger Economy	contracts which are independent of Corporate contracts. Agree the tailored management approach to R&M as required for this type of portfolio and end user. Programme the transition of existing agreements to corporate contracts. Communicate with property managers of the new arrangements. Sign Deed of Amendments (DofA) to transfer the portfolios into the Partnership agreement. April 2019	 Regeneration partnership agreement, resulting in non- achievement of delivering milestone. Service requirements are not tailored to Children Services service needs. Insufficient budget. 	 Negotiation period with clear deliverable outcomes confirmed and agreed. Confirm Children Services requirements and approval of the council. Confirm and agree budget to be transferred. 	 FM Manager Premises Management Officer Cost and Commercials Officer Service Desk Supervisor 	• Wendy Fisher (NELC)

LEISURE PORTFOLIO AND FAMILY HUBS (CHILDREN CENTRES) Alignment of Leisure and Family Hub (Children Centre) property portfolio to the Regeneration Partnership agreement. Outcome – Stronger Economy	Complete review of each portfolio to confirm existing contracts which are independent of Corporate contracts. Programme the transition of existing agreements to corporate contracts. Communicate with property managers of the new arrangements. Sign Deed of Amendments (DofA) to transfer the portfolios into the Partnership agreement. April 2018 Review September 2018	 Delays to approving amendments to the Regeneration partnership agreement, resulting in non- achievement of delivering milestone. Service requirements are not tailored to Lincs Inspire and the Family Hub service needs. Insufficient budget. 	 Suitable commercial negotiation period with clear deliverable outcomes confirmed and agreed. Confirm Lincs Inspire and the Family Hub requirements and approval of the Council. Confirm and agree budget to be transferred. 	 Head of Operations FM Manager Premises Management Officer Cost and Commercials Officer Service Desk Supervisor Finance Officer 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC)
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ACQUISITIONS AND ASSET PURCHASES

Description of acquisition	Timescale	Resource and/or dependency
MESH transmitters and receivers to provide full connectivity of CCTV on the MESH system relaying back to CCTV control room.		Resources and finance to be agreed on a project by project basis. Consideration will also need to be given to timing, delivery and other dependencies.

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
Additional engineer to support the project team to deliver the ECM. All construction works to be managed through the Technical services. Project lead by Head of Operations with support from Senior Surveyor, Engineers and Strategic Asset Management.		Funded from fee for project. Reprioritisation of core works, where applicable. Non-core works
To be reviewed on an individual task/project basis.	April 2018 to March 2020.	additional funding to be agreed.

HIGH LEVEL RISKS NOT ALREADY COVERED

Description of risk	Mitigation measures	Residual risks
Revenue budget renegotiated and reduced	Agreed impacts including reduced response times and reduced reporting	Lack of funding to respond to reactive issues, lower level of management information available.
Reduced capital budgets not matching retained estate backlog need and risk	Capital service statement submission to NELC Resource intensive approach to risk mitigation Ensure Building Maintenance Strategy informs capital allocation to mitigate estate risks	Lack of funding to deal with maintaining integrity and value of property stock

ESTATES & VALUATION AND ASSET STRATEGY

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
 PROPERTY RATIONALISATION To review the Council property portfolio to identify and deliver efficient and sustainable use of the properties. The reduction of the portfolio through more efficient use will deliver reduced property costs and identify properties which can be disposed or leased to generate greater income. Links to Economic Strategy and Corporate Asset Management Plan 2018 – Action Plan Outcome - Strong Economy 	To agree property rationalisation plan with Assets. March 2018	Clarity around inclusion of partner organisations within NELC property moves.	 Good project and communications planning. Support and steer from project sponsor and sign off Additional resources identified and funded if required through project planning 	 Principal Asset Surveyor Property Review Officer 	 Mike Tofton (ENGIE) Jack Fox (NELC)

STRATEGY AND CORPORATE ASSET MANAGEMENT PLAN 2018 – ACTION PLAN	Develop a programme of delivery for the rationalisation plan. Establish project teams for each property package with relevant workstream and stakeholders included. September 2018	 Approval of sufficient budget for each property package. Suitable and timely instructions. 	 Additional resources identified and funded if required through project planning Good project and communications planning. Support and steer from project sponsor and sign off 	 Principal Asset Surveyor Property Review Officer Head of Development 	 Mike Tofton (ENGIE) Jack Fox (NELC)
	Review and potential disposal of property through rationalisation. Introduce quarterly portfolio review meetings with Asset to consider existing use and identify potential opportunities to generate greater income or reduce property costs. Identify property savings in each year for the next three years. March 2019	 Full recovery of Service Charge to Business Centre/Factory Unit portfolio to be phased over 2 years from April 2018. Review of the property portfolio and operating costs. Reviewing potential expansion, disposal and closure. The challenge of NELC being a commercial landlord. 	 Focused team. Support and steer from project manager. 	 Head of Development Head of Operations Governance & Performance Manager Estates & Valuation Manager Principal Asset Surveyor 	 George Lewis (ENGIE) Wendy Fisher (NELC) Jack Fox (NELC)

DEPOT RATIONALISATION. Identify suitable premises in NELC which can be used to develop a new 'one site' Depot which has the capacity to accommodate all operational services for the Council and other local public-sector organisation requirements. Outcome - Sustainable Communities Economy & Strength	Review of available properties in NEL which are suitable to accommodate a new Depot. Complete a cost analysis of each premise to identify potential land purchase costs, where required. Complete a feasibility of the proposed premise to identify estimated costs for the development of a new depot. The feasibility is to be used to inform on capital; investment requirements. Q4 2019	Unable to consolidate on to single site due to lack of appropriate site options with capacity, or lack of funding. This would prevent the release of the Doughty Road site for regeneration and to generate a capital receipt.	 Provision of clear brief for feasibility work. Provision of minimum Depot operating requirements from Service. Sponsor defined from NELC Leadership to direct strategy. 	 Head of Operations Estates and Valuation Manager 	 Paul Thorpe (ENGIE) Wendy Fisher (NELC) Jack Fox (NELC)
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BURSAR RELOCATION The relocation of the bursar School to the newly refurbished premise at the former Matthew Humberston site. The new site will increase pupil placements in Cleethorpes. Outcome - Learning & Growth Investing in our Future	Development of the scope of works for the refurbishment of the former Matthew Humberston school. Completion of the refurbishment project. Relocation of the Bursar School to the new school site		Quality of refurbishment of former MH Lower meets the requirements of the end user. Sufficient funding is made available for refurbishment of MH Lower. Sufficient time is made available to enable the School to occupy the new site on September 5th 2018	•	Good project and communications planning. Support and steer from project sponsor and sign off. Sufficient resources identified and funded if required through project planning.	 Principal Asset Surveyor Assets Officer 	 Mike Tofton (ENGIE) Christine Scott (NELC)
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COMMUNITY ASSET TRANSFERS (CAT) Management of the application for the transfer of Council property to community use. This reduces the property cost to the Council and encourages communities to provide a service to members of the local community. Outcome - Economy & Strength	Process each CAT request through the agreed approach process. Manage a register of all CAT applications with updates on progress.	Clear band timely instructions provided. This should be aligned and follow the Community Asset Transfer (CAT)) approach.	 Good project and communications planning. Support and steer from project sponsor and sign off 	 Principal Asset Surveyor Assets Officer 	 Mike Tofton (ENGIE) Jack Fox (NELC)

CAPITAL BACKLOG PROGRAMME The development of capital backlog maintenance programmes for the Educational, Operational, Leisure and Heritage portfolios to introduce investment to improve condition and maintain the property estate in a suitable condition. Outcome - Economy & Strength	Development of capital backlog programme for a three-year period. Consideration of property condition information to income on the backlog programme.	 Lack of understanding and knowledge of the condition of the property portfolio. Inadequate funding to maintain the property portfolio to desired standards. 	 Robust condition survey programme informs the backlog maintenance programme. Thorough scheme selection using risk managed approach / investment management to maintain property portfolio to agreed standards 	 Principal Asset Surveyor Property Review Officer Assets Officer x2 	 Mike Tofton (ENGIE) Jack Fox (NELC) Christine Scott (NELC)
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CORPORATE ASSET MANAGEMENT PLAN Development and delivery of the CAMP Action Plan. This should be linked t=o the outcomes of the Property Portfolio review meetings. Outcomes - Economy & Growth Investing in our Future Links to Economic Strategy	Production of an action plans which delivers the outcomes of the CAMP. Assign leads to be responsible for the devilry of the different workstreams. Mange the delivery of the programme through good project management and regular review and challenge meetings.	CAMP doesn't reflect the aims and ambitions of NELC.	 Portfolio holder briefings and feedback to scrutiny where required. CAMP is produced in line with the existing Property Policy and Economic and Financial Strategy. Good project management processes in place. Clear briefing and allocation of tasks with project management implementation Suitable and clear brief of the aim of the CAMP 	 Principal Asset Surveyor Assets Officer 	 Mike Tofton (ENGIE) Wendy Fisher (NELC) Jack Fox (NELC)
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ANNUAL ASSET VALUATIONS Complete assets valuations across the property portfolio to confirm the property estates value Outcome- Economy and Strength	Inspect value and report on the entire portfolio (c.300 assets). This represents a significant increase on historical levels. (MRICS and VRS requirement for undertaking and sign-off)	 Required as part of the Council Accounts. Deadlines very strict with draft figures January 2018. Scrutinised by the Audit Commission. Delays or non-return will result in qualified accounts for the Council. 	 Provision of formal instructions in October each year by NELC Finance. Good track record for completing valuations to timescales. Strong programme management 	 Estates & Valuation Manager Trainee Surveyor Senior Surveyor Governance & Performance Manager Property Data Manager 	 George Lewis (ENGIE) Wendy Fisher (NELC)
RENT REVIEWS Undertake rent reviews to increase revenue in accordance with CAMP Action Plan. Outcome- Economy and Strength	Rent reviews to be completed through each financial year. Deliver revenue uplift by end of each financial year.	Time taken to negotiate a deal and implement and legal challenges.	Legal advice.	 Estates & Valuation Manager Trainee Surveyor Senior Surveyor 	 George Lewis (ENGIE) Wendy Fisher (NELC)

ACQUISITIONS AND ASSET PURCHASES

Description of acquisition	Timescale	Resource and/or dependency
Additional projects		Resources and finance to be agreed on a project by project basis. Consideration will also need to be given to timing, delivery and other dependencies.

HIGH LEVEL RISKS NOT ALREADY COVERED

Description of risk	Mitigation measures	Residual risks
Reduced capital budgets not matching retained property portfolio backlog maintenance need and risk	_ · · · · · · · · · · · ·	Lack of funding to deal with maintaining integrity and value of property stock

PERFORMANCE AND GOVERNANCE

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
IMPLEMENTATION OF PROJECT PRINCIPLES / OVERSIGHT Improvements in the management of project activities carried out on behalf of the Council by Engie. The scheme will involve development of reporting from the Technology Forge (TF) system to give SLT oversight together with the establishment of an escalation route for issues through Regen Board and Ops Board. The scheme will require buy in from Client teams for any revised processes necessary to ensure appropriate governance. Although this scheme does not directly contribute to the Council's outcomes framework, it will help address issues relating to accurate spend profiling for capital schemes raised by the Council's Capital Assurance Board.	Implementation of TF for project teams in Engie Delivery of Project Principles training for Engie teams Commencement of project oversight reporting for Engie SLT Q1 2018 Provide options paper for consideration by NELC on wider adoption of Engie project approach. Q2 2018	for revised processes necessary to ensure proper governance	 support implementation of project oversight Work closely with Client teams to agree required changes prior to implementation Work closely with Client and Engie Central teams 	 Governance & Performance Manager Cost and Commercials Officer Contract Performance Manager Property Performance Analyst 	 David Baker (ENGIE) Wendy Fisher (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
PROCUREMENT OF MANAGED FRAMEWORKS Tendering of 10 lots over 3 frameworks to allow efficient procurement of capital works on behalf of the Council. The activity contributes to the strong economy outcome due to the active stakeholder engagement with local SMEs during the tender process.	Complete award of Phase 1 lots Q1 2018 Complete award of Phase 2 lots Q2 2018 Monitor and report Ongoing	 On-contract resource for tender evaluation and award Perceived conflict of Interest where Engie Services Ltd submit tenders for work 	 Supplier events to fully explain tender submission process and evaluation criteria Communication of evaluation timeframes Review of contract requirements where tenders submitted by parts of Engie group 	 Procurement Category Manager Managed Procurement Assistant Governance & Performance Manager External evaluation consultant may also be required for any tender submissions by Engie. 	 David Baker (ENGIE) Dave Tipple (NELC)
CHANGE CONTROL LOG MANAGEMENT Improvements to the management of the Change control (CCN) register for the contract using shared access to Engie's online office portal. Although this scheme does not directly contribute to the Council's outcomes framework, it will help ensure CCNs are properly tracked and accounted for.	Agreement from Partnership Board for change of management. Q1 2018 Transfer CCN log from NELC to Engie for maintenance. Inform necessary Stakeholders. Implement SharePoint version of CCN log for joint collaboration.	 Signoff from Operations Board Access to Engie SharePoint platform for non-Engie staff Transfer and upload of historic CCN documents 	Access to Engie SharePoint platform for non-Engie staff tested.	 Contract Performance Manager Property Performance Analyst 	 David Baker (ENGIE) Dave Tipple (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
CONTRACT RESTATEMENT AND PPM REVIEW Documentation and signoff of previously undocumented contract changes from 2010 to present with subsequent review of contract performance measures. Although this scheme does not directly contribute to the Council's outcomes framework, it will ensure the contract between Engie and the Council properly reflects current deliverables and is a fit for purpose contract management tool.	DoA completion and signoff Q1 2018 Contract re-statement & PPM review Q3 2018	 Client and contract resources to complete review of DoAs. Legal resource to draw up revised contract documents 	 Engie's central commercial team engaged to complete DoA review. Engie's legal team engaged to complete DoA documentation 	Governance & Performance Manager	 David Baker (ENGIE) Dave Tipple (NELC)
ASSET MANAGEMENT SYSTEM System configuration changes to enable efficient use of the Computer Aided Facility Management (CAFM) system on behalf of the Council. Although this scheme does not directly contribute to the Council's outcomes framework, it will assist with compliance monitoring across the estate and access to this data by school sites.	Implementation of revised Planned Preventative Maintenance (PPM) schedule for in-house Direct Labour Organisation (DLO) Q1 2018 Rollout of self-service access to Local Education Authority (LEA) maintained schools. Q2 2018 Mothballing of legacy system (APD)	 Low uptake of new system by schools. Support from NELC ICT required to complete mothballing of legacy system while maintaining data access 	 Production of how-to guides for distribution to schools. Liaise with client and NELC ICT teams. 	 Property Data Manager Governance & Performance Manager 	 David Baker (ENGIE) Wendy Fisher (NELC)
UTILITY PROCUREMENT EXERCISE (ELECTRICITY, GAS AND WATER) Procurement of Official Journal of the European Union (OJEU) compliant frameworks for utility provision. Activity links to the sustainable communities' outcome as the procurement process provides options for purchase from renewable sources.	Procure water supply following deregulation. Q1 2018 Re-procure electricity supply framework. Q1 2019 Procure gas supply	 Low uptake of electricity supply framework by local schools and other local authorities. As NELC will be the owner of the frameworks created, contractual liabilities and 	 Procurement is being undertaken with multidisciplinary input from NELC and the relevant technical expertise from ENGIE insight, sustainability and energy 	 Procurement Category Manager Managed Procurement Assistant 	 David Baker (ENGIE) Tony Neul (NELC) Wendy Fisher

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
	framework.	 responsibilities need to be adequately controlled. Dependent on financial level, lack of authority to award contracts - may result in a key decision to be taken by cabinet. 	management company, formerly ECOVA.	Governance & Performance Manager	(NELC)

ACQUISITIONS AND ASSET PURCHASES

Description of acquisition	Timescale	Resource and/or dependency
Renewal of Autodesk product licences	Q1 2018	Engie Procurement Team input. Changes to Autodesk licencing
		arrangements.

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
Review of Service Desk staffing following centralisation of Engie PtoP system use (Coupa).	Q2 2018	Potential for in-house transfer and / or minor team restructure.

HIGH LEVEL RISKS NOT ALREADY COVERED

Description of risk	Mitigation measures	Residual risks
Support from NELC finance / legal on asset changes	Monitor performance and engage where failings in application of proper process	Availability of dedicated resource in NELC finance & legal teams
Non-supportive ICT strategy for NELC and Engie	Review strategy for NEL contract	Availability of funding to deliver key projects

	and continue liaison with business delivery partners for Engie and North Lincolnshire Business Connect (NLBC)	
Revenue budget renegotiated and reduced	Agreed impacts including reduced response times and reduced reporting	Lack of funding to respond to reactive issues, lower level of management information available.
Project governance support for capital and regeneration schemes (e.g. Cartergate, South Humber Industrial Investment Programme (SHIIP), Bird Mitigation Land, Hobson Way, Cartergate Hotel, Land adjacent to CATCH)	Increased collaboration between Governance & Performance and Economic Development Apply additional resources through project team support	Demanding commitments elsewhere across the portfolio
Reduced capital budgets not matching retained estate backlog need and risk	Capital service statement submission to NELC Resource intensive approach to risk mitigation Ensure Building Maintenance Strategy informs capital allocation to mitigate estate risks	Lack of funding to deal with maintaining integrity and value of property stock

5. PERFORMANCE MEASURES AND VOLUMES

ASSET MANAGEMENT - FACILITIES MANAGEMENT

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of priority A repair calls	Actual	N/A	N/A	N/A	N/A	100%			
completed within SLA	Target	100%	100%	100%	100%	100%	100%	100%	100%
	Contract	100%	100%	100%	100%	100%	100%	100%	100%

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of priority B-F repair calls	Actual	92.9%	92.3%	93.5%	89.5%	85.7%			
completed within SLA	Target	80%	80%	80%	80%	80%	85%	85%	85%
	Contract	95%	95%	95%	95%	95%	95%	95%	95%

ASSET MANAGEMENT - ESTATES

CONTRACT KPI TO BE MAINTAINED	_	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of business centre units	Actual	92.4%	92.8%	93.7%	90.9%	89.1%			
that are occupied	Target	>90%	>90%	>90%	>90%	>90%	>90%	>90%	>90%
	Contract	>90%	>90%	>90%	>90%	>90%	>90%	>90%	>90%
CONTRACT PI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of factory units that are	Actual	86.1%	89.8%	88.7%	85.9%	92.6%			
occupied	Target	>90%	>90%	>90%	>90%	>90%	>90%	>90%	>90%
	Contract	>90%	>90%	>90%	>90%	>90%	>90%	>80%	>80%

CONTRACT PI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of market units that are	Actual	92.6%	90.7%	82.6%	76.3%	82.2%			
occupied	Target	>90%	>90%	>90%	>90%	>90%	>90%	>90%	>90%
	Contract	>90%	>90%	>90%	>90%	>90%	>90%	>90%	>90%

ASSET MANAGEMENT - PROPERTY DATA

CONTRACT PI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of calls to Asset Management answered by a human within 30 seconds	Actual	97.47%	93.93%	94.92%	94.21%	95.52%			
	Target	95%	95%	95%	95%	95%	95%	95%	95%
	Contract	95%	95%	95%	95%	95%	95%	95%	95%

ASSET MANAGEMENT - STRATEGIC ASSET MANAGEMENT

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Average office floor space per person	Actual	9.40m ²	8.10m ²	7.7m ²	5.4m ²	5.4m ²			
(net internal area per FTE)	Target	9.8m ²	9.5m ²	9.5m ²	9.5m ²	7m ²	5 - 7m²	5 - 7m²	5 - 7m²
	Contract	9m ²	9m ²	7m ²	7m ²	7m ²	7m ²	7m ²	7m ²

HIGHWAYS SERVICE DEVELOPMENT PLAN

There have been several achievements that have enabled ENGIE to improve service delivery and add value to the highway assets that ENGIE manage on behalf of the Regeneration Partnership, which support the council's aim of "stronger economy, stronger communities".

A Capital Service Statement for £1.34m was submitted and approved earlier in 2018 which, alongside a £200k LTP contribution, will provide funding to undertake essential structural repairs and refurbishment to Abbey Walk car park. In June we were notified by the DfT that ENGIE had been successful in securing £2.88m of external funding, to enable safety works to be undertaken on the A18 Barton Street. We have also had a funding bid for £2.6m approved to final business case by the Humber LEP for the A180 South Humber Maintenance Works.

Delivery of the LTP programme of works has again been achieved to time and within 2% of the overall budget. Through the improvements that we have made to our service delivery over the last 3 years, we have also been successful in securing the top Banding for additional incentive funding from the DfT in 2018/19.

The condition of the principal road network continues to improve, helping to ensure safer and more reliable journey times for all vehicles driving in and around North East Lincolnshire which is a key requirement in enabling the council to sustain a strong local economy. It is now easier for members of the public to report potholes and following a prolonged period of cold weather it has contributed to a 50% increase in the number of potholes reported. However we continue to meet our target of 99% of all reported urgent defects attended to within 2 hours.

Since the introduction of the LED street lighting scheme the number of repairs needed each month has been decreasing. The figure was 3,818 repairs in 2013-14 and only 303 in 2017-18. This represents a reduction of over 90% in the number of street lights needing repairs and a significant improvement in the service provided to the residents and businesses of North East Lincolnshire. So far in 2018/19, street lights have taken on average 1.57 days to repair, well inside the contract target of 3.00 days.

The latest statistics provided by Humberside Police for the number of people killed and seriously injured in road traffic accidents, indicate we are in line with our target to reduce this number by 27% for 2018. For May 2018, the rolling average for the number of people killed and seriously injured over the previous 12 months was down 34% compared with the average between 2004 and 2008. This is the equivalent of 43 fewer people killed or seriously injured on North East Lincolnshire's roads than would have been in the average 12 months between 2004 and 2008.

With regard to Traffic Regulation Orders, the additional TRO resource funded by ENGIE in 2017/18, has begun to make an impact. The backlog of requests for TROs in previous years has been significantly reduced, and there has been a steady increase in the number of locations were enforcement can take

place, particularly outside schools, where road safety is of paramount importance. This has led to a significant increase in PCN income for the council in 2018, which can be reinvested in highway services, compared to previous years.

In order to continue to improve levels of service delivery, it is important that we review the KPI targets for the contract, to ensure that we are setting meaningful, challenging but achievable targets, that will demonstrate continuous improvement in service delivery. As a result, in Section 5 Performance Measures and Volumes, all of the KPIs have been reviewed and some of the forecast targets have been set to a more challenging level for 2018/9 and 2019/20.

1. REVIEW OF PERFORMANCE IN PAST YEAR

Percentage of principal roads where maintenance should be considered Percentage of non-principal roads where maintenance should be considered Percentage of unclassified roads where maintenance should be considered

All performance against road maintenance indicators is achieving the required targets. Additional government funding has been made available, specifically for urgent road repairs, which we have been successful in bidding for. A more detailed analysis is provided in the end of year performance report, where comparisons are made to the national average and our CIPFA nearest neighbours.

It is proposed that these indicators are reviewed on an annual basis and aspirational targets increased for principal, non-principal and unclassified roads.

Percentage of all footways where maintenance should be considered

Percentage of inspected public rights of way that are easy to use

Performance against both these indicators has exceeded the targets that were introduced in an early performance indicator refresh. It is suggested the footways indicator target be increased from 59% to 53% (lower is better), given the strong performance in previous years. It is suggested for PROWs that the target remain at the current value for 2018-19

It is proposed that these indicators are reviewed on an annual basis and aspirational targets increased for footways as public rights of way.

Percentage of dangerous highway defect repairs made within 24 hours

A new process was introduced in March 2017 making it easier for highways defects to be reported. This is led to an increase in the number of repairs carried out (414 in 2017-18, compared to 275 in 2016-17 and 241 in 2015-16). Despite the 50% increase in repairs, the performance of the team has been maintained. It is suggested that the target remain at the contractual value for 2018-19.

Bus passenger journeys on local operators

There has been a gradual reduction in the number of people using local buses, which has gained pace in recent years, dropping below 8 million in 2017-18. The contract originally called for a target of up to 7.1 million, however an early SDP reprofiled this as an increase on the previous year of 0.14%. It is suggested that the changes made in the earlier SDP are maintained.

Percentage spend on the LTP capital programme

Capital spend on the LTP programme is around £3million each year and through the contract to date, this spend has always been achieved.

It is proposed that the aspirational target can be set at 100% for LTP spending.

Bus passenger journeys on the Phone n Ride service

The service has consistently delivered higher than expected performance against the target, ensuring that the residents of North East Lincolnshire are able to access facilities, amenities and services through Phone n Ride. It is suggested that the target remain at the current value for 2018-19.

Average number of days taken to repair street lights

The LED street light scheme has helped reduce the average time to repair street lights from over 2 days to under 1.34 in 2017-18. The number of repairs has also reduced significantly from over 4000 in 2012-13 to just over 300 in 2017-18. It is suggested that the target remain at the contractual value for 2018-19.

Reduce the number of people killed and seriously injured in road traffic accidents compared with the 2004/08 average

Each calendar year the Partnership has seen a reduction of at least 25% from the baseline. In all but 2 years the 2020 target reduction of 33% has been achieved. This has been achieved through the "three Es" – Education, Engineering and Enforcement.

It is proposed to maintain the contract target in 2018, but review the annual target for subsequent years, with a view to reprofile these as a cumulative contract performance. Delivering the same or more reductions in KSIs from road traffic collisions but distributed more evenly over the length of the contract.

Reduce the number of children killed and seriously injured in road traffic accidents compared with the 2004/08 average

The Partnership has met the incremental contract target in each year since the start of the contract. The 2020 target was reached in 2015 and 2016, however a reduction of 50% in a small period (year) on such a small initial volume (22) can be easily affected by small fluctuations

It is proposed to maintain the contract target in 2018, but review the annual target for subsequent years, with a view to reprofile these as a cumulative contract performance. Delivering the same or more reductions in KSIs from road traffic collisions but distributed more evenly over the length of the contract.

2. KEY CHALLENGES FOR NEXT THREE YEARS

North East Lincolnshire has the opportunity to deliver a period of regeneration and growth that has not been seen for a generation. The long term vision for highways and transport is set out in the council's Local Transport Plan. Highways and Transport also have a key role to play in delivery of the recently adopted Local Plan, supporting economic regeneration and helping to deliver the Town Deal for Grimsby.

To achieve this, there are many opportunities to be grasped and challenges that need to be overcome. Over the next three years the focus will be upon:

- Ensuring that the principles of project governance have been adopted, by developing specific project teams or taking a carefully managed approach to staff recruitment and their development, the ENGIE Highways & Transport team are more resilient and are better placed to deal with any challenges that we face, now and in the future. All current and pending major projects are now managed in accordance with the Partnership's Project Governance principles. This brings greater accountability and more focus on risk management and the need for careful planning and communications. Internal auditing of our compliance with the Governance principles will be undertaken, with Highways & Transport expected to demonstrate best practice in project management.
- Communications within Highways & Transport, in particular with elected members and Parish Councils, continues to be critical to how our service delivery is perceived. We have introduced a Weekly Highways Update to members and we also circulate a monthly TRO Update Programme, regular monthly meetings are held with both our Portfolio Holder and the member leadership team. We have introduced an internal team PI that measures the response rate to members enquiries. Since its introduction, our response rates have improved and we are now achieving over 95% of all member enquiries responded to within 5 working days. We have also introduced regular meetings with all of the parish councils to discuss any highway concerns they may have and we have also developed a more effective relationship with Town & Parish Liaison Group. When critical issues arise, all senior managers are encouraged to meet members on site so that they can fully understand the issues and in order to build a more effective relationship with members.
- TROs continues to be a key focus for the business in response to member and Council queries. Considerable progress has already been made in improving this area, from that which was inherited in 2010. Over the next three years we will be:-
 - Updating the existing Residents Parking Scheme to make it simpler and easier for members and the public to understand.
 - o Introducing additional TRO resource into the traffic team
 - o Identifying ways to improve the efficiency of the TRO order making process
 - Improving communications with elected members and those individuals requesting the introduction of TROs, including any new Residents Parking Scheme requests

- Over the next three years, there is a desire to explore options for introducing more competition in to the public transport offer in the borough. In
 particular, can NELC attract other bus operators who have the capacity to introduce additional services or who can improve value for money by
 offering alternative service provision, over and above that offered currently by Stagecoach. Part of this challenge will be to review how existing
 not-for-profit providers such as NELC's Phone & Ride service, could be further developed to provide an improved offer to residents.
- As the reduction in central and local funding starts to impact on service provision over the next 3 years, it is imperative that Highways & Transport continue to build on its excellent track record over the last 5 years, of identifying opportunities and successfully bidding for additional funding, in particular for capital schemes. We will continue to identify all sources of potential funding and work in partnership with NELC, to submit strong, robust bids that have a clear linkage to the aims and outcomes of the council.
- A new highway Code of Practice for Highway Maintenance, was published on 28th October 2016. It replaces the previous highway Codes of Practice for street lighting, winter maintenance, highways and structures, with a single code focused on the need to promote an integrated approach to asset management that is based on local needs, priorities and affordability. The underlying principle of the new code is that authorities should adopt a risk-based approach and a risk management regime, for the management of the highway network.

To underline this approach, the new code does not provide any prescriptive or minimum standards, but instead expects each authority to establish and implement levels of service appropriate to their own circumstances and prioritised in accordance with their own assessment of the risk.

The new Code is not a statutory document but it will form the basis for accepted and expected practice in highway management. On that basis the Code and the revised NELC Highway Inspection and Maintenance Policy, will be key documents in any considerations made for highway liability claims against the council. On this basis there is a risk that the introduction of a new maintenance policy for NELC, could have a financial impact on the council with regard to any changes that impact on defect intervention levels and their associated response times.

- Key to improving service delivery and achieving the ambitious growth agenda for the borough is establishing a resilient, skilled and motivated workforce. Over the next three years we will:-
 - Strive to fill those specialist technical posts that have proved difficult to recruit in to over the last 3 years
 - Review and re-structure individual teams so that there are clear and achievable paths for career progression within each team
 - o Identify key personnel and functions and develop skills and knowledge so that we have more resilience across the function
 - Develop a Succession Plan for the H&T team and undertake an review of the Plan through ENGIE's annual staff performance review
 - o Continue to train and develop staff so that they are better equipped for their individual roles within the team
 - o Improve job satisfaction and morale by recognising and rewarding staff for the their contribution to the partnership

3. SERVICE PROJECT DELIVERY

Title	Project Manager	Senior Supplier	Senior User	Contribution to Economic Regeneration
LTP Programme 2018-19	Martin Lear	Mark Scarr	Chris Duffill	Provide safer and more reliable journey times for those who live and work in the borough by investing in the various highway assets.
A180 South Humber Bank Major Highway Maintenance - Phase 1	Holly Hall	Mark Scarr	Chris Duffill	This scheme will improve the quality of the existing highway network at the eastern end of the South Humber Bank Link Road
Hospital Access 'Scartho Road' Junction Improvements	Mark Gibbons	Mark Scarr	Chris Duffill	Improve journey times on a key route into Grimsby town centre and enable further housing development on the hospital site
Pedal & Stride to Economic Growth	Martin Lear	Mark Scarr	Damien Jaines- White	Improve job opportunities by making access to employment easier and provide more options for those who do not have access to their own car.
DFT Safer Roads - A18 Major Road Safety Scheme	Debbie Swatman	Mark Scarr	Chris Duffill	Further improve the existing road safety record on a key principal route within the borough
Parking Ticket Machine Update	Lynne Owen	Mark Scarr	Damien Jaines- White	Provide more reliable infrastructure with additional functionality, improving the parking experience for those who live, work in and visit the borough.
Abbey Walk Car Park Upgrade & Refurbishment	Lynne Owen	Mark Scarr	Damien Jaines- White	Improve a key town centre asset that will create a more attractive and safer destination for those who wish to shop, visit or work in Grimsby town centre and which will recognise the heritage potential of the structure
GLLEP junction improvements	Mark Gibbons	Mark Scarr	Chris Duffill	Improve road safety and deduce congestion at key junctions on the principal road network within the borough, that will also support further housing growth that will contribute to the delivery of the Local Plan housing targets

4. HIGH LEVEL DELIVERY PLANS

PARKING

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
PARKING STRATEGY REVIEW Take forward actions relating to ENGIE operational activities from the 2017 NELC Parking Strategy Review and make recommendations for consideration by NELC Outcome – Strong Economy	Review existing Residents Parking Scheme criteria and policy Q3 2018 Disabled Bays Q4 2018	 Review existing policy Consider impact of narrow roads Managing permit holders Off street provision On street provision Review existing considerations 	 Clear and regular communications to senior officers in NELC and members Demonstrate transparency and consistency 	 Head of H&T Parking Manager Senior Notice Processing Clerk 	 Lynne Owen (ENGIE) Debbie Swatman (ENGIE) Damien Jaines-White
Q4 2018	Parking Tariffs & Permit Conditions and Charges Q3 2018	 Review all permit types and costs to ensure consistency Draft a new "Parking Tariffs and Permit Conditions and Charges" document 		 Traffic Team Manager Traffic & Road Safety Coordinator 	(NELC)
	Car Park Supply Q4 2018	 Review of existing provision Options for future use of Grimsby town centre car parks Consideration of future provision 		• Graduate H&T Engineer	
OFF-STREET PARKING ORDER Review the existing Off-Street Parking Places Order 2012 NELC's legal order for Off Street car parking	Review and amend The North-East Lincolnshire Borough Council (Off-Street Parking Places) Order 2012, to accommodate all the necessary changes in	 Adverse publicity External influences Changes in political steer Stakeholder approval for outcomes 	 Early consultation with key stakeholders Effective communication and consultation through the website, local media Communication of 	 Parking Manager Senior Notice Processing 	 Lynne Owen (ENGIE) Damien Jaines-White (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
has not been reviewed for 6 years and are changes to enforcement procedures and car park terms and conditions which require the order to be thoroughly reviewed. In addition, the completion of the parking	line with current policy and likewise any changes brought in by the parking strategy review. Q1 2019		benefits	Clerk • Graduate Highways & Transport	
strategy review will also endorse the requirement to update this order for any changes to terms and conditions of Off Street parking, tariffs and permits.	Formally obtain NELC approval.		Clear and regular communications to senior officers in NELC and members	Engineer	
Objective- To have a fully compliant and enforceable Off-Street Parking Places Order which	Seek suitable consultant/legal advice on the proposed amendments.				
incorporates and covers all aspects of current working practices and all proposed changes to tariffs, permits and terms and conditions. Outcome – Strong Economy. Managing and providing suitable and sufficient public parking for private motor vehicles off street, is essential to maximising the benefits of this contribution and the success of the local economy. March 2019	Follow the required legal process.	 Consultation about any proposal; in line with the Parking Places (Variation of Charges) Act 2017 The display of notices in parking places affected by the order and adequate publicity about the order is given to persons likely to be affected by its provisions' Email to Ward Councillors informing of the intention to advertise the 'notice of intent' 'Notice of Intent' advertised in the Grimsby Telegraph, triggering the 21-day statutory 'objection period' Order sealed, subject to no objections 'Notice of making' advertised 	Legal team		

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
		Order operational			
	Place on NELC website and on the TPT library	 Subject to the Order being sealed, subject to no objections 	Demonstrate transparency and consistency		
	Arrange for the machine software to be updated by Parkeon to accommodate any changes to tariffs.	• Timescales	 Ensure timely notification to Parkeon of any required changes to software. 		
	Amend the tariff boards to accommodate any changes to tariffs and the terms and conditions of the parking places.	 Subject to the Order being sealed 	 To ensure legal enforcement can take place 		
 ONLINE PERMITTING Implement an online permit system to manage this use and renewal of all existing parking permits Implement an online permit system: The introduction of a complete e-permitted and improved back office system for permit administration will not be significant in financial terms, but the largest benefit will be the improvement in customer service achieved and would streamline the whole process and eliminate unnecessary waste with a simplified process, improving accessibility and efficiency and encouraging self-service. The objectives of this project are: 	Obtain NELC approval.	 Dependant on completion of and the outcome of the Parking Strategy Review An independent company who carried out the parking review on behalf of NELC, have already created a brief which indicates the shift towards using virtual permits 	 Clear and regular communications to senior officers in NELC and members Communication of benefits Permit Smarti will help the Council achieve their digital objectives and form part of a fully transactional web service. A web portal, which can be deployed internally, for members of staff (NELC/ENGIE/LINCS INSPIRE) to apply for permits. This will be essential for resources, with a 	 Parking Manager Senior Notice Processing Clerk 	 Lynne Owen (ENGIE) Damien Jaines-White (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
 Permit Smarti will help the Council achieve their digital objectives and form part of a fully transactional web service. Improved customer service, accessible online 24/7 meaning Council services can be accessed at the convenience of the resident using a range of electronic devices such as mobile, tablet or computer. A web portal which can be deployed internally, for members of staff to apply for permits. Virtual permits offer extensive saving on stationary, postal charges and supports environmental objectives. Once approved in the system by the back office, all permits are an objective. 			 potential increase of residential schemes on the horizon provide a simplified process, improves accessibility and efficiency and encourages selfservice No longer a requirement for lost permit charges On receipt of a leavers list, permits can simply be deleted and no requirement for permits to be returned and be left in circulation. 		
 permits will appear on Civil Enforcement Officers HHCs in real-time. Automatic email reminders to prompt the applicant to renew the permit. This would 	Place an order with the software supplier ICES.	 Introduction of a one-off implementation cost of £4,750 	Effective discussion with stakeholder to consider a discount if multiple products are taken.		
 be a value-added service from a customer point of view and would be more resourceful. Outcome- 'Sustainable Communities'. March 2019 	Project management, set-up, configuration and installation.	 Ensure that the On-Street Consolidation Order 2017, the Off Street consolidation order 2012 as amended and any associated policies demonstrate the use of electronic permits for NELC staff, and other permits issued Dependant on a complete review of permit prices 	 To ensure legal enforcement can take place check/amend orders and associated policies to reflect the use of electronic permits Permit Smarti can be set- up with an infinite array of permit types including those with complex pricing requirements, to 		

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
		and policies, in order that all permits can be procured under the same process	save further costs for supplementary changes to the initial configuration and for transparency we need clarity on all permits, prices and policies		
	Ensure that all virtual permit details are being sent to the CEO's iSamsung smartphones in real time	 Software communicating correctly and timely with hand held computers 	 Vigorous testing before going live. 		
	Provide supplier with the Council's merchant IDs as all monies will be banked into the Council's account and they will invoice their processing charges monthly in arears. £2.50 per permit issued £0.50 per book of visitor permits	 Approval by NELC for these processing charges Dependent on NELC reviewing all permit prices 	Extensive saving on stationary, postal charges and supports environmental objectives. Once approved in the system, all permits will appear on CEO HHCs in real-time.		
	Go live with new system.	 Dependant on timescales with the configuration and successful testing. 	 Effective communication through the website and to all stakeholders. 		
REPLACEMENT OF EXISTING PAY & DISPLAY MACHINES The planned works will see the relocation of a number of existing pay and display machines, with 12no new machines being	An underspend of £59k from the 2016/17 capital works programme for the replacement programme of the car park ticket machines.		 Continuous clear and regular communications with all stakeholders. 	 Parking Manager ENGIE Design Team 	 Lynne Owen (ENGIE) Damien Jaines-White (NELC)
installed at prime sites across the borough. Once this programme of work in completed, 44 of 49 ticket machines in the borough will	Site survey and design work to be carried out.				
have been replaced with new machines since	Procurement of construction				

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
2016.	works.				
At present, 17 Metric machines still remain. The Metric machines are at the end of their life and it proves hard to source parts for	Purchase of Pay and Display Machines via original Framework agreement.	 Dependant on original supplier accepting further business. 			
repair. This project has two phases: • Install 12 Parkeon Strada Pal terminals with improved functionality in various locations throughout Cleethorpes, where a new Parkeon Strada Evolution machine is in place, except one location • Replace 11 Metric machines with the relocated Parkeon Strada Evolution machines The objectives of this project are to: • Deliver innovative technology in the public car parks • Significantly improve the customer experience • Help to reduce the opportunity for theft or	Phased removal of existing machines.	 There needs to be close liaison with Business Support, Security and Chris Mayall to ensure that the pay and display machine has been emptied and shut down prior to removal All machines which are removed require checking for parts which can be sourced for spare parts for the remaining 5 Metric machines on highlighted car parks for potential disposal 			
fraud •Drive efficiencies to enable valuable resources to be directed elsewhere •Mitigate any financial loss due to downtime on old machines Outcome- Strong Economy. Managing and providing suitable and	Phased construction of new cradles.				
	Installation of Pay and display machines.	If the machines are not replaced in a timely manner, revenue will be lost			
	Machines commissioned and live.				
sufficient public parking for private motor vehicles off street, is essential to maximising the benefits of this contribution and the success of the local economy. June 2018	Liaise with supplier to ensure that back office software is updated with all newly commissioned machines.				

Description of acquisition	Timescale	Resource and/or dependency
	Q3 2018 Q2 2018	

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency

Description of risk	Mitigation measures	Residual risks

TRANSPORTATION

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
	Project implementation in line with DfT Access Fund Bid	External influences	Management of partnership	Principal Transport	Martin Lear (ENGIE)
Access Fund project delivery in line with bid requirements to increase accessibility by sustainable modes of transport.	programme including the following schemes;	Changes in political steer	NELC Member communication	 Officer Transport 	Chris Duffill (NELC)
Outcome– Sustainable Communities – Reducing harmful emissions to Improve environmental quality. Health and Wellbeing – Reducing obesity by more active travel. March 2020	 Pedal to Work Pedal for Equality & Health Pedal for Schoo Get Connected through Travel Planning Get to Work Get on Board 	• Buy in of partners	Communication of benefits	 Officer x2 Transport Assistant x2 (DfT funded) 	
HIGHWAY STRATEGY PLAN Develop Highway Strategy Plan schemes to enable bidding for external agency funding.	Research and identify future bid opportunities e.g. DfT, EU, RSG, RDF Identify potential schemes,	 No early warning of bid opportunity 	 Investigate bid opportunities, intelligence gathering, attend conferences and seminars 	Officer • Major	 Martin Lear (ENGIE) Chris Duffill (NELC)
Outcome- Strong Economy – Enable Local Plan developments, Junction improvement schemes, Grimsby West development. Health and Wellbeing – Reducing congestion	Preliminary designs	Lack of time to submit bid ahead of deadline	 Preparation, feasibility studies, develop "on the shelf" packages 	Transport Project Manager	
to improve environmental March 2020		Lack of resource to deliver bid submission	 Develop skills within internal team Project planning Formalised agreement for rapid mobilisation of external support Review resource levels required to support bids 		

		•	Lack of internal technical knowledge Lack of availability of matched funding from NELC	•	within Highway Design team Procure external specialist support Internally develop skills via training Agree a mechanism for accessing NELC funding reserves					
Public Transport Over the next three years, there is a desire to explore options for introducing more competition in to the public transport offer in the borough December 2021	Explore the opportunities for NELC to attract other bus operators who have the capacity to introduce additional services or who can improve value for money by offering alternative service provision, over and above that offered currently by Stagecoach. Part of this challenge will be to review how existing not-for-profit providers such as NELC's Phone & Ride service, could be further developed to provide an improved offer to residents.	•	External influences Changes in political steer Buy in of partners	•	Management of partnership NELC Member communication Communication of benefit Explore and investigate opportunities	Principal Transport Officer	 Martin Lear (ENGIE) Chris Duffill (NELC) 			
LOCAL TRANSPORT PLAN Delivery of DfT Maintenance and Integrated	LTP annual programme	•	Changes in political steer	•	NELC Member communication	Principal Transport Officer	Martin Lear (ENGIE)			
Transport Block funded projects					•	Buy in of partners	•	Communication of benefits	OfficerHighway Asset	 Chris Duffill (NELC)
Outcome – Strong Economy Described in the LTP Strategy Document on		•	Programme Management and project co-ordination	•	Monthly programme manager meetings	Team ManagerStructures	(
Page 61. https://www.nelincs.gov.uk/wp- content/uploads/2016/06/LTP-Strategy-		•	Member approval for programme and	•	Quarterly Portfolio Holder reporting	Engineer				

2016.pdf	exceptions	Transport Officer x2
March 2020		Traffic Team Manager
		Road Safety Engineer
		Traffic Signals Engineer
		 Principal Street Lighting Technician

Description of acquisition	Timescale	Resource and/or dependency
Bus / cycling infrastructure	Annual LTP Programme	LTP Capital

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
Access Fund additional staff resources	April 2017 to March 2020	DfT Access Fund Grant

HIGH LEVEL RISKS NOT ALREADY COVERED

Description of risk	Mitigation measures	Residual risks
More grant funding awarded through competition as opposed to being directly devolved	, .	Failure to win work as a result of uncompetitive bids quality Unable to submit a bid within timescale due to other workload pressures

DRAINAGE AND COASTAL DEFENCE

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing I	Lead
FLOOD AND WATER MANAGEMENT ACT 2010Comply with the duties of Flood and Water Management Act 2010 and ensure greater flood risk awareness and resilience for North East Lincolnshire.The majority of the duties required under the Flood and Water Management Act are statutory and the Engie Drainage and Coastal Defence team have the skills, experience and local knowledge to deliver.Reducing surface water flood risk in the Borough is the primary driver of the Flood	Continue to progress delivery of the Local Flood Risk Management Strategy Action Plan.	 Section 19 report for August 2017 floods to agree with partners. Once the report is agreed look at any recommendations and consider how they may be delivered. Continue to develop the Flood Risk Management Asset Register Strategy review due within next 2 years. Ensure all statutory requirements continue to be delivered. 	 Regular partnership meetings Maintain contact at operational level with Anglian Water, the Drainage Boards and the Environment Agency and work to improve maintenance work programmes Maintain inspection and maintenance regimes. FWMA posts fixed term in line with current funding. 	and Coastal Defence	 Andy Smith (ENGIE) Chris Duffill (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
and Water Management Act. Reducing flood risk to domestic property increases resident's safety and security and there is a health benefit when worry and anxiety about the risk of flooding can be reduced. Reducing flood risk to commercial premises provides an economic benefit to the businesses at risk. Reducing flood risk to the public highway provides safety and economic benefits as well as extending carriageway life. Outcome- Sustainable Communities - Local Environmental Quality March 2020		Continuation of funding from Central Government		(FWMA) (currently recruiting)	
CAPITAL IMPROVEMENT SCHEMES Delivery of capital schemes	Willingham Street/ Peaksfield Avenue 2017/18 – 2018/19	 Obtaining Partnership funding e.g.: EA, AW. Specialist Consultant resource 	 Regular contact with partners including progress meetings. 	Drainage and Coastal Defence Team	 Andy Smith (ENGIE) Chris Duffill
The securing of partnership funding to carry out flood alleviation schemes in the Borough will reduce the risk of surface water flooding to hundreds of domestic properties. Significant reduction of flood risk provides	North Immingham – 2019/20	 Obtaining Partnership funding e.g.: EA, AW. Specialist Consultant resource 	 Regular contact with partners including progress meetings. 	 Manager (NELC Drainage Engineer 	(NELC)
health and economic benefits to residents of at risk properties. Outcome- Sustainable Communities - Local Environmental Quality	Anglian Water PR19 schemes 6 schemes submitted to AW.	 Awaiting decisions on projects proposed by NELC. Obtaining Partnership funding e.g.: EA, AW. Specialist Consultant resource 	 Regular contact with partners including progress meetings. 	 Engineer (FWMA) (currently recruiting) Junior Engineer 	

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
March 2020	Kingsway sea wall	 Obtaining Partnership funding e.g.: EA, AW. Specialist Consultant resource 	 Regular contact with partners including progress meetings. 	(FWMA) (currently recruiting)	
SUSTAINABLE SURFACE WATER DRAINAGE SCHEMES Further develop and promote the uptake of sustainable surface water drainage schemes (SuDS) on all new development. This will ensure that flood risk to new developments and existing housing is minimised. Sustainable drainage will minimise flood risk to properties on new developments and also existing properties where reduced surface water flow discharge rates are applied to brownfield sites. Sustainable drainage provides environmental benefits such as green areas and balancing ponds plus groundwater recharge where ground conditions permit. Outcome- Sustainable Communities - Local Environmental Quality	Continue to promote SuDS on new development and aim to improve the quality of SuDS measures.	 DEFRA are asking the government to implement Schedule 3 of the FWMA if improvements are not made by the end of 2018. The highway asset management team will also consider the benefits of SuDS features on the adopted highway 	 Continue to work closely with planning officers who are generally supportive of SuDS. Work with developers, some of whom are resistant to the use of SuDS. 	 Drainage and Coastal Defence Team Manager Drainage Engineer Engineer (FWMA) (currently recruiting) Junior Engineer (FWMA) (currently recruiting) 	 Andy Smith (ENGIE) Chris Duffill (NELC)
March 2020					

Description of acquisition	Timescale	Resource and/or dependency
None required at this stage. All drainage works are carried out using powers available to the Highway Authority, Lead Local Flood Authority and Coastal Authority with NELC being all three.		

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
Additional Drainage Engineer and Junior Engineer to recruit.	End of April 2018	HR support

Description of risk	Mitigation measures	Residual risks
Management Act 2010 will be in breach of statutory	Funding for the delivery of these duties continues to be provided by NELC. Ensure staffing levels are adequate.	Funding from Defra to NELC is withdrawn.

HIGHWAY ASSET MANAGEMENT

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
CODE OF PRACTICE Implementation of the new Code of Practice for well-managed highway infrastructure Review Highway Service and ensure compliance with the new highway code of practice by Oct 2018. Objective - Updated NELC Highway Safety Inspection Policy that is compliant with the new CoP Outcomes - Contributes to strong economy. October 2018	Project implementation due by October 2018 Review of inspection service standards and potential policy changes required to adhere to the new code of practice Review of all street data with regard to inspection frequencies in accordance with the new code.	 There is a risk that the introduction of a revised maintenance policy for NELC, could have a financial impact on the council with regard to any changes that impact on response times or intervention actions. Lack of resource to deliver recommendations of the code within existing work loads 	 Hold meetings with ENGIE highway maintenance team and NELC insurance team to review and quantify impacts and consider options Work with other authorities to identify best practice in delivery of recommendations of the new code. 	 Highway Asset Team Manager Highway Asset Manager Traffic Team Manager Principal Street Lighting Technician 	 Holly Hall (ENGIE) Damien Jaines-White (NELC)
		• Failure to deliver the actions required to enable the service to be delivered in accordance with the new code of practice and to the required timescales	• Monitoring of action plan to identify slippage in conjunction with the Council lead		
CORPORATION ROAD BRIDGE Prepare a bid for the repair and refurbishment of Corporation Road Bridge. Detailed inspections have highlighted the severe degradation of the structure. This	Identify extent of work required and carry out detailed feasibility study including costings Ensure suitable fees for delivery, reporting, evaluation	 Manage project in accordance with good governance rules No early warning of bid opportunity 	 Apply Major Scheme Project Governance principles to the objective Investigate bid opportunity intelligence gathering, information required for submission 	 Highway Asset Team Manager Structures Engineer 	 Holly Hall (ENGIE) Damien Jaines-White (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
scheme is to identify and complete the detailed and extensive works required to restore and refurbish this historic grade 2 listed steel lifting bridge in Grimsby, to ensure its future preservation for the next 20- 30years.	and monitoring		• Preparation, feasibility studies, develop detailed investigation and costings, to sit on the shelf in readiness for a bid opportunity.	 Bridge Inspector External consultant 	
Outcome- Stronger Economy March 2019		Lack of resource to deliver bid submission	 Develop skills within internal team Project planning Formalised agreement for rapid mobilisation of external support Review resource levels required to support bids within Highway Design team 		
		 Lack of internal technical knowledge 	 Procure external specialist support Internally develop skills via training 	-	
		 Lack of availability of matched funding from NELC 	Agree a mechanism for accessing NELC funding reserves	-	
RIGHTS OF WAY IMPROVEMENT PLAN Review existing ROWIP (Rights of Way Improvement Plan) The Countryside and Rights of Way Act 2000	 Review to be complete by end of 2018 Consult Make a new assessment of the local rights of way 	• Lack of resource to review the existing plan and produce amended plan within existing work load.	 Work with other authorities to identify best practice. Procure external specialist support 	 Highway Asset Team Manager Highway 	 Holly Hall (ENGIE) Damien Jaines-White
Section 60 requires every Local Highway Authority to prepare and publish a Rights of Way Improvement Plan every 10 years. The ROWIP will determine a Statement of Action the Authority proposes to take for the management of rights of way, and for	 including changes to the network and improvement requests including changes to the network and improvement requests Draft the plan Drapare a statement of proposes to take for the network and improvement requests 	Lack of internal technical knowledge	 Procure external specialist support Internally develop skills via training 	wanager	(NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
securing an improved network of rights of way, with particular regard to the matters dealt with in the assessment.	action • Publish the draft plan • Publish the final plan				
Outcome- Stronger Economy					
December 2018					

Description of acquisition	Timescale	Resource and/or dependency

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
Senior Technical Administrator	Q2 2018	

Description of risk	Mitigation measures	Residual risks
	Early warning Communication Building resilience within the team Develop a network of external support	Failure to win work as a result of uncompetitive bids quality Unable to submit a bid within timescale due to other workload pressures

TRAFFIC

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
ROAD SAFETY Casualty Reduction – Road Safety Schemes	Analyse accident data to identify sites with high accidents and casualties	 Under Section 39 (3) of the Road Traffic Regulation Act NELC 	 Identify sites with high accident/ casualty figures Undertake Casualty 	Traffic Team Manager	 Debbie Swatman (ENGIE)
Contract KPI's:	Prioritise locations and Identify future Casualty Reduction	has a Statutory Duty to undertake studies and take measures to	Reduction Studies on above sites to identify issues and measures that	Traffic & Road Safety	 Damien Jaines-White
Reduce the number of people killed and seriously injured in road traffic accidents compared with the 2004/08 average	schemes. Develop and implement	 prevent accidents Co – ordination with other works 	 that could be implemented. Conduct site 	Coordinator Road Safety Engineer	(NELC)
Reduce the number of children killed and seriously injured in road traffic accidents	Casualty Reduction Schemes Develop project plans and		investigations, collect survey data and develop schemes in readiness for	Lighteer	
compared with the 2004/08 average. What we will achieve:	incorporate into LTP Delivery programme for 2019/20		funding bids.Prioritise schemes and		
Safer roads and reduction in killed and seriously injured casualties.			carry out feasibility studies for critical network sections as part of annual LTP programme of works. Prepare project briefs for		
Outcome-			presentation at Star		
'Safe and Secure' – Feel Safe and Are Safe			Chamber		
Number of children killed or seriously injured			Provide detailed Project		

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
on NEL roads. Q3 2018			 Briefs in a timely manner to the Highway Design team Develop a 3 – 5 year programme 		
TRAFFIC SIGNALS Update and resilience of traffic monitoring and control hardware Effective traffic control on the NELC highway network	Annual validation of PC SCOOT. (8no. Regions) Prioritise and upgrade existing signals equipment at determined locations. Develop project plans and	 Increased traffic congestion SCOOT not able to react to ever changing flows due to out of date information. Ageing stock needs replacing 	 Update system by region annually to ensure a fully functioning SCOOT system. Prioritise schemes and carry out feasibility studies 	• Traffic Signal Engineer	 Debbie Swatman (ENGIE) Damien Jaines-White (NELC)
Reduce congestion and smooth traffic flows Outcome- Strong Economy Q3 2019	incorporate into LTP Delivery programme for 2019/20	 Funding not available. 	 carry out feasibility studies for critical network sections as part of annual LTP programme of works. Prepare project briefs for presentation at Star Chamber. Develop a 3-year programme. 		
TRAFFIC REGULATION ORDERS Review existing and manage implementation of new Traffic Regulation Orders Improved service needed regarding the assessment and implementation of TRO's Consistency and confidence with the validity of all TRO's. Positive feedback from NELC and Members. Outcome - Strong Economy	Review the scoring and prioritising process for TRO requests. Develop a TRO Policy and take forward for member approval. Develop proposals for SMART performance measures. Develop a forward programme of TRO's. Q3 2019	 Adverse publicity due to lack of information and communication Insufficient time allowed to follow process 	 Apply Major Scheme Project Governance principles to the objective Establish a Project Board Prioritise schemes and carry out feasibility studies. Co-ordinate implementation with other schemes where possible Develop a 3-year programme Awareness for members 	 Traffic Team Manager Traffic & Road Safety Coordinator TRO Officer 	 Debbie Swatman (ENGIE) Damien Jaines-White (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
December 2018			on TROs in general and future works programme		

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
STREETWORKS Making Streetworks information more accessible to the public	Maximise the benefits of ELGIN Information put on the web site	 Adverse publicity due to lack of information NELC lose credibility with main stakeholders 	 Make ELGIN more widely available to key stakeholders Consider benefit of 	 Traffic Team Manager Streetworks 	 Debbie Swatman (ENGIE)
Improved communication regarding ongoing and planned works.	Permit Scheme Q4 2019	e.g. Stagecoach, Utilities		Coordinator Contract & 	Chris Firth (ENGIE)
Outcome- Strong Economy				Programme Manager	
March 2019					

Description of acquisition	Timescale	Resource and/or dependency
None		

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
 Additional traffic team staff: Traffic & Road Safety Coordinator Highway Electrical Coordinator Highway Electrical Apprentice Traffic Technician Senior TRO Officer 		

Description of risk	Mitigation measures	Residual risks
None		

PROJECT AND PROGRAMME MANAGEMENT AND GOVERNANCE

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
 Project and Programme Management Governance areas for Major Schemes - Local Transport Plan Capital Allocations External Funding To introduce Project and Programme Management protocols to provide oversight of Highways and Transport current and forward projects Outcome - timely, engaged and risk controlled project and programme progression. Allows teams to develop projects which indirectly meet outcome indicators NELC's Outcomes Framework, particularly "Sustainable Communities" outcomes December 2019 	 Introduce Project and Programme Management protocols to provide oversight of Highways and Transport current and forward projects - to ensure timely, engaged and risk controlled project and programme progression. Application of Partnership governance arrangements Introduction of data and document management systems (Symology, Tech Forge) Process review and mapping of governance arrangements 	 Uptake reliant upon 3rd party adherence to existing governance arrangements and time sensitive decision making at high-level meetings Software training and licence requirements 	 Production/use of documented processes to highlight and advance high-level risks Close liaison with systems providers 	 Contract & Programme Manager Head of H&T Governance & Perf. Manager Highways & Transport Senior Managers 	 Chris Firth (ENGIE) Angela Blake (NELC)

 Performance Management Expansion of non-contract PIs To facilitate improved internal and external customer service and enhanced Partnership value. Outcome – Introduce key service related performance measures to ensure service improvements and time and/or cost reductions Allows teams to indirectly meet outcome indicators from NELC's Outcomes Framework, particularly "Sustainable Communities" outcomes Maintain focus on developing PIs related to improving communications with key stakeholders including members, residents, town and parish councils December 2018 	Suite of service area performance measures to facilitate improved internal and external customer service and enhanced Partnership value. • Introduce processes to ensure Partnership service request response timescales for Councillor requests are adhered to and improved upon • Introduce key service related performance measures to ensure service improvements and time and/or cost reductions	 Availability of resource to support process reviews and provide PI data Long term uptake of PI reporting 	 Efficient/planned use of resource time, clear goal setting and scope, automate KPI info provision where applicable Use of quantitative performance measures and review of reporting at senior management meetings 	 Contract & Programme Manager Head of H&T Highways & Transport Senior Managers Chris Firth (ENGIE) Angela Bla (NELC)
Smart Infrastructure and Information Broadcast Via use of 3 rd party services	Develop relationship with embedded roadworks.org web service and other 3 rd party services (e.g. Google Maps)	 Ability of 3rd party providers to adequately support and meet needs of projects 	Project management and governance techniques	Contract & Chris Firth Programme Manager Angela Bla
To broadcast network activity and forward programmes of work to better inform stakeholders of network activity and future proof service delivery Outcome- Coordinated network activity, informed	 Mapping of Temporary Traffic Regulation Orders and associated road closures and diversion routes - displayed on roadworks.org/google maps/car sat nav 	Capacity within teams to adequately support and meet needs of projects	Project management and governance techniques	 Head of (NELC) H&T Governance & Perf. Manager Highways &

stakeholders, safer movement of traffic on the network, reduction in complaints from customers, cost savings via improved information sharing/coordination of works	systems Use of road closure mapping and asset information displays to support large scale 	Transport Senior Managers
Allows teams to indirectly meet outcome indicators from NELC's Outcomes Framework, particularly "Sustainable Communities" outcomes March 2020	 events Display of smart asset information to provide more information to customers (E.G. real- time car park 	
	occupancy)	

Description of acquisition	Timescale	Resource and/or dependency
Tech Forge licences	Ongoing – central contract purchase	Dependent upon training and system update by existing resource
	Ongoing – Coupled to ongoing asset management strategy	Dependent upon training and system update by existing resource
Purchase of ELGIN TM application	Ongoing – Purchase in January/Feb 2018	Dependent upon supplier acceptance on to ENGIE procurement system, COUPA

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
NA		

Description of risk	Mitigation measures	Residual risks
	Knowledge sharing and internal training, cloud hosted support,	
	Client ICT advised specialist recruitment taking place to support proj	

CIVIL ENFORCEMENT

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
Align the CEO team with Security services. Outcome - Feel Safe and are Safe July 2018	Review of existing service processes, resources to identify similarities and improve resilience. April 2018 Identify improvement plan April 2018 Undertake improvements to align teams. July 2018	 Buy in from staff on the change process. Review of existing T&Cs with the potential of consultation. 	 Develop programme for introducing changes and new processes. Engage with individual team members to ensure they are aware of the proposed new processes and suitable time provided to advise and inform on the processes. Early engagement and guidance from HR. 	 Head of Operations 	 Paul Thorpe (ENGIE) Damien Jaines-White (NELC)
Review resources to ensure an effective and suitable enforcement patrolling regime is delivered to support the issuing of Penalty Charge Notices (PCNs) to achieve the Council's income target. Outcome - Feel Safe and are Safe September 2018	Confirm income expectations. Review performance information for each CEO to confirm gaps Review Patrol routes Provide additional training to each CEO Confirm numbers of CEO required to meet income expectations Provide a report to identify findings with recommendations for improvement. Consider change of role for charge hands.	 Confirm partnership agreement requirements. Review budget provision for resources Consider HR implications and potential consultation. Review commercial implication to Partnership agreements. Change Request or DofA. 	 Consult with Strategic Highway and Car parks to agree process. Early engagement with Commercial to confirm process and actions. Early engagement with HR to confirm implications and process. Regular review and progress meetings with updates provided. 	• Head of Operations	 Paul Thorpe (ENGIE) Damien Jaines-White (NELC)

Description of acquisition	Timescale	Resource and/or dependency
The potential to require purchasing more effective Body Cams (CCTV) for each CEO. These enable to support convictions of acts of violence against individuals.	September 2018	Suitable training is provided.

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
Potential to review contracts with charge hands to amend to Civil Enforcement Officers (CEO)s.	September 2018	
Review the number CEO of and Supervisors to ensure the service is deliverable within the budget model.		

Description of risk	Mitigation measures	Residual risks
None other than risks raised above.		

HIGHWAY MAINTENANCE

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
Introduce an electronic management system of work orders to provide instructions to maintenance operatives. Outcome - Stronger Economy April 2019	Identify electronic platform to instruct daily highway maintenance work orders to the maintenance teams. Purchase electronic platform. Providing suitable training to maintenance operatives.	 Systems able to link to Servitor (Highways maintenance and store system). Achieving integration between Symology and third party hardware providers. 	 Reduce the use of paper work orders by providing electronic instructions via a mobile technology. Reduce the need for storage space for archiving of completed work orders as evidence for potential insurance claims. NELC IT support required. Working with Asset management to review new hardware / tablets to enable future integration of data capture. 	• Head of Operations	 Paul Thorpe (ENGIE) Damien Jaines-White (NELC)
Introduce a new thermal road repair system to repair highway defects on the road network. This will improve: • ability to respond to work requests • provide a more sustainable solution • quality • health and well-being Outcome - Stronger Economy December 2018	Procurement of plant Training of individuals Introduce to planned highway repair programme June 2018 Monitor benefits of health and wellbeing benefits to workforce. Monitor the benefits material consumptions to identify reduction. December 2018	 Supplier to be onboarded to ENGIE supply chain. Inadequate training provided. Suitable volume of work to realise the benefits of introducing the new plants system. 	 Business case completed to identify national providers. Early engagement with Procurement. Quantify training needs of the team and the quality of the induction of the system. Analyse and prioritise job sheets to group multiple works in same geographical location. 	• Head of Operations	 Paul Thorpe (ENGIE) Damien Jaines-White (NELC)

Self-delivery of the transportation of waste from Doughty Depot to the Energy for Waste (EFW) site at Stallingborough. This will deliver: • More control over waste stream • Environmental benefits • Greater utilisation of plant Outcome: Stronger Economy December 2018	Confirm O Licence. Register for waste carriers licence. Recruitment of driver. Training of driver. Communication with waste producers of the change of carriers. May 2018 Review and monitor. December 2018	 O licence application rejected, or improvement required to be demonstrated. Unable to recruit suitable driver with correct licences. Waste producers explore alternative arrangements therefore reducing the benefits or viability of the works. 	 Early engagement with ENGIE Fleet to obtain O licence. Well managed recruitment process with reasonable terms and benefits to attract a suitable person. Seek growth opportunities. 	Head of Operations	 Paul Thorpe (ENGIE) Damien Jaines-White (NELC)
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Description of acquisition	Timescale	Resource and/or dependency
Purchase/Hire of thermal road repair system.	June 2018	ENGIE suppliers list
Purchase of IT mobile platforms for road works.	April 2019	Able to link to NELCICT network.

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
Recruitment of additional driver for transporting of waste.	May 2018	Suitable individual applying for vacancy.

HIGH LEVEL RISKS NOT ALREADY COVERED

Description of risk	Mitigation measures	Residual risks
None other than risks raised above.		

PERFORMANCE MEASURES AND VOLUMES

HIGHWAYS-MAINTENANCE

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of principal roads where	Actual	1.7%	1.6%	2.3%	3.0%	2.2%			
maintenance should be considered	Forecast	~2.5%	~2%	~2.5%	~3%	~3%	~3%	~3%	~3%
	Contract	5.83%	6.64%	7.46%	8.27%	9.09%	9.90%	9.90%	9.90%

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of non-principal roads where	Actual	8.5%	8.2%	5.7%	6.3%	6.7%			
maintenance should be considered	Forecast	~7%	~9.5%	~10.5%	~11.5%	~12.0%	~9.0%	~9.0%	~9.0%
	Contract	11.73%	12.99%	14.25%	15.52%	16.78%	18.05%	18.05%	18.05%

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of unclassified roads where	Actual	22.6%	14.7%	15.2%	15.5%	17.26%			
maintenance should be considered	Forecast	~32.56%	~21.8%	~21%	~20.2%	~20.2%	~20.2%	~20.2%	~20.2%
	Contract	13.3%	14.95%	16.6%	18.25%	19.90%	21.55%	21.55%	21.55%

CONTRACT KPI TO BE AMENDED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of all footways where	Actual	46.6%	50.8%	52.4%	43.5%	35.3%			
maintenance should be considered	Target	61.3%	51%	55%	59%	59%	53%	53%	53%
	Contract	-	-	-	-	-	-	-	-

CONTRACT PI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of inspected public rights of	Actual	81.83%	84.71%	88.20%	84.3%	86.5%			
way that are easy to use	Target	76%	81.8%	81.8%	81.8%	81.8%	84.5%	84.5%	84.5%
	Contract	-	-	-	-	-	-	-	-

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of dangerous highway defect	Actual	98.6%	99.2%	100%	99.6%	99.8%			
repairs made within 24 hours	Target	99%	99%	99%	99%	99%	99%	99%	99%
	Contract	99%	99%	99%	99%	99%	99%	99%	99%

HIGHWAYS - TRANSPORTATION

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Bus passenger journeys on local operators	Actual Target	8.42m 8.32m	8.33m 8.43m	8.13m 8.34m	8.00m 8.14m	7.60m 8.01m	7.61m	7.61m	7.61m
	Contract	2012/13 result + 0.71 %	2013/14 result + 0.14%	2014/15 result + 0.14%	2015/16 result + 0.14%	2016/17 result + 0.14%	2017/18 result + 0.14%	2018/19 result + 0.14%	2019/20 result + 0.14%

		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage spend on the LTP capital	Actual	100%	100%	100%	100%	100%			
programme	Target	95%	95%	95%	95%	95%	100%	100%	100%
	Contract	-	-	-	-	-	-	-	-

		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	30,699	27,658	28,236	26,333	23,263			
Ride service	Target	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
	Contract	-	-	-	-	-	-	-	-

HIGHWAYS-STREET LIGHTING

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Average number of days taken to repair	Actual	3.13 days	2.76 days	2.35 days	2.28 days	1.34 Days			
street lights	Target	3.2 days	3 days	3 days	3 days	3 days	2 days	2 days	2 days
	Contract	3.2 days	3 days	3 days	3 days	3 days	3 days	3 days	3 days

HIGHWAYS - ROAD SAFETY

CONTRACT KPI TO BE MAINTAINED		2013	2014	2015	2016	2017	2018	2019/20	2020/21
Reduce the number of people killed and	Actual	-26%	-35%	-57%	-46%	-31%			
seriously injured in road traffic accidents compared with the 2004/08 average	Target	-7%	-8%	-11%	-16%	-22%	-27%	TBC	TBC
	Contract	-7%	-8%	-11%	-16%	-22%	-27%	-33%	-33%

CONTRACT KPI TO BE MAINTAINED		2013	2014	2015	2016	2017	2018	2019/20	2020/21
Reduce the number of children killed and		-9%	-27%	-64%	-55%	-36%			
seriously injured in road traffic accidents compared with the 2004/08 average	Target	-7%	-8%	-13.6%	-22%	-31%	-40%	TBC	TBC
	Contract	-8%	-13%	-17%	-22%	-31%	-40%	-50%	-50%

REGENERATION SERVICE DEVELOPMENT PLAN

Following the contract changes in 2015/16 where the Economic Development function transferred back in to the Council, this is an area of the Partnership Contract where cross-team working has a more direct contribution to the performance of the contract.

There have been several successes within the Regeneration service area of the Partnership Contract during the 2017/18 year. Most notably, and with close working across the Council, was the preparation for, and adoption of, the Local Plan which sets out the long term vision for North East Lincolnshire. One of the key components of the delivery of this vision is the South Humber Industrial Investment Programme (SHIIP), which received additional funding support from the Council following the commissioning of an independent external review that supported the overall viability of the project.

July 2017 saw the completion of works to preserve Grimsby's iconic Grade II listed building, Victoria Mills. These works were commissioned by the Council and delivered by ENGIE to address public safety concerns arising from structural stability issues during extreme weather conditions arising from lack of maintenance by the previous owners.

Working closely with Council colleagues a number of successful funding bids were submitted to enable projects which support the Councils priorities of stronger economy and stronger communities, in particular in regard to the regeneration of Cleethorpes. A total of £7.2m was awarded including Townscape Heritage programme, Coastal Communities, Network Rail and the Railway Heritage Fund.

In June 2017 the Planning Team secured the RTPI Excellence Award for Planning Team of the Year. This achievement recognises the greatly improved performance of the planning team since the start of the contract in 2010, providing a sound technical base which will support developers and inward investors in to the borough.

The challenge for 2018/19 is to build and develop on the successes of 2017/18 with close focus on the ambitious targets set in the Local Plan, progressing strategic sites at Grimsby West, Weelsby Hall and Scartho Top. Aligned to the delivery of these targets is securing a developer partner through the Housing Capacity and Urban Housing Zone project.

Delivering key infrastructure projects within SHIIP, including Ecological Mitigation sites to off-set future development, South Humber Bank to provide access to key development sites and a strategic link between the ports of Immingham and Grimsby, and Stallingborough Industrial Development to provide enabling infrastructure to the Enterprise Zone site.

Grimsby and Cleethorpes Town Centres both have ambitious work programmes which will be delivered in 2018/19, in addition to improvements to the existing infrastructure there are heritage based projects which will see grant funding used to restore and enhance eligible historic buildings Sea View Street and Alexandra Road. The heritage of the borough is also a focus of activity for 2018/19, key projects forming part of the Heritage Action Zone (HAZ) include implementing the first Partnership Scheme in Conservation Areas (PSiCA) to address the deteriorating condition of a number of buildings in the Kasbah, identifying future uses of Victoria Mill and supporting the Council with the proposed development of Garth Lane and associated requirements of the Town Deal.

1. REVIEW OF PERFORMANCE IN PAST YEAR

Cumulative value of public and private investment secured in regeneration projects

The final 2020 contract target of £170m has been exceeded 2 years early, in recognition of this achievement the aspirational target has been set to represent a realistic challenge.

The increase is an additional £10m per year over the next three years, bringing the contract total to £200m

Cumulative value of inward investment secured for North East Lincolnshire

The final 2020 contract target of £400m has also been exceeded 2 years early, in recognition of this achievement the aspirational target has been set to represent a realistic challenge.

The increase is an additional £40m per year over the next three years, bringing the contract total to £600m

Cumulative number of jobs created by wider regeneration projects

The original 2020 contract target of 3900 jobs was exceeded in 2015/16. In previous SDP's this target has been adjusted to address the ambition and this has also been exceeded. In recognition of this achievement the aspirational target has been set to represent a realistic challenge.

The increase is an additional 500 jobs per year over the next three years, bringing the contract total to 6,500 jobs created.

Cumulative office, commercial, retail, industrial and civic space created by wider regeneration projects

The final 2020 target of 60,000sqm has almost been reached, and it is expected that this will be reached during 2018/19. in recognition of this achievement the aspirational target has been set to represent a realistic challenge.

The increase is an additional 20,000m² over the next three years, bringing the contract total to 80,000m²

Footfall in Grimsby town centre

Footfall in Cleethorpes town centre

There has been a reduction in footfall recorded in Grimsby Town Centre and some fluctuations in Cleethorpes Town Centre. This indicator was not part of the initial contract and has no fee risk attached to it. It is proposed that we review the effective use of these footfall counters and either proceed to install new ones or install at different locations or that these indicators are removed.

Empty properties in Grimsby town centre

Empty properties in Cleethorpes town centre

There has been a gradual increase in the number of empty properties in Grimsby and Cleethorpes Town Centre. This may have been exacerbated by the changing of the boundaries of Grimsby Town Centre. Results for Grimsby Town Centre are similar to those in 2013/14.

Number of empty properties brought back into use

Number of Category One hazards removed

Number of derelict commercial properties brought back into a useable condition

These indicators have been replaced / refined by new indicators for 2018/19. These indicators will replace the current indicators, including in the price performance mechanism which calculates any penalties incurred. It is proposed that the targets remain at the values agreed for 2018/19.

- A target of 350 interventions to bring homes up to the Decent Homes Standard. Currently only Category One Hazards are counted. This new indicator will count interactions that also include amongst others anti-social behaviour and tenant harassment.
- A target of 650 referrals for measures to reduce fuel poverty. Currently there is no indicator to report on this vital work carried out by the Housing Team.
- A target of 40 empty homes being brought back into use through the Housing Team. This change has been brought in, after changes to capital funding and the team relying more on advice to landlords and increasing their profile through proactive prosecutions.

Number of measures installed through fee generating schemes

This indicator was proposed as an additional housing indicator, but it was never taken up as an option. It is suggested this indicator is removed.

Major planning applications determined within 13 weeks

Minor planning applications determined within 8 weeks

Other planning applications determined within 8 weeks

The planning timescale indicators all achieved at least 99.5% after dependencies and a more detailed analysis is provided in the Annual Performance Report. Previous SDPs had temporarily reduced the target for these indicators while improvement measures took effect. The original contract targets have now been replaced by increased aspirational targets beyond their contractual level for 2018/19.

Percentage of planning appeal decisions allowed

The planning team have been able to reduce the number of both appeals and successful appeals against decisions. Only one appeal this year was successful against the original recommendation, there were five appeals where Planning Committee did not agree with the recommendations and the appeals were successful. Because of the small number of appeals, it is proposed that this indicator remains at the contractual level.

Satisfaction with the planning service

This indicator was proposed when we were anticipating being able to access the Planning Advisory Service (PAS) survey, however this survey has been discontinued. This is an important measure and we are proposing that another indicator relating to customer feedback is established and baselined throughout 2018/19.

Percentage of planning conditions discharged within 8 weeks or agreed date with applicant

The planning service consistently achieves the required performance level, achieving over 75% each year since the indicator was introduced in 2012/13. It is proposed that the target is adjusted at the increased level of >85% for 2018/19 and beyond.

Percentage of major and minor applications where negotiations by service added value (including at pre-application stage)

The planning service continues to add value wherever possible. Performance in this indicator has increased since it was introduced, increasing from under 50% in the first two years, to consistent mid 60% in the previous three years. It is proposed that the 2018/19 target is adjusted to >60% to recognise this achievement.

2. KEY CHALLENGES FOR NEXT THREE YEARS

North East Lincolnshire has the opportunity to deliver a period of regeneration and growth that has not been seen for a generation. The long term vision is set out in the recently adopted Local Plan. To deliver this, there are many opportunities to be grasped and challenges that need to be overcome. Over the next three years the focus will be upon:

Capturing economic development opportunities, particularly attracting higher skilled employment, delivering local jobs and business rates income. Particular need to address historic lack of attractive units and serviced land. Progress being made through the SHIIP programme to initiate delivery of "oven ready" sites and address key constraints. (Stallingborough enterprise zone, ecological mitigation sites, South Humber Bank link road)

- Challenge to deliver SHIP sites but maintain quality of development across the overall enterprise zone site, and deliver objectives based upon jobs and business rates income.
- Challenge to deliver supporting infrastructure, highways, energy, drainage to enable growth

Providing an increase in delivery of attractive homes to meet the needs of local residents and new workers, building on the strength of the planning service

- Challenge to build increased confidence in the local housing market
- Challenge to bring forward council asset sites to supplement delivery
- Challenge to address the increasing needs of an aged population, building upon past work with key partners (direct delivery, improvements to DFG referrals)
- Challenge to explore innovative approaches to facilitate accelerated delivery working with small and medium size developers (Housing Zone)

Providing a range of affordable homes of an improved standard, including direct delivery, and improvements to existing private rented properties.

Challenge – to meet new legislative planning and housing requirements (NPPF, Selective licencing, HMO licencing) and work effectively with key partners

Strengthening the town centre offer, responding to market and social trends

• Challenge – to sustain and enhance the attraction of town centres against competition for competing centres and the web, investing in "place" to deliver an enhanced experience (wider mix of uses, greater role for leisure and heritage) Local Plan provides a strong town centre focus, need to build on successful office development in Cartergate and current cinema proposals

Exploring the opportunities presented by the Grimsby Town Deal to regenerate key sites

• Challenge – to provide a clear vision for redevelopment and address the infrastructure requirements to make sites viable and attractive for future investors

Support NELC with potential upcoming projects:

• Fishing Heritage Centre/Historic Vessels - Develop proposals for short-term maintenance/repair of the three historic vessels forming part of the Council's Museums Collection and for the long-term revitalisation of the Fishing Heritage Centre.

- Central Library, Town Hall and Archives Further feasibility work, building on One Public Estate-supported study, to integrate and develop role of Central Library, Archive and Town Hall
- Culture, Heritage and Tourism Strategy Develop and publish Culture, Heritage and Tourism Strategy to provide a strategic framework for heritageled regeneration and develop detailed heritage action plan
- Urban Design Review Evaluate the progress of the Heritage Action Zone and projects detailed above, to review aspirations for the Kasbah Master Plan.

3. SERVICE PROJECT DELIVERY

PROJECT MANAGEMENT OFFICE

Description	Portfolio	Project Manager	Senior Supplier	Senior User
Station Quarter Feasibility	CTC Improvement	Donna Riley	Marcus Asquith	Damien Jaines-White
Cleethorpes Coastal Communities CCF - Public	CTC Improvement	Donna Riley	Marcus Asquith	Damien Jaines-White
Cleethorpes Coastal Communities CCF – Art	CTC Improvement	Donna Riley	Marcus Asquith	Damien Jaines-White
Cleethorpes Coastal Communities CCF -	CTC Improvement	Donna Riley	Marcus Asquith	Damien Jaines-White
Sea Road/Alexandra Road Junction	CTC Improvement	Donna Riley	Marcus Asquith	Damien Jaines-White
HLF Public Realm Works Cleethorpes	CTC Improvement	Donna Riley	Marcus Asquith	Chris Duffill
HLF Heritage Improvements Cleethorpes	CTC Improvement	Donna Riley	Marcus Asquith	Chris Duffill
Heritage Lottery Fund Skills and Events	CTC Improvement	Donna Riley	Marcus Asquith	Chris Duffill
LEP Funding Station Quarter	CTC Improvement	Donna Riley	Marcus Asquith	Damien Jaines-White
Cleethorpes Cycle Hub	CTC Improvement	Donna Riley	Marcus Asquith	Helen Thompson
Riverhead Square	GTC Improvement	Claire Bradbury	Marcus Asquith	Damien Jaines-White
Town Hall Square	GTC Improvement	Claire Bradbury	Marcus Asquith	Damien Jaines-White
St James House & Square	GTC Improvement	Claire Bradbury	Marcus Asquith	Damien Jaines-White
The Silo, Victoria Mill - CS227 - Future Uses	GTC Improvement	Donna Riley	Marcus Asquith	Damien Jaines-White
Urgent Works Notice Victoria Mill	GTC Improvement	Donna Riley	Marcus Asquith	Damien Jaines-White
Unlocking the Potential	GTC Improvement	Claire Bradbury	Marcus Asquith	Damien Jaines-White
CS233 - Cartergate Development	GTC Improvement	Claire Bradbury	Marcus Asquith	Damien Jaines-White
Cartergate Hotel Site	GTC Improvement	Claire Bradbury	Marcus Asquith	Damien Jaines-White
Grimsby West Development Framework 1	GW Programme	Duncan Ferguson	Marcus Asquith	Damien Jaines-White
Grimsby West Viability and Deliver-ability	GW Programme	Duncan Ferguson	Marcus Asquith	Damien Jaines-White
Grimsby West Special Planning Document -3	GW Programme	Duncan Ferguson	Marcus Asquith	Damien Jaines-White
Grimsby West Special Strategic Link Road	GW Programme	Duncan Ferguson	Marcus Asquith	Damien Jaines-White
Grimsby West ERDF Habitat Bid	GW Programme	Duncan Ferguson	Marcus Asquith	Damien Jaines-White
Estates Regeneration – Housing	Housing Programme	Jacqui Wells	Marcus Asquith	Angela Blake
Housing Capacity and Urban Living Zone	Housing Programme	Jacqui Wells	Marcus Asquith	Angela Blake
Community Housing Fund	Housing Programme	Jacqui Wells	Marcus Asquith	Angela Blake
Controlling Migration (Rogue Landlord)	Housing Programme	Jacqui Wells	Marcus Asquith	Angela Blake
Selective Licensing Consultation/Business Case	Housing Programme	Jacqui Wells	Marcus Asquith	Angela Blake
Stallingborough Infrastructure	SHIIP Programme	Duncan Ferguson	Marcus Asquith	Angela Blake
Humber Link Road	SHIIP Programme	Chris Yorston	Marcus Asquith	Angela Blake
	SHIIP Programme			

Middle Marsh Ecological Mitigation	SHIIP Programme	Chris Yorston	Marcus Asquith	Angela Blake
Mawmbridge Marsh Ecological Mitigation	SHIIP Programme	Chris Yorston	Marcus Asquith	Angela Blake
Cress Marsh Ecological Mitigation	SHIIP Programme	Chris Yorston	Marcus Asquith	Angela Blake
Eastgate	SHIIP Programme	Chris Yorston	Marcus Asquith	Angela Blake
Stallingborough Archaeological Survey Works	SHIIP Programme	Duncan Ferguson	Marcus Asquith	Angela Blake
SHIIP Marketing Programme	SHIIP Programme	Duncan Ferguson	Marcus Asquith	Angela Blake

CTC- Cleethorpes Town Centre GTC- Grimsby Town Centre GW- Grimsby West

4. HIGH LEVEL DELIVERY PLANS

PLANNING

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
LOCAL PLAN MONITORING Outcome- Investing in our future Strong Economy (net housing completion, number of jobs)	Adoption of Draft Local Plan March 2018 Statement of Common Ground (Annual) Approval by Cabinet June '16 to submit to SoS Housing Delivery Test Jobs growth between 2013 and 2032 of 8,800 Housing growth minimum 9,742 between 2013 and 2032 (387 homes/year 2013/14 to 2017/18, and 488 homes/year 2018/19 to 2022/23)	 Subject to receipt of inspector's report and full Council approval Requirement expected in revisions to NPPF 	7. See separate Risk Register for Local Plan and Local Plan Highlight report	 Spatial Planning Manager Spatial Planning Officer Principle Planner (Policy) Mapping & Technical Support Officer 	 Ian King (ENGIE) Angela Blake (NELC)
PROGRESSION OF STRATEGIC LOCAL PLAN SITES					
GRIMSBY WEST Outcome- Strong economy (net housing completion)	Preparation of SPD Adoption target Q3	8. Refer to specific Risk Register	9. Refer to specific Risk Register	• Spatial Planning Manager	 Ian King (ENGIE) Damien Jaines-White (NELC)
WEELSBY HALL FM – HUMBERSTON ROAD Outcome- Strong economy (net housing completion)	Agreement of programme & scheme content. Allocation in adopted Local Plan Submission of planning	10. Specific Risk Register to be developed as part of work programme	11. Specific Risk Register to be developed as part of work programme	• Spatial Planning Manager	 Ian King (ENGIE) Angela Blake (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
	application for first development phase Work to be completed in partnership with Regeneration/Housing				
SCARTHO TOP Outcome- Strong economy (net housing completion)	Delivery Submission of reserved matters application, maintain development delivery rates Expected delivery rate 81 homes/year	12. Specific Risk Register to be developed as part of work programme	13. Specific Risk Register to be developed as part of work programme	• Spatial Planning Manager	 Ian King (ENGIE) Damien Jaines-White (NELC)
PREPARATION OF WIND ENERGY SPD Outcome- Strong economy (net housing completion)	Preparation and adoption of SPD Adoption target Sept 2018			• Spatial Planning Manager	 Ian King (ENGIE) Angela Blake (NELC)
CLEETHORPES HABITAT MANAGEMENT PLAN Outcome- Sustainable communities (local environmental quality)	Review to include recreational disturbance December 2018	14. Partnership with NELC ecology officer (including liaison with Natural England)		 Spatial Planning Manager Mike Sleight (supporting) 	 Ian King (ENGIE) Mike Sleight (NELC)
LOCAL CENTRES STUDY Outcome- Strong Economy (vacant town centre retail/ leisure units)	Update 2012 evidence base December 2018			Mapping & Technical Support Officer	 Ian King (ENGIE) Angela Blake (NELC)
AUTHORITIES MONITORING REPORT Outcomes- Strong economy (net housing completion) Sustainable communities (local environmental quality Strong Economy (vacant town centre retail/	Preparation and publishing of Authorities Monitoring Report (Annual Requirement)	Date collation from wide range of sources	 Framework identifying data sources in place 	 Mapping & Technical Support Officer Spatial Planning Manager LLPG 	 Ian King (ENGIE) Angela Blake (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
leisure units)				Custodian	
Investing in our future					
PLANNING & BUILDING CONTROL Service Enhancements	UNIFORM upgrade and expansion	No significant risks currently identified		Head of Development	• Pauline Cooke (ENGIE)
Outcome: Sustainable Communities					Chris Duffill (NELC)
	On-going assessment of Development Management performance	 No risks or dependencies identified 		• Head of Development	Pauline Cooke (ENGIE) Chris Duffill (NELC)
	Procedural Improvements to Planning Committee	 No risks identified. Dependent upon committee chair and wider members' agreement 		Senior Development Management Officer	Martin Dixon (ENGIE) Chris Duffill (NELC)
	Service User meetings & presentations, including with Parish Councils, key applicants/agents & stat consultees	 No significant risks currently identified – work underway 		• Senior Development Management Officer	 Martin Dixon (ENGIE) Chris Duffill (NELC)
	Agents and Developers Forum	 No significant risks currently identified 		• Senior Development Management Officer	Martin Dixon (ENGIE) Chris Duffill (NELC)
	Linkage of IT systems for planning with highway and regeneration projects – Grimsby, Clee THI	 No significant risks currently identified 		• Senior Development Management Officer	Martin Dixon (ENGIE) Chris Duffill (NELC)

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
COMMUNICATIONS Outcome: Sustainable Communities	Members Training Delivered May 2017 and scheduled for May 2018.	 No significant risks currently identified 		• Senior Development Management Officer	Martin Dixon (ENGIE) Chris Duffill (NELC)
ENVIRONMENTAL SERVICES Heritage Led Regeneration	Develop Delivery Plan for Great Grimsby Heritage Action Zone with Historic England and Partners. Discover Cleethorpes TH	 Dependencies: Capital Service Statement to be approved by NELC for PSICA MoU with partners 	 Continue to work with partners. 	 Conservation Officer Project Manager – Development HAZ Officer 	 Emilie Wales (ENGIE) Chris Duffill (NELC)
CONSERVATION AREA APPRAISALS & MANAGEMENT PLANS Outcome - Develop Heritage Strategy	17 to be reviewed on a 5-year basis to accord to best practice	 Delivery greatly reliant on one person's output Delivery greatly reliant on one person's output Programme work 	 Ensure that given time to complete work. Programme work. Avoid overloading with other tasks. 	• Conservation Officer	Emilie Wales (ENGIE) Chris Duffill (NELC)
ADOPTION OF UPDATED LOCAL LISTS OF HISTORIC ASSETS OF SPECIAL INTEREST	Cabinet date to be agreed.	 No significant risks or dependencies identified 		Conservation Officer	Emilie Wales (ENGIE) Chris Duffill (NELC)
TREE PRESERVATION ORDER REVIEWS	Programme to be agreed	None identified currently	None currently necessary	• Trees and Woodlands Officer	Martin Dixon (ENGIE) Chris Duffill (NELC)

Description of acquisition	Timescale	Resource and/or dependency

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
Respond to 20% increase in planning fees which needs to be dedicated to Planning Services		To be agreed. Likely focus on dedicated Sec 106 Legal Officer and additional resource to Planning team

HIGH LEVEL RISKS NOT ALREADY COVERED

Description of risk	Mitigation measures	Residual risks
Accounting for 20% increase in planning fees which has to be re-invested into the service	Liaise with finance business partner	

HOUSING - DFG

Activity	Key Delivery Milestone	Issues and Dependencies	Mitigation	Resourcing	Lead
REVIEW DFG PROCESS FROM INCEPTION AT SINGLE POINT ACCESS (SPA) TO COMPLETION OF WORKS AS APPROVED BY PANEL ON RECEIPT OF OCCUPATIONAL HEALTH (OH) REFERRAL OF WORKS Outcome- Health & Wellbeing	CCG to establish a project team to coordinate inclusion of clinical and technical elements of the works. Identify projection of pipeline of OT referrals to inform on resource requirements. Share information regarding process and identify duplications to reduce the process and waiting time of clients.	 Require clarity on the democratic process and collaborative working with the NHS and GCC. Slow decision making will delay implementation. Waiting list may increase which means the DFG clients may need to wait longer for the adaptations. 	 Identify suitable resource to support project teams. Implement good project management principles. Complete a time and motion exercise to identify flow rate of OT referrals, linking to capacity of technical case workers. Monitor existing work commitments to reduce 	 Senior Building Maintenance Officer / Building Surveyor Housing Support Team Technical Case Worker X3 	 Paul Thorpe (ENGIE) Angela Blake (NELC)

	April 2019		impact.	Building Maintenance Officer/ Building Surveyor	
REVIEW THE USE OF CIVICA AS A SOFTWARE SOLUTION FROM MONITORING AND RECORDING OF DFG REFERRALS AND WORKS. Outcome- Health & Wellbeing	Civica is currently being updated for use across the councils. Review the updates to confirm if the system is suitable to manage DFG works. Provide additional training to all users in DFG team. Ensure sufficient numbers of licences are provided to ensure access to Civica when required. Review system and reports. April 2019	 Upgrade of Civica is completed. Suitable number of licence made available. Extraction of reports do not negate the use of spreadsheets. Upgrade permits to accounting of budget commitment and spend for each referral. 	 ICT programmed to upgrade system. Identify the number of licence required with ICT. Provide additional training to all users in team which include how to extract reports. Identify a cost for additional training. 	 Senior Building Maintenance Officer / Building Surveyor Housing Support Team Technical Case Worker X3 Building Maintenance Officer/ Building Surveyor 	 Paul Thorpe (ENGIE) Angela Blake (NELC)
REVIEW THE NUMBER OF TECHNICAL CASE WORKERS TO ENSURE A SUITABLE NUMBER ARE AVAILABLE TO DELIVER THE DFG WORK COMMITMENT, WITHOUT EXCEEDING ALL OVERHEADS. Outcome- Health & Wellbeing	Review the pipeline of OT referrals estimated to be provided per year. Review existing work patterns, to identify improvements. Ensure all team member are suitable skilled and experience. Agree minimum performance target for each individual for delivery of DFG works per month. May 2018	 NHS to provide accurate pipeline of OT referral on monthly frequency. Skills gap to great for individuals to upskill. Individuals do not have the capability to perform to an agreed performance target. 	 Complete review of prior volumes of OT Referrals to identify a baseline of potential pipeline. Consult with NHS to advise on the importance of pipeline prediction. Develop training needs matrix. Performance manages of individuals. 	 Senior Building Maintenance Officer / Building Surveyor Housing Support Team Technical Case Worker X3 Building Maintenance Officer/ Building Surveyor 	 Paul Thorpe (ENGIE) Angela Blake (NELC)

Description of acquisition	Timescale	Resource and/or dependency
New software system to manage DFG works to replace Civica.	April 2019	Any additional staff are funded from the DFG capital budget.

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
The review of resources for the delivery of DFG technical works. The potential to reduce the number of temporary workers and introduce a further permanent employee funded from the DFG capital budget.	•	The cost to deliver the service does not exceed income for providing the service.

HIGH LEVEL RISKS NOT ALREADY COVERED

Description of risk	Mitigation measures	Residual risks
None other than risks raised above.		

PROJECTS OFFICE

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
HOUSING CAPACITY AND URBAN HOUSING ZONE The project aims to acquire a developer partner to accelerate housing delivery on partner owned sites, through the Homes England Partner Panel Process. Outcome- To deliver local employment and sustainable housing	Technical studies completed. Valuation/Viability assessments received and approved. March 2018 Soft Market Testing exercise completed. May 2018	 Developers may not be interested in the package of sites offered. Manage income expectations One site is in private ownership and includes land assembly with two 	workshops with planning and highways	 Housing Programme Manager Spatial Planning Manager Senior Development 	 Jacqui Wells (ENGIE) Chris Duffill (NELC)

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
	Expression of Interested Invitation to Treat submitted and tenders received/evaluated submitted and tenders received. June 2018 Invitation to Treat submitted and tenders received/evaluated. July 2018 Developer/NELC agreements signed and development begins. September 2018	 other private owned sites, risks that owners will be unable to agree a way mutually and fair way forward. Slow decision making in other sites owned by the local authority. Private Landowners and Council to make clear and timely decisions. 	 development. Engagement with developers on the Homes England framework has been extensive providing a micro site for developers to obtain information on the site. This engagement continues. We will also be going out to soft market tendering to ensure the end offer suits both the Council, whilst being attractive to an interested party. Financial Viability/Valuations have been completed and checked. We are now meeting the client to present these w/c 29 January 2018. The meeting will enable us to position the likely income due at an early stage. 	Management Officer • Estates & Valuation Manager • Senior Surveyor	

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
	Deliver sites identified in the Housing Zone bid, not delivered through the Developer Partner Panel Process. Review the viability of the Chapmans Pond site to accelerate delivery. This includes technical study into the cost to fill the pond. September 2018 Agree a partnership arrangement with the neighbouring site own, obtain outline planning permission, gain developer interest on the open market. July 2018 Find solutions for remaining sites which are on hold, accelerating delivery on site. September 2018 Report progress on development of the sites to Homes England. April 2018, July 218, October 2018, January 2019		 Currently working with Homes England and the land owners to look at ways forward to make the site more viable. Clear and timely decisions made through a housing board. 		

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
ESTATES REGENERATION Outcome- Deliver skills & employability, local employment and sustainable housing	Deliver a Borough-wide Stock Condition Survey June 2019 Public consultation to explore what type of housing they would like to see in their area for a community led housing project. August 2018 Establish an Integrated Local Housing Management Organisation September 2018 Technical studies to accelerate the purchase of the Garth Lane site currently owned by ABP. April 2018 Masterplan of the East and West Marsh to set the way forward for future regeneration projects in the area. September 2018 Consultation with local developers to deliver stalled	 Very early discussions to deliver the stock taking place to develop a tender condition survey. This has delayed the requirement to provide 500 surveys before September 2018. The Stock Condition Survey and Consultation set the priorities for the ILHMO. The intelligence gained from both will also contribute and influence the areas masterplan. Delays in decision making with have a knock-on by September 2018. effect with the rest of the project, which needs to be delivered Slow decision making could delay the project as this is critical for the ILHMO and the Masterplan. 	 Establish a Housing Board to speed up decision making and set clear governance procedures. Currently working with Homes England to deliver support to local developers and land owners. 	 Housing Programme Manager Senior Development Management Officer Claire Thompson; NELC 	 Jacqui Wells (ENGIE) Chris Duffill (NELC)

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
	sites Ongoing work to increase housing delivery	 The viability of the sites leaves us with no option but to leave the site as stalled. Landowners willing to work with us, Homes England having flexible finance schemes to deliver financial support to deliver schemes; North East to deliver schemes to Lincolnshire Council delivering financial assistance support development and find a way to fill the viability gap. 			
COMMUNITY LED HOUSING PROJECT Outcome- To deliver skills & employability and sustainable housing	Develop a board with various partners to deliver the scheme including 3 rd sector and community groups. May 2018 Engage a project officer to assist with delivery. July 2018 Carry out a consultation exercise with the local community. September 2018 Purchase two empty homes as a pilot project March 2020	 The Partnership are to act as enablers to deliver the project. There is a risk of a lack of response from the community to deliver the project. The community could have differing views that could impede delivery. The project is dependent on the Community to take interest and be involved in the project. Slow decision making could delay the project further. 	• Establish a project team to deliver and report through the Housing Board, ensuring clear governance and decision-making procedures are in place.	 Housing Programme Manager Vacant Project Officer Post Senior Development Management Officer Claire Thompson NELC 	• Jacqui Wells (ENGIE) • Chris Duffill (NELC)
SELECTIVE LICENSING SCHEME Selective licensing is a scheme under provisions provided in the Housing Act	Develop a Business case to evidence the benefits for a pilot scheme.	There will be some partners who will not support a decision to move ahead with this	 Clear decision-making process through a housing board. Recommendation to 	 Housing Programme Manager 	• Jacqui Wells (ENGIE) • Angela

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
2004. The Council are able to apply to designate areas as selective licensing, where there are high crime and low demand for housing. Outcome- To deliver sustainable housing	Carry out a consultation exercise with stakeholders. Present the finding through the Governance process.	 scheme. The local Landlord Associations and some elected members have already expressed concerns. Slow decision making, funding to progress a business case and consultation by an independent consultant. 	 employ a consultant through a change request to deliver consultation to ensure transparency and reduce the risk of a successful judiciary review. This is lessons learnt from a number of local authorities including; West Lindsey and North Lincolnshire. 	 Senior Development Management Officer Claire Thompson NELC External Provider to deliver consultation in- line with legislative requirements 	Blake (NELC)
HOUSES OF MULTIPLE OCCUPANCY (HMO) LICENSING – EXTENDED MANDATORY LICENSING SCHEME The existing mandatory scheme will be extended on the 1 October 2018. This will mean that all any HMO with 5 or more tenants will require a licence. Outcome- To deliver sustainable housing and healthy lives	Develop an effective communications plan to ensure landlords in the area are aware of the change in legislation. Engage with council tax to identify properties that are likely to be HMO's with 5 or more tenants. Gather and interrogate intelligence from Council Tax, Electoral Roll, Fire Service, Deposit Schemes and Enforcement Database June 2018 Serve Section 16, Local Government and Misc. Provisions Act to request details of the number of residents living each of the suspected HMO properties.	 Lack of funding to promote the new scheme. Existing staffing resource could be stretched to cope with demand. There is insufficient data to inform the impact the extended licensing scheme will have on resources. The scheme is reliant on existing resources which could be stretched. 	 Regular meetings with the Council. The scheme will bring in additional income for the Council. It should be considered that some of this income could be used for temporary staff to overcome the initial increased workload. A licence will last for 5 years. 	 Senior Development Management Officer Housing Renewal Officer x6 	 Paul Wilmot (ENGIE) Pauline Cooke (ENGIE) Angela Blake (NELC)

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
ROGUE LANDLORD PROJECT	July 2018 Shortlist properties for intervention and carry out inspections December 2018 Engage a project officer and	The funding should be	The project will be	• Housing	• Jacqui Wells
The Council were recently awarded £232k to fund a new Rogue Landlord Project. The scheme will provide a legacy approach to identifying rogue landlords through data sharing. The additional resource procured through the funding will also allow the team to increase activity in the borough and target and prosecute more rogue landlords. Outcome- To deliver sustainable housing and healthy lives	intelligence officer. July 2018 Develop a project plan with partners. July 2018	 received during March 2018. Once received the Council have 24 months to spend the funding. Slow decision making could impact on project delivery. There is a risk that there will be insufficient resource to support prosecution cases to proceed if there is insufficient legal resource to support the project. There is a lack of engagement with stakeholder partners. There is a requirement for legal support. 	 delivered in accordance with project management principles. This will mitigate risks identified as part of the project. 	Programme Manager • Project Officer – Vacant Post • Intelligence Officer – Vacant Post • Senior Development Management Officer	(ENGIE) • Angela Blake (NELC)
GRIMSBY WEST Outcome- Stronger Economy Stronger Communities	Programme manage activities to bring forward Grimsby West Project: Define Engie/NELC project scope SEPT 18 Establish Engie/NELC Programme Board SEPT 18 Allocate Programme Manager	 Early viability study undertaken by Developer identifies substantial viability gap. Success of initiative relies upon effective partnership working and agreed solution to remove viability gap 	 NELC/Developer working towards agreed phasing and viability resolution 	 Transformation Programme Manager Programme Director Spatial Planning Manager Senior Development 	 Duncan Ferguson (ENGIE) Damien Jaines-White (NELC)

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
	Role AUG 18			Management Officer	
	Coordinate delivery of SPD to guide developer: Draft document preparation SEPT 18 EIA Screening OCT 18 Cabinet Approval NOV 18 Consultation DEC 18 – FEB 19 Cabinet adoption MAR 19			• Senior Highways Transport Planner	
	Develop programme & activities plan: Define wider NELC programme (including schools, environment, extra care living) OCT 18				
	Determine planning applications requirements for the road:				
	Complete PID for road options JUN 18 Gain agreement for NELC preferred option AUG 18 Gain approval to prepare				

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead		
	planning application SEPT 18						
	Support NELC funding bids:						
	Co-ordinate information to support ERDF Freshney Chalk Stream Project JUN 18 – DEC 18						
Industrial Development							
 SHIIP – HUMBER LINK ROAD Construction of a 2.5km adoptable highway with single lane carriageway, shared cycle/footway, street lighting, drainage infrastructure and landscaping. Upon construction and adoption, the Link Road will provide access to a number of key development sites and provide a strategic vehicular route between the ports of Immingham & Grimsby. 	Planning Submission Jan 2018 Tender Release July 2018 Construction Start Late 2018 Construction Complete Late 2019	 Delays throughout the programme have caused the financial profile to be put back and therefore dialogue with the external funding body is ongoing. In addition, tender prices for construction coming within budget remains a risk. Planning permission achieved. Cabinet award of tender promptly. 	 Liaison with external funding body. Design to meet standard of adoptable highway. Value engineering considered if required. Project being put on the forward plan for cabinet award. 	 Project Manager – Development Project Manager Project Officer 	 Chris Yorston (ENGIE) Angela Blake (NELC) 		
Outcome- Strong Economy SHIIP – ECOLOGICAL MITIGATION Provision of 120 ha of quality mitigation areas for Special Protection Area birds to	Planning Submission for 1 st Site (Cress Marsh) Jan 2018	 Delays throughout the programme have caused the financial profile to be put back and funding not 	 Liaison with external funding body. Negotiation continuing with lond owners 	• Project Manager – Development	Chris Yorston (ENGIE)		
offset future development in line with the new local plan.	Tender Release – for 1 st Site June 2018	 put back and funding not utilised by April 2019 will be unable to be claimed. Many land owners still not on board with project. Landowner's co-operation. Planning permission achieved. Future maintenance of sites established to meet 	be unable to be claimed.	utilised by April 2019 will be unable to be claimed. • Maintenance produced in	 with land owners. Maintenance contracts produced in co-operation with NELC 	 Project Manager 	• Angela Blake (NELC)
Outcome- Strong Economy	Construction Start for 1 st Site Sept 2018 Construction Complete Autumn 2019		Ecology team.	 Project Officer 			

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
	Other sites TBC Dependent upon land negotiations	Statutory Bodies requirements.			
SHIIP – STALLINGBOROUGH INDUSTRIAL DEVELOPMENT Implementation of utilities and highway enabling infrastructure to bring forward Enterprise Zone site. Development of SPD Develop Options for Management of Site on completion of works Outcome- Stronger Economy Local Employment	Planning Submission Feb 2018 Tender Release Sept 2018 Construction Start Jan 2018 Construction Complete Jan 2020 Progress SPD for site July 2018 – Mar 2019 Develop Site Management Strategy – Mar 2019	 NELC unable to control development of site as per aspiration within Local Plan, resulting in job type, and densities, not meeting strategic employment objectives Need effective agreement with landowners within Enterprise Zone. 	 NELC Economic Development to promote Enterprise Zone to relevant target employers, sectors, and investors. Proactive negotiations with landowners to secure land and/or options within Enterprise Zone 	 Transformation Programme Manager Estates & Valuation Manager Engineer Senior Highways Transport Planner Spatial Planning Manager 	 Duncan Ferguson (ENGIE) Angela Blake (NELC)
SHIIP – SPECULATIVE UNITS Investigate requirements, costs and potential funding for speculative built units Outcome- Strong Economy	Engage with Commercial Agent/Property Group to establish market demand Sept 2018 Explore demand enquiries with Economic Development Sept 2018 Explore cost estimates & potential funding November 2018	None identified at this stage	• N/A	 Project Manager – Development Estates & Valuation Manager Programme Director 	 Claire Bradbury (ENGIE) Angela Blake (NELC)
SHIIP – PLOT K Outcome- Strong Economy	Feasibility study to inform full business case for the redevelopment of an existing industrial plot. Feasibility Study & Full Business Case Completed	 No risks identified for feasibility stage. Feasibility study is required to inform full business case. Client approval of Outline Business case required 	• N/A	 Project Manager – Development Project Manager 	 Chris Yorston (ENGIE) Angela Blake (NELC)

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
	Summer 2018	for progression.		Project Officer	
SHIIP – MARKETING Identification of key offer proposition within South Humber Infrastructure Investment Programme. Establish brand and target markets. Produce related marketing and promotional collateral. Outcome- Strong Economy	Website Development July 2018 Launch Event Sept 2018	 Lack of effective engagement with relevant stakeholders, including NELC Comms Team Ineffective analysis of new proposition opportunities Ineffective promotional and marketing campaign Endorsement by local, and sector, stakeholders Clear understanding of proposition, by all stakeholder groups 	TeamHold workshop to	 Transformation Programme Manager Programme Director Project Manager – Development 	 Duncan Ferguson (ENGIE) Angela Blake (NELC)
SHIIP – CATCH FOUL WATER DISCHARGE Progress solution for Foul Water Drainage alongside SHIIP Outcome- Strong Economy	Progress solution in line with SHIIP Foul Water strategy April 2019	 Additional costs required to divert foul water from Klargester to foul water pumping station. SHIIP Stallingborough to progress 	Costs to be explored, any remaining CATCH budget to be reserved for foul water solution.	 Programme Director Project Manager – Development 	 Claire Bradbury (ENGIE) Chris Duffill (NELC)
Town Centre Development & Heritage Projects					
CLEETHORPES – HLF TOWNSCAPE HERITAGE – BUILDING WORKS/ ACTIVITIES & SKILLS PROGRAMME £1.9m HLF Townscape Heritage plus £1m NELC to support delivery of a grant scheme to restore/enhance eligible historic buildings within Sea View Street & Alexandra Road plus complementary skills and activities programme. Outcome- Strong Economy	Launch of grant scheme and Activities Plan in conjunction with partners. March 2018 Recruitment of HLF Project Manager Sept 2018	 Property owners do not take up offer of grant. Property owners cannot fund their contribution Failure to recruit project officer Scheme operates on a purely voluntary basis Applicants are required to provide financial contribution 	 Ongoing stakeholder engagement, EOIs received. Working with partners (e-factor) to provide support. Opportunity to appoint interim consultant to undertake delivery PM and Conservation Officer continuing with project delivery, scheme launch planned for 28/03/18 	 Project Manager Project Officer HLF Project Manager - TBC r 	 Donna Riley (ENGIE) Chris Duffill (NELC)

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
CLEETHORPES – HLF TOWNSCAPE HERITAGE – PUBLIC REALM IMPROVEMENTS In line with the works to historic properties, the public realm on the west side of Alexandra Road will be upgraded using materials appropriate to the Conservation Area setting. Outcome- Strong Economy	Detail design complete June 2018 Delivery 2019/20.	Works to properties impacts on proposed delivery of public realm works	4-year programme which allows for flexibility in delivering public realm works	 Project Manager Project Officer HLF Project Manager - TBC • 	 Donna Riley (ENGIE) Chris Duffill (NELC)
CLEETHORPES – COASTAL COMMUNITIES – PUBLIC REALM WORKS IN SEAVIEW STREET, HIGH STREET AND ALEXANDRA ROAD Public realm improvements throughout the town centre, adjacent to key development sites. Outcome- Strong Economy	All works to be completed on site by Dec 2019	 Failure to deliver works which are consistent with the overall CoastNEL/ regeneration vision for the town centre Failure to deliver works within funding deadlines Disruption during delivery phase Scope of works not supported by stakeholders 	 Programme has been subject to peer review. Works have been phased for completion by December 2019 Phasing has been reviewed following stakeholder feedback Ongoing stakeholder engagement, Comms Plan in place 	 Project Manager Project Officer HLF Project Manager - TBC • 	 Donna Riley (ENGIE) Helen Thompson (NELC)
CLEETHORPES – COASTAL COMMUNITIES – OTHER CAPITAL WORKS Lighting/ Public Art/ Fitness Zone & Signage. Outcome - Strong Economy	Procurement of creative consultant to undertake development and delivery of the above works. July 2018 Completion of scheme Dec 2019	 Failure to deliver works which are consistent with the overall CoastNEL/ regeneration vision for the town centre Failure to deliver works within funding deadlines Scope of works not supported by stakeholders 	 All works have been subject to peer review. Works have been phased for completion by December 2019 Ongoing stakeholder engagement, comms plan in place Specialist consultancy commissioned to undertake development & delivery 	 Project Manager Project Officer HLF Project Manager - TBC 	 Donna Riley (ENGIE) Helen Thompson (NELC)
CLEETHORPES – CYCLE HUB	Conversion of Listed building within Cleethorpes Railway	Works exceed budget/ delivery timescales	Governance in place - project reports to	 Project Manager 	• Donna Riley (ENGIE)

Activity	Key Delivery Milestone	Ris	sks and Dependencies	Ris	sk Mitigation	Resourcing	Lead
Outcome - Strong Economy	Station to provide cycle hire, repair and secure storage. Currently on site August 2018.	•	Reputational damage	•	Cleethorpes TCPB Comms Plan to be developed	 Project Officer HLF Project Manager - TBC 	• Helen Thompson (NELC)
CLEETHORPES – STATION QUARTER/ NORTH PROMENADE Outcome- Strong Economy	Procurement of consultancy services to undertake masterplanning of Station Quarter/ North Promenade to include assessment of options for £1m LEP investment. February 2018 Final report July 2018	•	Failure to develop appropriate scheme within funding timescales, leads to loss of LEP funding	•	An early output of the masterplanning commission includes the identification of options for LEP funding.	 Project Manager Project Officer HLF Project Manager - TBC r 	 Donna Riley (ENGIE) Chris Duffill (NELC)
GRIMSBY – UNLOCKING THE POTENTIAL – TOWN HALL SQUARE Outcome- Strong Economy	Deliver the Town Hall Square public realm refurbishment project in line with the LEP Funding Agreement. Tender July 2018 Start on site Jan 2019 Completion March 2019	•	Project tender comes in over budget NELC approval of scheme to allow tenders to be released and project to progress in line with funding agreement.	•	Options available to reduce scheme and value engineer	 Project Manager – Development Project Manager 	 Claire Bradbury (ENGIE) Damien Jaines-White (NELC)
GRIMSBY – UNLOCKING THE POTENTIAL – RIVERHEAD SQUARE Working with NELC, support the cinema development project in Riverhead Square including the management of external funding for public realm and highway infrastructure works in line with the LEP Funding Agreement.	Site enabling works March 2019 Public Realm works March 2020	•	Cinema Project does not progress, funding must be returned to the LEP and outcomes not delivered.	•	Continued dialogue with developer and signing of Legal Agreement imminent.	 Project Manager – Development Project Manager 	 Claire Bradbury (ENGIE) Damien Jaines-White (NELC)

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
Working with NELC and Stakeholders, explore solutions for the relocation/refubishment of Barge Outcome- Strong Economy					
GRIMSBY – UNLOCKING THE POTENTIAL – ST JAMES HOUSE & SQUARE Outcome- Strong Economy	Working with the Diocese, identify a deliverable scheme for the redevelopment of St James House. July 2018 Working with the Partners, develop a public realm scheme for St James Square. Sept 2018 Delivery projects in line with LEP Funding Agreement. March 202	 Anchor tenant cannot be secured for development. Redevelopment project for St James House not viable. Diocese approvals and capabilities to progress scheme. NELC approvals 	 Market Assessment, explore opportunities with Partners, on- boarding of agent. Options appraisal to include redevelopment and refurbishment. External funding secured to assist fill funding gap. 	 Project Manager – Development Project Manager 	 Claire Bradbury (ENGIE) Damien Jaines-White (NELC)
GRIMSBY – UNLOCKING THE POTENTIAL – CARTERGATE HOTEL SITE Outcome- Strong Economy	Working with NELC, progress a refresh of the Hotel demand study. Aug 2018 Deliver access and infrastructure improvements in line with the LEP External Funding Agreement March 2020	 Hotel Demand Study provides a negative result Hotel developer decides not to progress and funding is returned to the LEP. NELC liaison with Hotel developer to bring forward the project. 	NELC to progress discussions with Hotel developer. Market the development opportunity.	 Project Manager – Development Project Manager 	 Claire Bradbury (ENGIE) Damien Jaines-White (NELC)
HAZ – PROJECT OFFICER Outcome- Strong Economy	Recruit HAZ Officer once funding has been secured. Aug 2018	 Unable to recruit to position External & match funding required 	 Advertise internally & externally 	 Project Manager – Development Tony Maione- Programme Director 	 Claire Bradbury (ENGIE) Chris Duffill (NELC)

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
HAZ – PSICA INCLUDING PETERSONS SMOKEHOUSE AND MARINE SUPPORT CENTRE (PROJECTS A-C) Outcome- Strong Economy	Implement the first Partnership Scheme in Conservation Areas (PSiCA) to address the deteriorating condition of a number of vacant heritage buildings on the Kasbah, including Petersons Smokehouse and Marine Support Centre. June 2018	 NELC or Partners decide not to progress. Capital Service Statement to be approved and external funding bid submitted to Historic England. MoU with Partners 	 Continued dialogue with Partners. CSS submitted to NELC. 	 Project Manager – Development Conservation Officer HAZ Officer 	 TBC on recruitment of HAZ Officer (ENGIE) Currently managed by Claire Bradbury & Emilie Wales (ENGIE) Chris Duffill (NELC)
HAZ – ICE FACTORY (PROJECT D) Outcome- Strong Economy	Feasibility - Gather all of the information and create the documents required to, support an application for its reuse/mothballing/application for full or partial demolition. Dec 2018	Partners and Historic England disagree on way forward	Continued dialogue with Partners and statutory consultees	 HAZ Officer Project Manager – Development Programme Director 	 TBC on recruitment of HAZ Officer (ENGIE). Currently managed by Emilie Wales (ENGIE) Chris Duffill (NELC)
HAZ – VICTORIA MILL – FUTURE USES (PROJECT E) Outcome- Strong Economy	RIBA Design Competition – to procure design team professional to provide design solution for repurposed Silo. Launch RIBA competition Sept 2018. Appoint Design Team October 2018	Designs do not align with budget/ client/ stakeholder expectations	 Evaluation Panel ensures that stakeholders are represented Clear brief circulated at Stage I of competition. 		 Donna Riley (ENGIE) Chris Duffill (NELC)
HAZ – GARTH LANE (PROJECT G)	Support NELC with proposed	Education providers decide not to expand	Condition Surveys progressed for empty	HAZ Officer	• Marcus Asquith

Activity	Key Delivery Milestone	Risks and Dependencies	Risk Mitigation	Resourcing	Lead
Outcome- Strong Economy	Town Deal, likely to involve: Liaise with Education providers to establish a Higher Education presence in the town centre Explore mixed uses including residential. Progress surveys and studies Identify land assembly requirements Progress Masterplan of Garth Lane/Alexandra Dock Identify funding opportunities	 current operations CPO required for land assembly Costs escalate due to poor condition of current buildings Education provider required for project 	 buildings along Garth Lane in preparation for acquisition Dialogue with building owners. Dialogue with Education Providers progressed. 	 Project Manager – Development Programme Director 	(ENGIE) • Angela Blake (NELC)
HAZ – ST JAMES SQUARE (PROJECT H) Outcome- Strong Economy	Explore additional funding opportunities for the redevelopment of St James House and Square.	 None identified at this stage. LEP funding already secured for the project. 	Explore funding opportunities.	 HAZ Officer Project Manager – Development Programme Director 	 Claire Bradbury (ENGIE) Damien Jaines-White (NELC)
HAZ – 17-19 WELLOWGATE (PROJECT I) Outcome- Strong Economy	Progress activities to secure long-term future of Grade II building. If unsuccessful through negotiation with owner use formal enforcement action, consider S215. Also consider benefits of repairs notice/CPO. March 2019	 None identified at this stage 	• N/A	 HAZ Officer Claire Bradbury- Project Manager – Development Programme Director Conservation Officer 	 TBC on recruitment of HAZ Officer (ENGIE). Chris Duffill (NELC) Emilie Wales (ENGIE)

Description of acquisition	Timescale	Resource and/or dependency
SHIIP - Stallingborough acquisitions - Riby and Moorcroft	March 2018	Estates, Bevan Brittan, NELC Legal
SHIIP – Stallingborough land swap - Hoyes	Spring 2018	Estates, Bevan Brittan, NELC Legal
SHIIP – Stallingborough JV with Strawsons	Spring/Summer 2018	Estates, Bevan Brittan, NELC Legal
SHIIP – Humber Link Road – Humberland – Gift	March 2018	Estates, Bevan Brittan, NELC Legal
SHIIP – Humber Link Road – Vireol - Freehold	March 2018	Estates, Bevan Brittan, NELC Legal
SHIIP – Ecological Mitigation – Cristal, Suttons Estates, Novartis, BASF and RWE – acquisitions, gifted and lease agreements all being explored	December 2018	Estates, Bevan Brittan, NELC Legal
Palace Court in support of Victoria Mill Future Uses Development	30 September 2018	Estates, NELC Legal

STAFFING OR RESOURCE CHANGES PROPOSED

Description of change proposed	Timescale	Resource and/or dependency
1 x Project Officer – Community Housing Fund	April 2018	Community Housing Fund will cover the costs of the project officer.
1 x Housing Officer – Rogue Landlord Project	May 2018	Rogue Landlord Funding will cover the cost of the additional resource.
1 x HLF Project Manager (Reverting to ENGIE)	March 2018	Solution needs to be determined to fill this post. Funded by HLF.
1 x Heritage Action Zone Project Manager (on receipt of funding)	April 2018	Funding bid due to be submitted to cover this post for 5 years.

HIGH LEVEL RISKS NOT ALREADY COVERED

Description of risk	Mitigation measures	Residual risks					

5. PERFORMANCE MEASURES AND VOLUMES

Target

ECONOMIC DEVELOPMENT AND PROJECTS

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
investment secured in regeneration projects	Actual	£78.1m	£114.3m	£161.7m	£166.7m	£173.3m			
	Target	£66m	£88m	£106m	£120m	£135m	£180m	£190m	£200m
	Contract	£66m	£88m	£106m	£120m	£135m	£152m	£170m	£170m
CONTRACT KPI TO BE MAINTAINED	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
							2010/19	2019/20	2020/21
Cumulative value of inward	Actual	£127.6m	£348.8m	£383.6m	£409.8m	£487.0m			
investment secured for North East Lincolnshire	Target	£160m	£200m	£240m	£280m	£300m	£520m	£560m	£600m
	Contract	-	£200m	-	£280m	-	£320m	£400m	£400m
		0040/44	0044/45	0045440	0040/47	0047/40	0040/40	0040/00	0000/04
CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Cumulative number of jobs created by wider regeneration projects	Actual	1,867	2,891	4,186	4,593	5,172			
	Forecast	-	1,950	2,700	3,550	4,100	5,500	6,000	6,500
	Contract	1,100	1,700	2,200	2,800	3,100	3,500	3,900	3,900
CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Cumulative office, commercial, retail, industrial and civic space created by wider regeneration projects	Actual	18,508m ²	26,379m ²	41,796m ²	51,361 m ²	58,507 m ²			
	Target	17,000m ²	27,000m ²	37,000m ²	30,000m ²	42,000m ²	65,000m ²	72,500m ²	80,000m ²
	Contract	17,000m ²	27,000m ²	37,000m ²	30,000m ²	42,000m ²	49,000m ²	60,000m ²	60,000m ²
	0040/44	0044/45	0045440	0040/47	0047/40	0040/40	0040/00	00/04	
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	20/21
Footfall in Grimsby town centre	Actual	7.6m	6.9m	6.0m	6.0m	5.47m	N/A		

For information only.

CONTRACT PI TO BE EXAMINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Footfall in Cleethorpes town centre	Actual	1.26m	1.24m	1.14m	1.13m	1.24m	N/A		
	Target	For information only.							
CONTRACT PI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Empty properties in Grimsby town centre	Actual	9.1%	8.1%	7.4%	7.1%	9.6%			
	Target	For information only.							
									1
CONTRACT PI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20
Empty properties in Cleethorpes town centre	Actual	2.3%	2.7%	2.5%	3.5%	3.9%			
	Target		For information only.						

DEVELOPMENT AND REGENERATION - HOUSING

CONTRACT KPI TO BE REPLACED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of empty properties brought back into use	Actual	75	63 lt	61 lt	36 lt	25 It			
	Target	74	65 long term	65 long term	65 long term	65 long term	N/A	N/A	N/A
	Contract	70	75	75	75	75	75	75	25
CONTRACT KPI TO BE REPLACED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of Category One hazards removed	Actual	185	194	182	181	177			
	Target	180	185	180	180	180	N/A	N/A	N/A
	Contract	100	100	100	100	100	100	100	20
CONTRACT KPI TO BE REPLACED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of derelict commercial properties brought back into a useable condition	Actual	4	5	5	5	1			
	Target	5	5	5	5	5	N/A	N/A	N/A
	Contract	5	5	5	5	5	5	5	2

CONTRACT KPI TO BE INTRODUCED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
· · · · · · · · · · · · · · · · · · ·	Actual	-	-	-	-	454			
homes up to the Decent Homes Standard. Includes amongst others	Target	-	-	-	-	-	350	350	350
anti-social behaviour and tenant harassment.	Contract	-	-	-	-	-	-	-	-

CONTRACT KPI TO BE INTRODUCED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of referrals for measures to	Actual	-	-	-	-	639			
reduce fuel poverty.	Target	-	-	-	-	-	650	650	650
	Contract	-	-	-	-	-	-	-	-

CONTRACT KPI TO BE INTRODUCED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of empty homes being	Actual	-	-	-	-	33			
brought back into use through the Housing Team.	Target	-	-	-	-	-	40	40	40
	Contract	-	-	-	-	-	-	-	-

SUGGESTED CONTRACT PI TO BE REMOVED	_	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of measures installed through	Actual								
fee generating schemes	Target	-	-	-	-	-	-	-	-
	Contract	-	-	-	-	-	-	-	-

DEVELOPMENT AND REGENERATION - PLANNING

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Major planning applications	Actual	93.5%	97.3%	100%	100%	100%			
determined within 13 weeks	Target	80%	85%	85%	85%	85%	>95%	>95%	>95%
	Contract	85%	85%	85%	85%	85%	85%	85%	85%

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Minor planning applications	Actual	93.6%	96.3%	98.8%	99.1%	100%			
determined within 8 weeks	Target	85%	85%	85%	85%	90%	>95%	>95%	>95%
	Contract	90%	90%	90%	90%	90%	90%	90%	90%
CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
CONTRACT KPI TO BE MAINTAINED Other planning applications	Actual	2013/14 96.3%	2014/15 97.6%	2015/16 99.1%	2016/17 99.5%	2017/18 99.5%	2018/19	2019/20	2020/21
	Actual Target						2018/19 >95%	2019/20 >95%	2020/21

CONTRACT KPI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of planning appeal	Actual	47.4%	40.0%	20.0%	11.1%	12.5%			
decisions allowed	Target	24%	24%	24%	23%	23%	21%	20%	20%
	Contract	24%	24%	23%	23%	22%	21%	20%	20%

CONTRACT KPI TO BE REPLACED	CONTRACT KPI TO BE REPLACED		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Satisfaction with the planning service	Actual	N/A	N/A	N/A	N/A	N/A			
	Target	85%	85%	85%	85%	85%	85%	85%	85%
	Contract	-	-	-	-	-	-	-	-

CONTRACT PI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of planning conditions	Actual	75.2%	82.6%	93.3%	80.8%	85.2%			
discharged within 8 weeks or agreed date with applicant	Target	65%	65%	65%	65%	65%	>85%	>85%	>85%
	Contract	-	-	-	-	-	-	-	-
		I	l 						
CONTRACT PI TO BE MAINTAINED		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of major and minor	Actual	2013/14 49.2%	2014/15 71.3%	2015/16 69.8%	2016/17 65.2%	2017/18 61.8%	2018/19	2019/20	2020/21
	Actual Target						2018/19 >60%	2019/20	2020/21 >60%



Annual Report 2018



The last year has been a significant one for the partnership with some notable successes which saw several years' hard work across the partnership come to fruition.

Our performance against KPI's has continued to be strong, however in recognition of our ambition to continually improve we have reviewed many targets and have raised the challenge for 2018/19.

As well as delivering against our contractual promises it is worth also noting some of our key achievements and projects delivered during 2017/18.

The Local Plan was adopted at the start of 2018 which was a huge achievement by everyone who has been involved in the planning, preparation, extensive consultation and engagement across the borough to culminate in this final document which underpins all partnership activity.

However, the adoption of the Local Plan is just the start; the partnership and borough as a whole are now progressing on a 15 year journey to start to shape a place of choice for current and future businesses and residents, meeting a wide variety of needs. I am excited to see how this starts to shape the future.

2017 saw the Great Grimsby Town Deal evolve into a wider offer which will create significant opportunity for the partnership to develop through the delivery of key projects such as the South Humber Industrial Investment Programme (SHIIP), Grimsby West, Grimsby and Cleethorpes Town Centre improvement programmes and various regeneration projects to benefit the local area including upgrading infrastructure, preserving our heritage and creating the environment to enable new homes and employment opportunities.

During 2017/18 we were successful in securing a number of bids for funding, including \pounds 7.2m to be spent in Cleethorpes. We also submitted bids for highway schemes including the DfT Safer Roads Fund for works to be carried out to the A18 and A180 Moody Lane improvements which we are awaiting the outcome.

Finally we were very proud to receive the Planning Team of the Year award at the Royal Town Planning Institute's (RTPI) Awards for Planning Excellence in June 2017. This was a huge achievement for the team and was well deserved recognition of the considerable changes that have taken place in this service during the term of our partnership.

Overall it has been an exciting year, not without its challenges but also successful for the reasons outlined above. The evolving Town Deal and the inclusion of Grimsby in the government's industrial strategy are indicative of a period of opportunity and change that has not been seen before in the borough. As the Council's regeneration delivery partner ENGIE is committed to supporting the Council in the delivery of this vision for the future.

Marcus Asquith Partnership Director - ENGIE



Working in Partnership

2017/18 Successes



Local Plan for North East Lincolnshire formally adopted

In March 2018 North East Lincolnshire Council adopted its Local Plan, an epic document which will support and enable the future development and growth of the area, securing a stronger economy and stronger communities.

Through the partnership ENGIE has been instrumental in compiling this document which now provides the platform for developers,

investors, local people and partners to engage with the Council to help shape the place and local communities over the next 15 years.

Key regeneration projects such as the Great Grimsby Town Deal and the South Humber Industrial Investment Programme (SHIIP) are key components of the Local Plan's ambition and growth projections, and these projects will be moving into the start of the delivery phase in the next financial year.

HCF CATCH 4 training facility expansion completed

September 2017 saw works completed on the £3.9m expansion at HCF CATCH training facility in readiness for the start of the new academic term.

The partnership project, managed by ENGIE, created a new 1,430 square metre workshop to meet growing demand for training from the energy, chemicals and engineering sectors.

Building on the already successful HCF CATCH site, the



new facility means that apprenticeship provision can be increased. This enables local people to access top quality training in the area, raising aspirations and encouraging talent to stay within the borough and develop their careers in North East Lincolnshire.

Cleethorpes flood defence improvement works completed

The £1.5m Terminal Groyne flood defence project to protect businesses at the northern end of the North Promenade in Cleethorpes was completed in September 2017.

The groyne plays a vital role in maintaining sand levels on the beach to reduce the impact of the waves on the sea walls, protecting this area of Cleethorpes from flooding.





The Environment Agency funded the project and work started in April 2017 to replace the timber groyne with a Y shaped groyne, using rock.

The remaining timber groynes along the North Promenade were also refurbished as part of the scheme to prolong the groynes' residual life, protecting businesses and communities from the risk of flooding.

Victoria Mill Silo restoration complete

Work was completed in July 2017 to secure Grimsby's iconic Grade Two Listed Victoria Mill Silo which at the start of 2016, saw its stability threatened during high winds and adverse weather conditions.

Work was already ongoing to start to rectify the critical condition of the building due to a lack of investment and maintenance carried out by the building's private owner. However this was further exacerbated by bad weather and resulted in the evacuation



of some residents living in the flats within the Victoria Mill complex.

Working in partnership with the Council, and with support from Historic England, several teams across the ENGIE business played a key part in carrying out condition surveys of the building and monitoring this on a daily basis, assisting residents who were subsequently evacuated during the high winds and then project managing the £2.1m repair and restoration project over a 10 month period.

These works were completed in July 2017, securing the building for another 100 years. The Council has now taken ownership of the building and exciting opportunities for its future use are being explored.



Planning team receives prestigious national award

June 2017 saw the partnership's Planning Team win Local Authority Team of the Year at the Royal Town Planning Institute's (RTPI) Awards for Planning Excellence.

The RTPI Awards are the most established and respected awards in the UK planning industry and the team was noted for its approach and focus on supporting and enabling



Working in Partnership

development to encourage inward investment, new jobs and regeneration in North East Lincolnshire.

Nick Raynsford, former planning and housing minister and Chair of the Judging Panel, said: "This partnership is a high-performing planning team with a 'can-do' attitude. Their 'enabling not controlling' attitude to development should be held up as an exemplar.

"Feedback shows their planners are transparent, proactive, pragmatic, objective and professional. They have some great ideas for best practice including paper free planning, commitment to staff development, joined-up working and face-to-face or telephone engagement rather than email."

Funding bid success

Working in partnership with colleagues at the Council, a number of funding bids were submitted during 2017/18 to support and enable a number of projects which would support the Council's key priorities to nurture a stronger economy and stronger communities.

The partnership was successful in receiving approval for these bids with the regeneration of Cleethorpes one of the main funding application



themes. In total £7.2m was awarded to a number of Cleethorpes projects which will be delivered over the next three years.

This includes:

- The 'Discover Cleethorpes Heritage' Townscape Heritage programme which will deliver a five year regeneration scheme with £1.9m from the Heritage Lottery Fund alongside a £1m contribution from North East Lincolnshire Council.
 - The majority of these funds will be available as grants to building owners in the area to repair and reinstate original features.
 - The programme will also see improvements to the surrounding public realm on Alexandra Road and Sea View Street.
- £3.8m from the Coastal Communities Fund to deliver a wide range of projects to enhance the resort and its programme of events on offer.
- £0.5m investment from the National Stations Improvement Programme (Network Rail), the Railway Heritage Trust Fund and the Council to create a new cycle hub at Cleethorpes train station.



Bursar Primary Academy relocation and refurbishment starts on site

Bursar Primary Academy in Cleethorpes was given the go ahead to relocate to the former Matthew Humberstone lower school site after receiving approval from the Department for Education.



Working in partnership with the Council, ENGIE stared works on site in Summer 2017 and from September 2018 the site will be Bursar Primary Academy's home ready for the new school year.

Renovating the former Matthew Humberstone Lower school site will cost approximately £5m and moving to the new premises means Bursar Primary Academy can gradually increase its pupil numbers gradually from 210 to 315, support increasing demand and parental choice in Cleethorpes.

The refurbished site will provide pupils access to a 21st century learning environment with a school playing field, already enjoyed by most of the borough's children.

Queen Mary Avenue Road Safety scheme delivered

A project was completed by ENGIE in September 2017 to improve road safety on Queen Mary Avenue, Cleethorpes at the junction of Park View outside Queen Mary Avenue Infant and Nursery School.

Working closely with the school to consider all influencing factors, the team delivered a number of improvements to reduce the speed of traffic to create a safer environment for all road users and the local community.



Works included:

- Introduction of two raised table junctions and tactile crossings
- Revision to existing road markings throughout Queen Mary Avenue from Fiveways to Lestrange Street
- Introduction of marked areas for buses to stop
- Reduction in the length of the 20 mph speed limit to the core area around the school to improve the effectiveness of the speed limit.



Traffic signals upgraded

The Highways team completed a number of traffic signal upgrades during 2017/18, replacing aging infrastructure with the latest technology.

The upgrades include the installation of a new network (MESH) and cloudbased system, which is then more responsive to traffic flows at peak times and allows junctions to link together to better coordinate the traffic as future junctions are



upgraded.

Junctions upgraded during 2017/18 include:

- Fryston Corner, Grimsby improvements were also made to pedestrian crossing islands and tactile crossings
- Ellis Way/Asda footpaths and cycle ways were also improved to be more user friendly for both cyclists and pedestrians
- Hainton Square
- Victor Street/Cleethorpe Road.

An additional benefit of the new equipment is that it also requires a lot less energy to operate, meaning the impact on the environment is significantly reduced as well as the operating costs.

Freeman Street CCTV upgrade

Due to the demolition of the high rise accommodation in the East Marsh area of Grimsby, several CCTV cameras which were part of the Council's CCTV infrastructure needed to be relocated and upgraded due to technological advances and changes in the location.

The partnership provided a cost effective and efficient solution which utilised the new MESH network for CCTV communications as well as supporting the new traffic light infrastructure.



Works started in April 2017 and was completed by December 2017 and saw the introduction of 22 new MESH modes and 12 new CCTV cameras in the Freeman Street, Cartergate and St James areas of Grimsby.

Maintaining the CCTV infrastructure in the East Marsh provides reassurance to the community so they feel safe in their neighbourhoods, supports Safer and Stronger Communities, the Police and community groups.

CCTV in public places assists to reduce crime and antisocial activities and provides the community with the reassurance that public places are safe and monitored.



Corporate Social Responsibility and Apprenticeships

ENGIE has an ethos and commitment to deliver activities which support Corporate Social Responsibility. During 2017/18 we delivered programme а of activities events and which



supported the local community in North East Lincolnshire.

This included raising nearly £2,000 for the RNLI, our local charity of the year in 2017, holding an annual charity football match, taking part in a number of "hands on" volunteering projects at community centres in Immingham and Grimsby, maintaining the Diana Princess of Wales Hospital Garden, and offering support and sponsorship towards the Grimsby 10k race and National Armed Forces Day.

ENGIE is also committed to developing the skills of local young people and providing opportunities with both apprenticeship and graduate programmes integrated as part of our recruitment process. During 2017/18 we employed six apprentices across the business and also offered a number of work placements - both giving young people that vital step on the career ladder and planning ahead for our future.

ANNUAL PERFORMANCE REVIEW 2017/18



1 INTRODUCTION

- 1.1 This report contains a summary of performance against key performance indicators during the year 2017/18. This is the most recent performance information available from the Partnership. All KPIs that can be measured on an annual basis are reported with accompanying commentary for background information, along with details on penalty points accrued and service credits due.
- 1.2 Operationally, the Partnership is achieving the majority of its targets in planning, asset management and highways. With high standards in place, further improvement of our service each month for the community is our priority.

2 SUMMARY OF KEY PERFORMANCE INDICATORS

ST	STANDARD MONTHLY INDICATORS THROUGHOUT 2017/18									
		Highways and Transport	Asset Management	Development and Growth	Totals					
*	On target	4	5	10	19					
•	Below target	0	2	4	6					
	Total	4	7	14	25					

AN	INUAL FEE-RIS	K KPIs THROUGH	HOUT 2017/18 (A	NNUAL)	
		Highways and Transport	Asset Management	Development and Growth	Totals
*	On target	7	2	6	15
•	Below target	2	1	1	4
	Dependency Claimed	1	0	1	2
	Total	10	3	8	21

SERVICE CREDITS ACCRUED						
	2016/17 Annual	April 2016 to March 2017 Total				
Before dependencies	£11,938.97	£0.00				
After dependencies	£0.00	£0.00				

3 COMMENTARY ON ANNUAL PERFORMANCE

Asset Management

3.1 In October 2017, the FM Self Delivery Team took on several types of works from external contractors. Each individual month exceeded the 80% target and the annual performance of external contractors and the FM Self Delivery Team also exceeded the 80% target. The Self Delivery Team is also carrying out several areas of statutory regular maintenance and inspections alongside reactive repairs. Their performance will continue to be monitored to determine the benefits it brings to the service users and the Partnership.

- 3.2 Through an agreed Change Request, the Service Desk has changed its opening hours to mirror those of the Council's Contact Centre. This has delivered an enhanced service to customers and enabled the service to more accurately measure its actual performance, as the new system reporting has been optimised around the opening hours of the Contact Centre. The new opening hours went live in March 2015 and the service has baselined performance against the new opening hours and with the new reporting methodology. Using these calculation criteria, performance was 95.5% in 2017/18, meeting the target and exceeding performance of 94.2% in 2016/17 and 94.9% in 2015/16. There are sporadic times when a large number of "de-queued" calls are logged, and investigations are ongoing with NELC IT to discover where these calls originate from.
- 3.3 Throughout 2017/18 occupancy across the Council owned business centres was 89.1%, which is below the target of 90%. As the Council have introduced Service Charges across the business centre portfolio, this has coincided with fluctuations in the occupancy of the business centres. The management team are conducting exit surveys to obtain an overview of how these new service charges impact on the overall occupation.
- 3.4 The occupancy of market stalls has increased from 76.3% in 2016/17 to 82.2% in 2017/18. Despite being short of the 90% target, performance is stronger and in line with the 2015/16 result. This increase can be attributed to several schemes which have been launched. This includes the installation of Wi-Fi to enable traders to take card payments, incentive schemes to encourage stall take-up and the removal of several hard to let stalls to create an events space to encourage footfall. The team are also working with a partner to put a bid into the Arts Council for funding to put an art, wellbeing and culture programme on in the space over the next two years. Also for the full year 2017/18, the footfall was 827,000 compared to 713,000 in 2016/17, an increase of 16%. Over 100,000 people visited the market in December 2017, the first time this milestone has been reached since December 2011.
- 3.5 2017/18 was a fairly static year for the factory units, with 33-34 of the 36 units occupied each month (equivalent to 91.7%-94.4%) This exceeded the target of 90% and is the highest annual occupation achieved in the history of the Partnership. Whilst churn is still ongoing, it is envisaged that now a longer break period has been implemented for new tenants (and on lease renewals for existing) it will reduce the chances of long void periods as we have more time to advertise and find a new tenant prior to the current tenant vacating. As the supply of similar stock in the area reduces it is envisaged that the demand will remain high and occupancy levels can be maintained and improved. However, due to the nature of the businesses that operate within the units, this relies on favourable economic circumstances and changes to the local or national economy has the potential to have considerable impact.
- 3.6 Average office floor space per person is achieving the target, and has seen a large improvement since the start of the contract, due to the re-profiling of the Council's Core Office portfolio and the extension of agile working by ENGIE on the Origin site and throughout the Council. Further property rationalisation is planned for 2018/19 with the ENGIE relocation to New Oxford House, demonstrating the ability of the Partnership to deliver innovative solutions that reduce accommodation costs and promote efficient use of property assets.

Highways

- 3.7 The latest statistics provided by Humberside Police for the number of people killed and seriously injured in road traffic collisions indicate we are in line with our target to reduce this number by 33% by the end of the contract. For 2017, the rolling average for the number of people killed and seriously over the previous 12 months was down 31% compared with the average between 2004 and 2008. This is 39 fewer people killed and seriously injured on North East Lincolnshire's roads than would have been in the average 12 months between 2004 and 2008.
- 3.8 The rolling average for the number of children killed and seriously in 2017 was down 36% compared with the average between 2004 and 2008. This is 8 fewer children killed and seriously injured on North East Lincolnshire's roads than would have been in the average 12 months between 2004 and 2008. ENGIE and Public Health are in the process of working together to enable both partners to report a more detailed overview of the road safety picture within the authority. Several reports have been produced in collaboration for Scrutiny Panels as a result of this closer working.

Planning

- 3.9 Annually, 2017/18 has been the most successful year in the history of the Partnership's planning team. Overall, 99.7% (634/636) of all planning applications were determined on time across the three categories before dependencies. This includes performance of 100% for major and minor applications, with only 2 out of 365 other applications not meeting the specified deadline.
- 3.10 The standard Planning Advisory Service annual survey has now been discontinued as it was no longer fit for purpose. The Partnership will work to develop a new, bespoke feedback survey to issue in 2018/19. The service is confident it has made significant strides in enhancing their already high customer service, as the Partnership was awarded the Local Authority Team of the Year at the Royal Town Planning Institute's (RTPI) Awards for Planning Excellence. These are the most established and prestigious awards in the UK planning industry. One of the key judging points was the approach and techniques used by planning to achieve high quality solutions. The Planning Service is therefore confident it is exceeding the standards expected from it, whether the service user is a resident, Councillor, developer or a government agency. The Planning Team has
- 3.11 The number of planning appeals allowed after dependencies has continued to reduce year-on-year. This figure was 50% in 2013/14, 40% in 2014/15, 20% in 2015/16 and in the low teens in 2016/17 and 2017/18. Reducing the number of successful appeals means that people can have faith in the planning service in correctly assessing applications. Reducing the number of successful appeals also reduces the legal costs that would be incurred by the Council if an appeal were to be successful.
- 3.12 At full Council on 22nd March 2018 it was unanimously resolved that the 2013-2032 NEL Local Plan (2018) be adopted in accordance with Section 23 of the Planning and Compulsory Purchase Act 2004.

Housing

Due to changes in funding the team has transitioned to focus more on the use of advice and enforcement to bring empty properties back into use. This is more resource intensive and also means the service has less direct control over the timescales of intervention and precisely when a property will be improved by its owner. The team has developed new indicators for 2018/19 which will sit alongside the Housing Strategy. There is also an additional indicator being added to monitor the performance of interventions to reduce fuel poverty.

3.13 The number of Category 1 hazards resolved also remains high. The final result for 2017/18 was 177 hazards resolved which continues the strong performance and is comparable to the previous two year's performance of 182 and 181. Resolving these hazards ensures people are living in suitable accommodation. This indicator is being refined to expand the types of intervention carried out by the enforcement team.

Annual KPIs

- 3.14 The service has exceeded the target for public and private investment. From Partnership start to March 2018 the target was £135m. The service secured £173.3m in this time. The major areas of investment were in the Energy & Renewables and Ports & Logistics sectors.
- 3.15 The cumulative result for inward investment was also exceeded the target, with £451.1m secured in total over the lifetime of the Partnership against a lifetime target of £400m. The pipeline for both inward and public and private investment forecasts further growth in 2018/19 in line with target.
- 3.16 The investments detailed above have also seen an increase in jobs created. To date, the Partnership has created 5,172 employment opportunities through regeneration projects and economic growth. These opportunities are a combination of the construction jobs needed to deliver the projects and also the jobs created by the day to day business and operations provided by these investments.

- 3.17 The commercial floor space created since the beginning of the Partnership has exceeded the target of 42,000sqm, achieving 58,507sqmThis puts the Partnership in a strong position to deliver 60,000sqm by the end of the contract.
- 3.18 Within the Highways suite of indicators, the three annual measures around road condition show significantly above target performance for all three types of road: principal, non-principal and unclassified roads. Given the ongoing financial pressures on investment, this is a remarkable achievement as performance in this area is strongly linked to available capital investment. The performance on these indicators is compared against that of neighbouring authorities in Annex D, which again demonstrates the strength of our performance. The improvements in road condition across the highway network over the past 5 years are mainly attributable to the Partnership's programme of preventative maintenance through the use of surface dressing treatment, combined with the increased programme of planned maintenance works supported by Pothole Grant Funding, as well as Incentive Funding which is linked to the Council's Highway Asset Management policy and strategy.

Service Credits

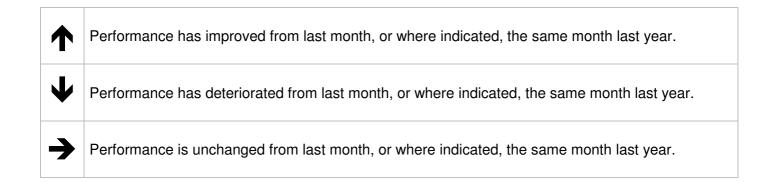
- 3.19 £11,938.97 worth of annual service credits have been accrued by the Partner. After dependencies have been claimed, this is reduced to a value of zero. This analysis is subject to discussion and agreement between the Council and ENGIE at Operations Board around the dependencies claimed within the highways and transport and regeneration baskets of annual KPIs. These are detailed in the PPM analysis attached.
- 3.20 There were no monthly service credits accrued by the Partner throughout the year. This analysis is subject to discussion and agreement between the Council and ENGIE at Operations Board. No monthly dependencies have been claimed within the highways and transport or asset management baskets of monthly KPIs. These are detailed in the PPM analysis attached.

ATTACHED PAPERS

- Annex A Annual Price Performance Mechanism Analysis 2017/18
- Annex B Monthly PPM Analysis April 2017 March 2018
- Annex C Annual Performance Review (CIPFA Benchmarking) 2017/18
- Annex D Annual Performance Indicator Scorecards 2017/18
- Annex E Payment Mechanism 2017/18
- Annex F Annex F Monthly Scorecard (March 2018 YTD)

KEY TO SYMBOLS USED IN REPORT

*	Reported performance is on or above target , or where subject to an annual target, forecast to be on target against the year-end target.
	Reported performance is below target, or where subject to an annual target, forecast to be below target against the year-end target.
(j)	Reported performance is at risk of not achieving the year-end forecast, but is not subject to a measurement against a target this year.



ANNUAL REPORT: 2017/18 PRICE PERFORMANCE MECHANISM



				PF	RE-DEPEND	ENCIES	PO	ST-DEPEND	ENCIES
HIGHWAYS AND TRANSPORT ANNUAL BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	Weighted Failure Points	ACTUAL PERF	VARIANCE	Weighted Failure Points
Ht.3 Percentage reduction in people killed or seriously injured in RTCs from average of 2004/05 to 2008/09	2017	ANNUAL	-22.0%	-30.7%	8.7%	0.00	-30.7%	8.7%	0.00
Ht.4 Percentage reduction in children killed or seriously injured in RTCs from average of 2004/05 to 2008/09	2017	ANNUAL	-31.0%	-36.4%	5.4%	0.00	-36.4%	5.4%	0.00
Ht.5 Percentage of LTP3 programme delivered per annum	2017/18	ANNUAL	95.0%	100.0%	5.0%	0.00	100.0%	5.0%	0.00
Ht.6 Percentage of principal roads where maintenance should be considered (LOWER IS BETTER)	2017/18	ANNUAL	0.00%	2.18%	-2.18%	0.00	2.18%	-2.18%	0.00
Ht.7 Percentage of non-principal roads where maintenance should be considered (LOWER IS BETTER)	2017/18	ANNUAL	0.00%	6.72%	-6.72%	0.00	6.72%	-6.72%	0.00
Ht.8 Percentage of unclassified roads where maintenance should be considered (LOWER IS BETTER)	2017/18	ANNUAL	0.00%	17.26%	-17.26%	0.00	17.26%	-17.26%	0.00
Ht.9 Percentage of all footways where maintenance should be considered (LOWER IS BETTER)	2017/18	ANNUAL	0.00%	35.30%	-35.30%	0.00	35.30%	-35.30%	0.00
PI.4 Percentage of planning appeals allowed (LOWER IS BETTER)	2017/18	ANNUAL	23.0%	46.2%	-23.2%	1.00	12.5%	10.5%	0.00
PI.8 Customer satisfaction with the planning service	2017/18	ANNUAL	85%	N/A	N/A	0.50	N/A	N/A	0.50
Tci.1 Total number of bus passenger trip taken in the area	2017/18	ANNUAL	8.011m	7.603m	-0.408 m	0.15	7.603m	-0.408m	0.15
			Total weigh	ted performanc	e failure points	1.65			0.65
				Approximate	e service credit	£8,682.89			£0.00

				PR	E-DEPEND	ENCIES	PO	ST-DEPEND	ENCIES
ASSET MANAGEMENT ANNUAL BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.2 Percentage of priority B-F calls responded to within standard response times	2017/18	ANNUAL	80.00%	85.43%	5.43%	0.00	85.43%	5.43%	0.00
Cp.1 Average annual occupation rate in Council owned business centres	2017/18	ANNUAL	90.00%	89.14%	-0.86%	0.33	89.14%	-0.86%	0.33
Sa.1 Average office floor space per person (LOWER IS BETTER)	2017/18	ANNUAL	9.50sqm	5.43sqm	4.07sqm	0.00	5.43sqm	4.07sqm	0.00
	0.33			0.33					
	£0.00			£0.00					

				PR	RE-DEPENDI	ENCIES	PO	ST-DEPEND	ENCIES
REGENERATION ANNUAL BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	Weighted Failure Points	ACTUAL PERF	VARIANCE	Weighted Failure Points
Hs.1 Number of dwellings vacant for over six months brought back into use	2017/18	ANNUAL	65	25	-40	1.00	25	-40	0.00
Hs.4 Number of category 1 hazards resolved	2017/18	ANNUAL	180	177	-3	0.10	177	-3	0.10
Ed.1 Cumulative public and private investment secured in wider regeneration projects by the Partnership	2017/18	ANNUAL	£135.0m	£173.3m	£38.3m	0.00	£173.3m	£38.3m	0.00
Ed.2 Cumulative inward investment	2017/18	BI-ANNUAL 2018/19	£320.0m	£451.1m	£131.1m	N/A	£451.1m	£131.1m	N/A
Ed.3 Cumulative jobs created by wider regeneration projects	2017/18	ANNUAL	3100	5049	1949	0.00	5049	1949	0.00
Ed.4 Cumulative square meters of non-residential (commercial, industrial and retail) floorspace created in the area	2017/18	ANNUAL	42000sqm	58507sqm	16507sqm	0.00	58507sqm	16507sqm	0.00
Td.1 Number of accredited apprenticeships for young people	2017/18	BI-ANNUAL 2017/18	6	7	1	0.00	7	1	0.00
Td.2 Number of work placements for young people aged 14-21 years old	2017/18	ANNUAL	9	7	-2	0.50	7	-2	0.50
	e failure points	1.60			0.60				
Approximate service credit £3,256.08									£0.00

DEPENDENCIES AND RELIEF CLAIMED	
	There were five successful planning appeals where Planning Committee made a decision contrary to the original officer recommendation. As such, these constitute a dependency in accordance with clause 8.1.2.2 the Council approving the plans and strategies submitted by the Partner to the Council for approval in accordance with the terms of this Agreement taking into account the Council's constitution and the normal operation tolerance of the decision making process in a local government environment.
$\label{eq:Hs.1} \textbf{Hs.1} \hspace{0.1 cm} \underset{\text{use}}{^{\text{Number of dwellings vacant for over six months brought back into}}$	Less money has been available through Capital Schemes to provide loans, grants and follow through with enforcement when seeking to return empty homes to occupation. As such, this constitutes a dependecy in accordance with clause 8.1.2.1 the Council providing sufficient investment and budget to the Partner.

MONTHLY REPORT APRIL 2017/18 PRICE PERFORMANCE MECHANISM



				PR	E-DEPEND	ENCIES	PO	ST-DEPEND	ENCIES
HIGHWAYS AND TRANSPORT MONTHLY BASKE	T	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS
PI.1 Major applications determined within 13 weeks	APRIL 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	APRIL 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	APRIL 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00
Ht.1 Average number of days to repair street lights	APRIL 2017/18	MONTHLY	3.00 days	1.33 days	1.67 days	0.00	1.33 days	1.67 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	APRIL 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00
	0.00			0.00					
	£ -			£ -					

		PRE-DEPENDEN					PO	POST-DEPENDE		
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	Weighted Failure Points	ACTUAL PERF	VARIANCE	Weighted Failure Points	
Fm.1 Percentage of priority A calls responded to within standard response times	APRIL 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00	
Fm.2 Percentage of priority B-F calls responded to within standard response times	APRIL 2017/18	MONTHLY	80.0%	92.4%	12.4%	0.00	92.4%	12.4%	0.00	
Fm.3 Percentage of calls to the service desk answered within 30 seconds	APRIL 2017/18	MONTHLY	95.0%	95.2%	0.2%	0.00	95.2%	0.2%	0.00	
	0.00			0.00						
Approximate service credit									£ -	

No dependencies were claimed against performance in April 2017

MONTHLY REPORT MAY 2017/18 PRICE PERFORMANCE MECHANISM



					E-DEPEND	ENCIES	POST-DEPENDENCIES		
HIGHWAYS AND TRANSPORT MONTHLY BASKE	T	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	Weighted Failure Points	ACTUAL PERF	VARIANCE	Weighted Failure Points
PI.1 Major applications determined within 13 weeks	MAY 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	MAY 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	MAY 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00
Ht.1 Average number of days to repair street lights	MAY 2017/18	MONTHLY	3.00 days	1.05 days	1.95 days	0.00	1.05 days	1.95 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	MAY 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00
	0.00			0.00					
	£ -			£ -					

PRE-DEPENDE						ENCIES	CIES POST-DEPEN		
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	Weighted Failure Points	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.1 Percentage of priority A calls responded to within standard response times	MAY 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	MAY 2017/18	MONTHLY	80.0%	83.6%	3.6%	0.00	83.6%	3.6%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	MAY 2017/18	MONTHLY	95.0%	97.1%	2.1%	0.00	97.1%	2.1%	0.00
	0.00			0.00					
Approximate service credit									£ -

No dependencies were claimed against performance in May 2017

MONTHLY REPORT JUNE 2017/18 PRICE PERFORMANCE MECHANISM



				PR	E-DEPENDI	ENCIES	IES POS		DENCIES
HIGHWAYS AND TRANSPORT MONTHLY BASKE	T	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS
PI.1 Major applications determined within 13 weeks	JUNE 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	JUNE 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	JUNE 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00
Ht.1 Average number of days to repair street lights	JUNE 2017/18	MONTHLY	3.00 days	1.18 days	1.82 days	0.00	1.18 days	1.82 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	JUNE 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00
	0.00			0.00					
	£ -			£ -					

	PRE-D						POST-DEPENDENCIES		
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.1 Percentage of priority A calls responded to within standard response times	JUNE 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	JUNE 2017/18	MONTHLY	80.0%	82.5%	2.5%	0.00	82.5%	2.5%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	JUNE 2017/18	MONTHLY	95.0%	94.2%	-0.8%	0.33	94.2%	-0.8%	0.33
Total weighted performance failure points 0.33									0.33
Approximate service credit £ -									£ -

No dependencies were claimed against performance in June 2017

MONTHLY REPORT JULY 2017/18 PRICE PERFORMANCE MECHANISM



				PR	E-DEPEND	ENCIES	PO	ST-DEPEND	ENCIES
HIGHWAYS AND TRANSPORT MONTHLY BASKE	T	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS
PI.1 Major applications determined within 13 weeks	JULY 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	JULY 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	JULY 2017/18	MONTHLY	90%	98%	8%	0.00	98%	8%	0.00
Ht.1 Average number of days to repair street lights	JULY 2017/18	MONTHLY	3.00 days	1.10 days	1.90 days	0.00	1.10 days	1.90 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	JULY 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00
	0.00			0.00					
	£ -			£ -					

				ENCIES	POST-DEPENDENCIES				
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.1 Percentage of priority A calls responded to within standard response times	JULY 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	JULY 2017/18	MONTHLY	80.0%	80.2%	0.2%	0.00	80.2%	0.2%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	JULY 2017/18	MONTHLY	95.0%	95.8%	0.8%	0.00	95.8%	0.8%	0.00
			Total weight	ed performanc	e failure points	0.00			0.00
				Approximate	e service credit	£ -			£ -

No dependencies were claimed against performance in July 2017

MONTHLY REPORT AUGUST 2017/18 PRICE PERFORMANCE MECHANISM



				PR	E-DEPEND	ENCIES	POST-DEPENDENCIES		
HIGHWAYS AND TRANSPORT MONTHLY BASK	T	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS
PI.1 Major applications determined within 13 weeks	AUGUST 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	AUGUST 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	AUGUST 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00
Ht.1 Average number of days to repair street lights	AUGUST 2017/18	MONTHLY	3.00 days	1.48 days	1.52 days	0.00	1.48 days	1.52 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	AUGUST 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00
		Total weighted performance failure point							0.00
	Approximate service credit £ -								£ -

				PF	ENCIES	PO	ST-DEPEND	DENCIES	
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	Weighted Failure Points	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.1 Percentage of priority A calls responded to within standard response times	AUGUST 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	AUGUST 2017/18	MONTHLY	80.0%	81.6%	1.6%	0.00	81.6%	1.6%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	AUGUST 2017/18	MONTHLY	95.0%	95.5%	0.5%	0.00	95.5%	0.5%	0.00
			Total weight	ted performanc	e failure points	0.00			0.00
				Approximate	e service credit	£ -			£ -

No dependencies were claimed against performance in August 2017

MONTHLY REPORT SEPTEMBER 2017/18 PRICE PERFORMANCE MECHANISM



				PR	E-DEPEND	ENCIES	POST-DEPENDENCIES		DENCIES
HIGHWAYS AND TRANSPORT MONTHLY BASKE	Т	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	Weighted Failure Points	ACTUAL PERF	VARIANCE	Weighted Failure Points
PI.1 Major applications determined within 13 weeks	SEPTEMBER 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	SEPTEMBER 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	SEPTEMBER 2017/18	MONTHLY	90%	96%	6%	0.00	96%	6%	0.00
Ht.1 Average number of days to repair street lights	SEPTEMBER 2017/18	MONTHLY	3.00 days	1.21 days	1.79 days	0.00	1.21 days	1.79 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	SEPTEMBER 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00
	Total weighted performance failure points 0.00								0.00
				Approximate	e service credit	£ -			£ -

		PRE-DEPENDENCIES					POST-DEPENDENCIES		
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.1 Percentage of priority A calls responded to within standard response times	SEPTEMBER 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	SEPTEMBER 2017/18	MONTHLY	80.0%	82.4%	2.4%	0.00	82.4%	2.4%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	SEPTEMBER 2017/18	MONTHLY	95.0%	94.3%	-0.7%	0.33	94.3%	-0.7%	0.33
			Total weight	ed performanc	e failure points	0.33			0.33
				Approximate	e service credit	£ -			£ -

No dependencies were claimed against performance in September 2017

MONTHLY REPORT OCTOBER 2017/18 PRICE PERFORMANCE MECHANISM



				PR	E-DEPENDI	ENCIES	POST-DEPENDENC		DENCIES
HIGHWAYS AND TRANSPORT MONTHLY BASKE	T	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
PI.1 Major applications determined within 13 weeks	OCTOBER 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	OCTOBER 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	OCTOBER 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00
Ht.1 Average number of days to repair street lights	OCTOBER 2017/18	MONTHLY	3.00 days	1.18 days	1.82 days	0.00	1.18 days	1.82 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	OCTOBER 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00
			Total weight	ed performance	0.00			0.00	
	Approximate service credit £ -								£ -

				PR	ENCIES	POST-DEPENDENCIES			
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS
Fm.1 Percentage of priority A calls responded to within standard response times	OCTOBER 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	OCTOBER 2017/18	MONTHLY	80.0%	89.2%	9.2%	0.00	89.2%	9.2%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	OCTOBER 2017/18	MONTHLY	95.0%	96.6%	1.6%	0.00	96.6%	1.6%	0.00
			Total weight	ed performanc	e failure points	0.00			0.00
				Approximate	e service credit	£ -			£ -

No dependencies were claimed against performance in October 2017

MONTHLY REPORT NOVEMBER 2017/18 PRICE PERFORMANCE MECHANISM



				PR	RE-DEPEND	ENCIES	POST-DEPENDENCIES		
HIGHWAYS AND TRANSPORT MONTHLY BASKE	T	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
PI.1 Major applications determined within 13 weeks	NOVEMBER 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	NOVEMBER 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	NOVEMBER 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00
Ht.1 Average number of days to repair street lights	NOVEMBER 2017/18	MONTHLY	3.00 days	1.26 days	1.74 days	0.00	1.26 days	1.74 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	NOVEMBER 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00
	Total weighted performance failure points 0.00								0.00
				Approximate	e service credit	£-			£ -

				PR	ENCIES	POST-DEPENDENCIES			
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.1 Percentage of priority A calls responded to within standard response times	NOVEMBER 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	NOVEMBER 2017/18	MONTHLY	80.0%	85.9%	5.9%	0.00	85.9%	5.9%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	NOVEMBER 2017/18	MONTHLY	95.0%	94.1%	-0.9%	0.33	94.1%	-0.9%	0.33
			Total weight	ed performanc	e failure points	0.33			0.33
				Approximate	e service credit	£ -			£ -

No dependencies were claimed against performance in November 2017

MONTHLY REPORT DECEMBER 2017/18 PRICE PERFORMANCE MECHANISM



				PR	E-DEPEND	ENCIES	POST-DEPENDENCIES			
HIGHWAYS AND TRANSPORT MONTHLY BASKE	Т	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	Weighted Failure Points	ACTUAL PERF	VARIANCE	Weighted Failure Points	
PI.1 Major applications determined within 13 weeks	DECEMBER 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00	
PI.2 Minor applications determined within 8 weeks	DECEMBER 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00	
PI.3 Other applications determined within 8 weeks	DECEMBER 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00	
Ht.1 Average number of days to repair street lights	DECEMBER 2017/18	MONTHLY	3.00 days	1.31 days	1.69 days	0.00	1.31 days	1.69 days	0.00	
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	DECEMBER 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00	
			Total weight	ted performanc	e failure points	0.00			0.00	
				Approximate	e service credit	£ -			£ -	

				PR	E-DEPEND	ENCIES	PO	ST-DEPEND	DENCIES
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.1 Percentage of priority A calls responded to within standard response times	DECEMBER 2017/18	MONTHLY	100%	100.00%	0.00%	0.00	100.00%	0.0%	0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	DECEMBER 2017/18	MONTHLY	80.0%	83.2%	3.2%	0.00	83.2%	3.2%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	DECEMBER 2017/18	MONTHLY	95.0%	94.6%	-0.4%	0.33	94.6%	-0.4%	0.33
			Total weight	ed performanc	e failure points	0.33			0.33
				Approximate	e service credit	£ -			£ -

No dependencies were claimed against performance in December 2017

MONTHLY REPORT JANUARY 2017/18 PRICE PERFORMANCE MECHANISM



				ENCIES	PO	POST-DEPENDENCIES			
HIGHWAYS AND TRANSPORT MONTHLY BASKE	T	MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
PI.1 Major applications determined within 13 weeks	JANUARY 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	JANUARY 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	JANUARY 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00
Ht.1 Average number of days to repair street lights	JANUARY 2017/18	MONTHLY	3.00 days	1.89 days	1.11 days	0.00	1.89 days	1.11 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	JANUARY 2017/18	MONTHLY	99%	97%	-2%	0.40	97%	-2%	0.40
			Total weight	ted performanc	e failure points	0.40			0.40
	Approximate service credit £ - £							£ -	

		PRE-DEPENDE			ENCIES	POST-DEPENDEN		DENCIES	
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.1 Percentage of priority A calls responded to within standard response times	JANUARY 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	JANUARY 2017/18	MONTHLY	80.0%	86.9%	6.9%	0.00	86.9%	6.9%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	JANUARY 2017/18	MONTHLY	95.0%	96.9%	1.9%	0.00	96.9%	1.9%	0.00
Total weighted performance failure points 0.00									0.00
Approximate service credit £ -								£ -	

DEPENDENCIES AND RELIEF CLAIMED

No dependencies were claimed against performance in January 2018

MONTHLY REPORT FEBRUARY 2017/18 PRICE PERFORMANCE MECHANISM



					PRE-DEPENDENCIES			POST-DEPENDENCIES		
HIGHWAYS AND TRANSPORT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	Weighted Failure Points	ACTUAL PERF	VARIANCE	Weighted Failure Points	
PI.1 Major applications determined within 13 weeks	FEBRUARY 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00	
PI.2 Minor applications determined within 8 weeks	FEBRUARY 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00	
PI.3 Other applications determined within 8 weeks	FEBRUARY 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00	
Ht.1 Average number of days to repair street lights	FEBRUARY 2017/18	MONTHLY	3.00 days	2.13 days	0.88 days	0.00	2.13 days	0.88 days	0.00	
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	FEBRUARY 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00	
Total weighted performance failure points						0.00			0.00	
Approximate service credi									£ -	

		PRE-DEPEND			INCIES POS		ST-DEPEND	DENCIES	
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points
Fm.1 Percentage of priority A calls responded to within standard response times	FEBRUARY 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00
Fm.2 Percentage of priority B-F calls responded to within standard response times	FEBRUARY 2017/18	MONTHLY	80.0%	85.6%	5.6%	0.00	85.6%	5.6%	0.00
Fm.3 Percentage of calls to the service desk answered within 30 seconds	FEBRUARY 2017/18	MONTHLY	95.0%	97.2%	2.2%	0.00	97.2%	2.2%	0.00
Total weighted performance failure points 0.00									0.00
Approximate service credit £ -									£ -

DEPENDENCIES AND RELIEF CLAIMED

No dependencies were claimed against performance in February 2018

MONTHLY REPORT MARCH 2017/18 PRICE PERFORMANCE MECHANISM



		PRE-DEPENDE			ENCIES	POST-DEPENDENCIES		ENCIES	
HIGHWAYS AND TRANSPORT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS
PI.1 Major applications determined within 13 weeks	MARCH 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.2 Minor applications determined within 8 weeks	MARCH 2017/18	MONTHLY	85%	100%	15%	0.00	100%	15%	0.00
PI.3 Other applications determined within 8 weeks	MARCH 2017/18	MONTHLY	90%	100%	10%	0.00	100%	10%	0.00
Ht.1 Average number of days to repair street lights	MARCH 2017/18	MONTHLY	3.00 days	1.00 days	2.00 days	0.00	1.00 days	2.00 days	0.00
Ht.2 Percentage of repairs to unsafe highway made within 24 hours of notification	MARCH 2017/18	MONTHLY	99%	100%	1%	0.00	100%	1%	0.00
Total weighted performance failure points						0.00			0.00
Approximate service cred						£ -			£ -

					PRE-DEPENDENCIES			POST-DEPENDENCIES		
ASSET MANAGEMENT MONTHLY BASKET		MEASURE PERIOD	KPI OBLIGATION TARGET	ACTUAL PERF	VARIANCE	WEIGHTED FAILURE POINTS	ACTUAL PERF	VARIANCE	Weighted Failure Points	
Fm.1 Percentage of priority A calls responded to within standard response times	MARCH 2017/18	MONTHLY	100%	N/A		0.00	N/A		0.00	
Fm.2 Percentage of priority B-F calls responded to within standard response times	MARCH 2017/18	MONTHLY	80.0%	89.3%	9.3%	0.00	89.3%	9.3%	0.00	
Fm.3 Percentage of calls to the service desk answered within 30 seconds	MARCH 2017/18	MONTHLY	95.0%	94.9%	-0.1%	0.33	94.9%	-0.1%	0.33	
Total weighted performance failure points0.33								0.33		
Approximate service credit £ -								£ -		

DEPENDENCIES AND RELIEF CLAIMED

No dependencies were claimed against performance in March 2018



ANNUAL PERFORMANCE REVIEW Benchmarking

1 INTRODUCTION

1.1 The following report looks at the Partnership performance indicators that are also reported nationally to government by other local authorities. This is in order to be able to benchmark the delivery by Partnership compared to other local authorities and the national trend. The authorities used for comparison are Redcar and Cleveland, Darlington and Hartlepool. These have been identified by CIPFA as our "Nearest Neighbours"

2 ROAD SAFETY

2.1 The number of all people killed or seriously injured in Road Traffic Collisions.

The below table shows that the number of people killed or seriously injured in road traffic collisions has decreased significantly in North East Lincolnshire. When comparing the 2016 figures to the 2010-14 average, there is a reduction of 13.7%. This is a greater reduction achieved than by any of our CIPFA Nearest Neighbours, several of which saw an increase and a significant reduction compared to the national average that saw a 7.6% increase. The 2016 result of 72 is the second best result since the Partnership began in 2010.

	2010- 2014 Average	2012	2013	2014	2015	2016	2016 change from 2010- 2014
NE							
Lincolnshire	83.4	81	94	86	59	72	-13.7%
Darlington	34.2	35	41	26	32	39	+14.0%
Hartlepool	26.4	27	19	25	38	34	+28.8%
Redcar & Cleveland	39.2	39	34	48	50	38	-3.1%
England	21,282.8	21,630	20,387	21,425	20,929	22,900	+7.6%

Table 1 - The number of people killed or seriously injured in Road Traffic Collisions between 2010 and 2016, compared to the 2010-14 average.

When the latest (2016 figures) are added to create a five-year average for a direct comparison, again we see a significant reduction in North East Lincolnshire. Again, this reduction is greater than those of our CIPFA Nearest Neighbours and the national average.

Table 2 - The number of people killed or seriously injured in Road Traffic Collisions as five year averages

	2010-2014 Average	2012-2016 Average	Reduction
NE Lincolnshire	83.4	78.4	-6.0%
Darlington	34.2	34.6	+1.2%
Hartlepool	26.4	28.6	+8.3%
Redcar & Cleveland	39.2	41.8	+6.6%
England	21,282.8	21,454.2	+0.8%

The figures published by the government currently used the five year period of 2010-14 (having previously used the 2005-2009 average) to draw comparisons to. In the Partnership contract, the 2004-2008 average is used. To be able to make a direct comparison with other authorities the government data of 2010-14 is used.

2.2 The number of children killed or seriously injured.

The below table shows that the number of children killed or seriously injured in road traffic collisions has decreased significantly in North East Lincolnshire since 2010-14. When comparing the 2016 figures to the 2010-14 average, there is a reduction of 21%. This reduction is only bettered by one of our CIPFA Nearest Neighbours and significantly greater than the national average (6% reduction).

Although there was an increase for this result in 2016, this result is still a decrease on the 2010-14 average. The national data demonstrates the increase was part of a larger national trend, with the majority of the CIPFA Nearest Neighbours also incurring an increased result for 2016.

	2010- 2014 Average	2012	2013	2014	2015	2016	2016 change from 2010- 2014
NE							
Lincolnshire	14.0	11	20	16	9	11	-21%
Darlington	3.6	3	7	2	2	4	+11%
Hartlepool	4.8	6	6	1	7	3	-38%
Redcar &							
Cleveland	7.0	10	6	6	5	7	0%
England	1,947.6	1,986	1,732	1,782	1,738	1,833	-6%

Table 3 - The number of children killed or seriously injured in Road Traffic Collisionsbetween 2010 and 2016, compared to the 2010-14 average.

When the latest (2016 figures) are added to create a five-year average for a direct comparison, there is again a reduction in North East Lincolnshire. Again, this reduction is greater than those of our CIPFA Nearest Neighbours and the national average.

 Table 4 - The number of children killed or seriously injured in Road Traffic Collisions as five year averages

	2010-2014 Average	2012-2016 Average	Reduction
NE Lincolnshire	14.0	13.4	-4.3%
Darlington	3.6	3.6	0%
Hartlepool	4.8	4.6	-4.2%
Redcar & Cleveland	7.0	6.8	-2.9%
England	1,947.6	1,814.2	-6.8%

The figures published by the government currently used the five year period of 2010-14 (having previously used the 2005-2009 average) to draw comparisons to. In the Partnership contract, the 2004-2008 average is used. To be able to make a direct comparison with other authorities the government data of 2010-14 is used.

3 PLANNING

3.1 Planning decisions made within timescale.

Over the first seven years of the Partnership, ENGIE has transformed the Planning service so that it now delivers a consistently excellent service whilst enabling sustainable development and growth in North East Lincolnshire. This innovation has demonstrably resulted in a significant positive impact on the reputation and perception of the planning service by many of its users.

Putting the right processes and procedures in place was a key component of the service's transformation, so that planning applications are managed more effectively and efficiently, resulting in planning decisions of a higher quality. This has involved working closer with service users and improving positive relations with statutory bodies.

The speed of decision making is important because delay and uncertainty can mean that development and investment doesn't happen. Also, the government is increasingly focusing on the speed of decision making and poor performing authorities are financially penalised – and increasingly so.

The figures shown relate to planning application decisions made in the two-year period between January 1st 2016 and December 31st 2017.

3.2 Major planning applications.

The below table shows that North East Lincolnshire built on the previous good result, greatly outperforming the national average and achieving a higher performance to that of all our CIPFA Nearest Neighbours. Of the 339 district planning authorities that submitted figures, NELC was ranked joint 1st.

	North East Lincolnshire	Darlington	Hartlepool	Redcar & Cleveland	National
Decisions On Time	88	46	65	48	13,345
Total Decisions	88	59	67	50	30,774
Percentage 2016-17	100%	78.0%	97.0%	96.0%	86.7%
Percentage 2015-16	94.3%	83.7%	95.1%	95.5%	88.2%
Percentage 2014-15	88.8%	85.4%	95.8%	89.1%	78.4%
National Rank 2016-17	T-1st	278th	40th	48th	N/A
National Rank 2015-16	45th	174 th	36th	32nd	N/A
National Rank 2014-15	81st	113th	13th	75th	N/A

Table 5 – Major planning applications decided within timescale (1/1/16-31/12/17).

The government has been keen to see the number of major applications approved on time increase, which explains the almost 10% increase nationally since 2014-15.

When looking at the 2016-17 figures in isolation, North East Lincolnshire was one of 21 authorities to achieve 100% in the year, however only 2 authorities managed 100% with a higher volume of applications.

3.3 Minor and other planning applications (1/1/16-31/12/17).

The below table shows that North East Lincolnshire clearly outperformed the national average and also the CIPFA Nearest Neighbours. Of the 339 district planning authorities that submitted figures, NELC continued their improvement to be in the top 10 overall. North East Lincolnshire managed this, despite handling more decisions than any of the comparable authorities.

Table 6 – Minor and other planning applications decided within timescale (1/1/16-31/12/17).

	North East Lincolnshire	Darlington	Hartlepool	Redcar & Cleveland	National
Decisions On Time	1,109	669	695	1,006	642,387
Total Decisions	1,101	899	737	959	735,294
Percentage 2016-17	99.3%	74.4%	94.3%	95.3%	87.4%
Percentage 2015-16	98.8%	56.9%	93.7%	95.0%	83.2%
Percentage 2014-15	95.0%	56.0%	91.6%	89.8%	79.7%
National Rank 2016-17	8th	326th	55th	38th	N/A
National Rank 2015-16	4th	338th	32nd	23rd	N/A
National Rank 2014-15	14th	328th	36th	55th	N/A

When the figures for only 2017 are looked at, the improvement is as impressive, as North East Lincolnshire maintained a position within the top 10, which is an incredible achievement and shows the continual improvement that is being made to the service. As can be seen there were increases for all authorities and nationally, so to improve from an already high percentage and maintain a position against fierce competition is a testament to the hard work put in by the team. Again, this was done while handling more decisions than the comparable authorities.

	North East Lincolnshire	Darlington	Hartlepool	Redcar & Cleveland	National
Decisions On Time	561	380	365	516	327,145
Total Decisions	564	443	386	541	368,080
Percentage 2017	99.5%	85.5%	94.6%	95.4%	88.9%
Percentage 2016	99.1%	63.4%	94.0%	95.3%	85.7%
Percentage 2015	98.5%	50.7%	93.4%	94.8%	80.4%
National Rank 2017	8th	253rd	78th	63rd	N/A
National Rank 2016	8th	329th	52nd	39th	N/A
National Rank 2015	4th	333rd	37th	22nd	N/A

Table 7 – Minor and other planning applications decided within timescale (2017).

3.4 Successful planning applications (2017).

An important measure of local development is the number of successful planning applications. The pre-application advice service now in place ensures that potential applicants for planning permission are clear on the likely outcome of an application and the risks and issues associated with it. The intent is to avoid 'wasted' applications (refusals), thereby reducing the number of appeals and making the service more efficient.

Table 8 – Successful planning applications (2)	2017).
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	Major Applications	Minor Applications	Other Applications	All Applications
Successful applications	40	230	366	636
Number of applications	45	243	372	660
Percentage successful	89%	95%	98%	96.4%
National Average	86%	82%	90%	87.7%
National Rank	151 st	12 th	11 th	12 th

The table shows that nationally, the authority is ranked in the top 20 authorities for granting minor and other applications. This is comparing us against a total of 339 authorities. Despite an 89% result on major applications, which is more than the national average of 87.7% the authority ranks 151st. This can be put down the small volume of major applications and the increased competition from local authorities. Also, this does not include those applications which were recommended for approval by the Planning Team, but which were refused at Planning Committee. There is increased competition for authorities to have successful major planning applications after the introduction of the Growth & Infrastructure Act 2013, which gives the Secretary of State to designate local planning authorities if their performance in handling major applications falls below an acceptable standard. When all applications are combined, the authority remains comfortably in the top 20 planning authorities.

4 ROAD CONDITION

For all road condition indicators, a lower result is better, as the figure represents the percentage of roads where maintenance should be considered.

The improvements in road condition across the highway network over the past 5 years are mainly attributable to the Partnership's programme of preventative maintenance through the use of surface dressing treatment, combined with the increased programme of planned maintenance works supported by Pothole Grant Funding, as well as Incentive Funding which is linked to the Council's Highway Asset Management policy and strategy.

4.1 Condition of principal roads.

The below table shows that North East Lincolnshire is a leading authority compared to our CIPFA Nearest Neighbours. The region generally outperforms the national average, illustrating the strength of North East Lincolnshire's performance against this key performance measure. The reported figure for 2016/17 of 3% maintains the progress that has been made, with the five year average performance remaining steady.

Local authority	2012/13	2013/14	2014/15	2015/16	2016/17	2012-2017 Average
North East						
Lincolnshire	2	2	2	2	3	2.2
Darlington	5	3	4	3	2	3.4
Hartlepool	2	5	7	2	2	3.6
Redcar & Cleveland	2	2	2	1	1	1.6
ENGLAND	5	4	4	3	3	3.8

Table 9 – Percentage of principal (Local Authority maintained 'A' roads) where maintenance should be considered.

4.2 Condition of non-principal roads.

The below table shows that North East Lincolnshire is consistently outperforming most of the CIPFA Nearest Neighbours and in line with the national average. The result for 2016/17 of 6% is consistent with the previous year and will further reduce the five year average.

Table 10 – Percentage of non-principal (Local Authority maintained 'B' and 'C' roads) where maintenance should be considered.

Local authority	2012/13	2013/14	2014/15	2015/16	2016/17	2012-2017 Average
North East Lincolnshire	6	9	9	6	6	7.2
Darlington	12	14	11	9	6	10
Hartlepool	9	8	8	4	2	6.2
Redcar & Cleveland	3	2	2	1	2	2.0
ENGLAND	9	8	7	6	6	7.2

4.3 Unclassified roads.

After some severe winters between 2009 and 2012, the network of unclassified roads experienced a degree of deterioration across the nation. However, this trend has been reversed in North East Lincolnshire and the unclassified network over the past three years is the best it has been under the Partnership. The improvement made between 2012/13 and 2016/17 in North East Lincolnshire is not replicated by any of our CIPFA Nearest Neighbours.

Local authority	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2012-2017 Average
North East Lincolnshire	18	26	30	23	15	15	15	19.6
Darlington	6	7	9	10	10	12	15	11.2
Hartlepool	13	15	10	10	10	17	14	12.2
Redcar & Cleveland	8	10	10	12	13	12	13	12.0
ENGLAND	16	17	18	18	18	17	17	17.6

Table 11 – Percentage of unclassified roads where maintenance should be considered.

5 SOURCES

5.1 The comparison figures used for the road safety section of the report are provided by the DfT via the www.gov.uk website: <u>https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-annual-report-2016</u>

Figures for the calendar year 2017 will be published in September 2018.

- 5.2 The comparison figures used for the planning section of the report are provided by the DCLG via the www.gov.uk website: <u>https://www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics</u>
- 5.3 The comparison figures used for the road condition section of the report are provided by the DfT via the www.gov.uk website: <u>https://www.gov.uk/government/statistics/road-conditions-in-england-2017</u>

Figures for the 2017/18 year will be published in March 2019.

ANNUAL REPORT: 2017/18

ROAD SAFETY

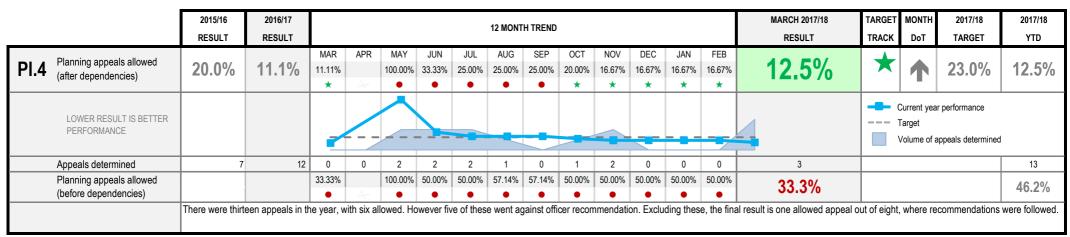
	2015 RESULT	2016 RESULT						12 MONT	H TREND						DECEMBER 2017 RESULT	TARGET TRACK	YEAR DoT	PARTNERSHIP TARGET	2017 YTD
Ht.3 Percentage reduction in people killed or seriously injured in RTAs compared with 2004/08 purperse	-57%	-46%	DEC -46%	JAN -43% ★	FEB -43%	MAR -41%	APR -40%	MAY -37%	JUN -31%	JUL -35%	AUG -39%	SEP -30%	OCT -31% ★	NOV -32%	-30.7%		V	-22.0%	-31%
2004/08 average			-	-	-	-	-			-						-	Current ye	ar performance	
Actual number of casualties HIGHER NEGATIVE PERCENTAGE (I.E. PERCENTAGE REDUCTION) IS BETTER		and 2008. In this			•										7 paring this with the average nur is 39 less than the 127 average		•		
Ht.4 Percentage reduction in children killed or seriously injured in RTAs compared with 2004/08 average	-64%	-55%	DEC -55% ★	JAN -55% ★	FEB -59% ★	MAR -64% ★	APR -59% ★	MAY -64% ★	JUN -59% ★	JUL -64% ★	AUG -68% ★	SEP -59% ★	OCT -41% ★	NOV -41% ★	-36.4%		V Current yea	-31.0%	-36%
Actual number of casualties HIGHER NEGATIVE PERCENTAGE (I.E. PERCENTAGE REDUCTION) IS BETTER		and 2008. In this													1 mparing this with the average nu is 8 less than the 22 average b				



HIGHWAY ASSETS AND ENGINEERING

Ht.5	Percentage spend on the LTP capital programme	2015/16 RESULT 100%	2016/17 RESULT 100%	MAR 100%	APR	MAY	JUN	JUL	12 MONT AUG 43% ★	H TREND	OCT	NOV 73% ★	DEC 76%	JAN 77%	FEB 81%	MARCH 2017/18 RESULT 100%		>	2017/18 TARGET 95%	2017/18 YTD 100%
	HIGHER RESULT IS BETTER PERFORMANCE								-								Current year Target	r performa	nce	
	Spend to date	The rate of energy	d is non linear		a fila al ira d	uh a Crast an	antha af	44	1.38m	2.10m		2.38m	2.47m	2.50m	2.65m	3.48m				
		The rate of spen	id is non-linear, a	and not pi	rofiled in t	the first m	ionths of	the year.	However	the full a	mount of	the Capi	tai Progra	amme wa	s spent b	by the financial year end.				
Ht.6	Percentage of principal roads where maintenance should be considered	2.34%	2.96%	MAR 2.96%	APR 2.96%	MAY 2.96%	JUN 2.96%	JUL 2.96%	AUG 2.96%	SEP 2.96%	OCT 2.96%	NOV 2.96%	DEC 2.96%	JAN 2.96%	FEB 2.96%	2.18%		1	9.09%	2.18%
	LOWER RESULT IS BETTER PERFORMANCE	The service has	made continuou	is improve	ements to	the conc	lition of th	ie princip	al road ne	etwork.										
Ht.7	Percentage of non-principal roads where maintenance should be considered	5.72%	6.29%	MAR 6.29%	APR 6.29%	MAY 6.29%	JUN 6.29%	JUL 6.29%	AUG 6.29%	SEP 6.29%	OCT 6.29%	NOV 6.29%	DEC 6.29%	JAN 6.29%	FEB 6.29%	6.72%		↓	16.78%	6.72%
	LOWER RESULT IS BETTER PERFORMANCE	The service is su	uccessfully main	taining the	e non-prir	ncipal roa	d network	k to an ap	opropriate	standaro	1.									
Ht.8	Percentage of unclassified roads where maintenance should be considered	15.22%	15.46%	MAR 15.46%	APR 15.46%	MAY 15.46%	JUN 15.46%	JUL 15.46%	AUG 15.46%	SEP 15.46%	OCT 15.46%	NOV 15.46%	DEC 15.46%	JAN 15.46%	FEB 17.26%	17.26%		↓	19.90%	17.26%
	LOWER RESULT IS BETTER PERFORMANCE	The service is su	uccessfully main	taining the	e unclass	ified road	network	to an app	propriate	standard.										
Ht.9	Percentage of all footways where maintenance should be considered	52.40%	43.50%	MAR 43.50%	APR 43.50%	MAY 43.50%	JUN 43.50%	JUL 43.50% ★	AUG 43.50%	SEP 43.50%	OCT 43.50%	NOV 43.50%	DEC 43.50%	JAN 43.50% ★	FEB 43.50%	35.30%		1	59.00%	35.30%
	LOWER RESULT IS BETTER PERFORMANCE	The service is su	uccessfully main	taining the	e footway	rs to an a	opropriate	e standar	d.											

ANNUAL REPORT: 2017/18 **PLANNING**



TOWN CENTRE INTELLIGENCE

	2015/16 RESULT	2016/17 RESULT						12 MONT	'H TREND						MARCH 2017/18 RESULT	TARGET TRACK	YEA DoT	AR ON YEAR % CHANGE	2017/18 YTD
Tci.1 Bus passenger journeys	8.13m	8.00m	MAR 695k	APR 618k	MAY 665k	JUN 653k	JUL 656k	AUG 686k	SEP 670k	OCT 655k	NOV 647k	DEC 578k	JAN 605k	FEB 551k	619k		V	-5.0%	7.60m
HIGHER RESULT IS BETTER PERFORMANCE					1										-			r performance past two years	
April to year to date			8.00m	0.62m	1.28m	1.94m	2.59m	3.28m	3.95m	4.60m	5.25m	5.83m	6.43m	6.98m	7.60m	1			
		bers are declinin d to the depende							c and soc	ial chang	es in the	way peop	ole work, s	shop and	spend lesiure time. The large d	ip in Augus	st compar	red to the previou	us two years



ANNUAL REPORT: 2017/18 FACILITIES MANAGEMENT



Working in Partnership

		2015/16 RESULT	2016/17 RESULT						12 MONT	'H TREND						MARCH 2017/18 RESULT	TARGET TRACK	MONTH DoT	2017/18 TARGET	2017/18 YTD
Fm.2	Percentage of priority B-F calls responded to within standard response times	93.5%	89.5%	MAR 91.6%	APR 92.4%	MAY 83.6%	JUN 82.5%	JUL 80.2%	AUG 81.6%	SEP 82.4%	OCT 89.3%	NOV 86.2%	DEC 82.4%	JAN 86.3%	FEB 84.3%	89.0%	*	1	80%	85.4%
	HIGHER RESULT IS BETTER PERFORMANCE					_	-												r performance epairs	
	Priority B-F calls completed	3103	2621	152	243	229	227	243	244	122	408	330	310	389	355	453				3553
		FM Self Delivery	y was introduced	in Octob	er 2017, i	resulting i	in more re	eactive ar	nd periodi	ic maintai	nence be	ing delive	ered by th	e Partner	rship.					

COMMERCIAL PROPERTY

		2015/16 RESULT	2016/17 RESULT						12 MONT	H TREND						MARCH 2017/18 RESULT	TARGET TRACK	MONTH DoT	2017/18 TARGET	2017/18 YTD
Ср.1	Percentage of business centre units occupied	93.7%	90.9%	MAR 89.9%	APR 89.5%	MAY 90.3%	JUN 90.6%	JUL 90.6%	AUG 88.8%	SEP 87.6%	OCT 86.5%	NOV 90.6%	DEC 91.0%	JAN 87.6%	FEB 88.4%	88.0%		¥	90%	89.1%
	HIGHER RESULT IS BETTER PERFORMANCE																		ar performance	
	Number of occupied units	250	243	240	239	241	242	242	237	234	231	242	243	234	236	235				238
		There has been	a net decrease o	of 5 units	in 2017/1	8. The B	usiness (Centres te	am are m	nonitoring	g the occu	pancy cl	osely sinc	e the intro	oduction	of service charges.				

STRATEGIC ASSET MANAGEMENT

		2015/16 RESULT	2016/17 RESULT						12 MONT	H TREND						MARCH 2017/18 RESULT	TARGET TRACK	MONTH DoT	2017/18 TARGET	2017/18 YTD
Sa.1	Average office floor space per person	7.70sqm	5.43sqm	MAR 5.43	APR 5.43	MAY 5.43	JUN 5.43	JUL 5.43	AUG 5.43	SEP 5.43 ★	OCT 5.43	NOV 5.43	DEC 5.43	JAN 5.43	FEB 5.43 ★	5.43sqm	*	→	9.80sqm	5.43sqm
	LOWER RESULT IS BETTER PERFORMANCE																		ar performance	
		There has been House.	no change in this	s indicato	r, as no r	major rati	onalisatic	on project	s have be	en under	taken in i	the past 1	2 month	s. The ne	xt major r	ationalisation project will be the	move of E	NGIE sta	ff from Origin 2 i	nto New Oxford

ANNUAL REPORT: 2017/18 HOUSING

		2015/16 RESULT	2016/17 RESULT						12 MONT	'H TREND						MARCH 2017/18 RESULT	TARGET TRACK	YEAR DoT	2017/18 TARGET	2017/18 YTD
Hs.1	Homes empty over six months returned to occupation (year to	61	36	MAR	APR	MAY	JUN	JUL	AUG	SEP	ОСТ	NOV	DEC	JAN	FEB	25		J	65	25
113.1	date)	01	50	36	3	4	8	9	10	11	13	15	16	17	23	23			00	20
	HIGHER RESULT IS BETTER PERFORMANCE			•														Current yea Target	ar performance	
	Monthly result			★ 6	•	•	•	• 1	•	•	• 2	• 2	•	•	★ 6	2				
		The number of h will be updated i		er six mor	nths retur	med to oc	cupation	did not re	each the p	performa	nce targe	. Funding	g changes	s meant th	nis indica	tor needed to be reprofiled to b	etter reflect	the activ	ities of the Housi	ng Team and
He /	Category 1 hazards resolved	182	181	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	177		J	180	177
115.4	Category 1 hazards resolved (year to date)	102	101	181	7	13	25	36	46	59	74	101	112	127	156	111			100	177
	HIGHER RESULT IS BETTER PERFORMANCE			-												24	·	,	ar performance	
	Monthly result			*	٠	•	•	٠	٠	٠	*	*	•	*	*	21				
		The sumber of a		23	7	6	12	11	10	13 This is d	15	27	11	15	29		 	h	the Decent Live	
		The number of C	category 1 hazar	us resolve	ea tell Slig	gnuy shor	t of the st	retch targ	jet of 180	. This inc	licator is t	peing repl	aced in 2	U 18/19 to	Inciude	other types of interventions that	neip raise	nomes to	o the Decent Hon	ies Standard

TRAINING & DEVELOPMENT

		2015/16 RESULT	2016/17 RESULT						12 MONT	'H TREND						MARCH 2017/18 RESULT		2017/18 TARGET	2017/18 YTD
Td.1	Number of fully accredited apprenticeships for young people	1	0	MAR 0	APR 0	MAY 0	JUN 0	JUL 0	AUG 0	SEP 1	OCT 2	NOV 3	DEC 3	JAN 4	FEB 7	7	*	6	7
		The apprentice	scheme was suc	cessfully i	relaunche	ed in 201	7/18 and [*]	7 appren	tices join	ed the bu	siness								
Td.2	Number of work placements for young people aged 14-21	1	0	MAR	APR	MAY	JUN 0	JUL	AUG	SEP	OCT 6	NOV	DEC	JAN 7	FEB	7		9	7
	years	Six school work	placements cam	e into the	compan	y in July a		ern in No	ovember	0	0	1	1	Ι	Ι				



ANNUAL REPORT: 2017/18 ECONOMIC DEVELOPMENT

		2015/16 RESULT	2016/17 RESULT						12 MONT	H TREND)					MARCH 2017/18 RESULT	TARGET TRACK		2017/18 TARGET	2017/18 YTD
	Cumulative public and private investment secured	£161.4m	£166.7m	MAR £166.7m	APR £166.7m	MAY £170.6m	JUN £172.3m	JUL £172.3m	AUG £172.3m	SEP £173.3m	OCT £173.3m	NOV £173.3m	DEC £173.3m	JAN £173.3m	FEB £173.3m	£173.3m	*		£135.0m	£6.5m
	HIGHER RESULT IS BETTER PERFORMANCE																	Current yea Target	ir performance	
Ed.2	Cumulative inward investment	£383.6m	£409.8m	MAR £409.8m	APR £411.6m	MAY £414.8m	JUN £429.3m ★	JUL £441.8m ★	AUG £441.8m	SEP £441.8m	OCT £441.8m	NOV £441.8m ★	DEC £441.8m	JAN £449.8m ★	FEB £450.5m ★	£451.1m	*		£320.0m	£41.2m
	HIGHER RESULT IS BETTER PERFORMANCE																		r performance	
	Cumulative jobs created by wider regeneration projects	4186	4593	MAR 4593	APR 4593	MAY 4635 ★	JUN 4795 ★	JUL 4795	AUG 4795	SEP 4795	OCT 4795	NOV 4796	DEC 4796	JAN 4947 ★	FEB 5047 ★	5049	*		3100	456
	HIGHER RESULT IS BETTER PERFORMANCE																- (r performance	
Ed.4	Cumulative commercial floor space created in area (SQM)	41796	51361	MAR 51361	APR 51361	MAY 51361	JUN 56361	JUL 56361	AUG 56361	SEP 56361	OCT 56361	NOV 56361	DEC 56361	JAN 58507	FEB 58507	58507	*		42000	7146
	HIGHER RESULT IS BETTER PERFORMANCE																(1		r performance	

SCHEDULE 13 PRICE PERFORMANCE MECHANISM REVISED FOR 2017/18 (Year 8) Regeneration Annual KPIs: 1 April 2017 to 31 March 2018

Ref	KPI	Status	End of Year 10	Weight	Performan	ce Targets		Performan	ce Failure P	oint Bands		
			Target		Floor	Obligation	Band 1	Band 2	Band 3	Band 4	Band 5	
1	Cumulative public and private investment secured in wider regeneration projects by the Partner *Reported every other year*	As per contract	£170m	0.2	£105.3m	£135.0m	£129.06m to £135.0m	to	to	to	to	Amended obligation target to contract level and maintained gap between obligation and floor target of 22% as per the contractual Schedule 13 and repeated annually.
2	Other Inward Investment secured into the Area *Reported every other year*	As per contract	£400m	0.2	£218.4m	£280.0m	£267.68m to £280.0m	£255.36m to £267.68m	£243.04m to £255.36m	£230.72m to £243.04m	to	Contractual Schedule 13 did not specify gap between obligation and floor target. Proposed gap of 22% as per the public and private investment indicator target above.
3	Cumulative net number of jobs created through construction, occupation and operation of regeneration projects	As per SDP	3900 (Contract) 5400 (SDP)	0.2	3567	4100	3993 to 4100	3887 to 3993	3780 to 3887	3674 to 3780	3567 to 3674	Amended obligation target to contract level and maintained gap between obligation and floor target of 13% as per the contractual Schedule 13 and repeated annually.
4	Number of category 1 hazards resolved	As per SDP	Subject to annual review	0.1	151	180	174 to 180	168 to 174	163 to 168	157 to 163	151 to 157	Included since 2012/13 to broaden housing indicators in PPM. Gap between obligation and floor target set at 16% as per other housing indicator below.
	Number of dwellings vacant over 6 months brought back into use per annum	As per SDP	Subject to annual review	0.1	55	65	63/64	61/62	59/60	57/58	55/56	Revised the indicator to measure only those vacant over 6 months. Obligation target informed by SDP and gap with floor reflects 16% gap as per contractual Schedule 13.

6	Number of fully accredited apprenticeships for young people *Reported every other year*	Revised indicator with SDP target		0.05	4	6	-	-	5	-	4	Adjusted with targets as per Learning Zone profile. Gap between obligation and floor proposed as 2.
7	Number of work placements for young people aged 14-21 years	Revised indicator with SDP target		0.05	4	9	8	7	6	5	4	Adjusted with targets as per Learning Zone profile. Gap between obligation and floor proposed as 5.
8	Cumulative sqm of non- residential (commercial and retail) floorspace created in the Area	Adjusted to contract levels	60,000sq m	0.1	34,440sqm	42,000sqm	40,488 sqm to 42,000 sqm	38,976 sqm to 40,488 sqm	37,464 sqm to 38,976 sqm	35,952 sqm to 37,464 sqm	34,440 sqm to 35,952 sqm	Amended obligation target to contract level and maintained gap between obligation and floor target of 18% as per 2012/13 revision to PPM. As gap was not specified in contract the average gap for investment was used.

Ref	KPI	Status	End of Year 10	Weight	Performar	nce Targets		Performan	ce Failure P	oint Bands		
			Target		Floor	Obligation	Band 1	Band 2	Band 3	Band 4	Band 5	
9	Percentage of repairs to unsafe highway made within 24 hours of notification	As per contract	99%	0.2	94%	99%	98% to 99%	97% to 98%	96% to 97%	95% to 96%	94% to 95%	No changes – as per contract.
10	Average number of days taken to repair street lights	As per contract	<3days	0.1	4.0 days	3.0 days	3.0 days to 3.2 days	3.2 days to 3.4 days	3.4 days to 3.6 days	3.6 days to 3.8 days	3.8 days to 4.0days	Amended obligation target to contract level and maintained gap between obligation and floor target of 1 day as per the contractual Schedule 13 and repeated annually.
11	Percentage of major applications determined within 13 weeks	As per contract	85%	0.233	75%	85%	83% to 85%	81% to 83%	79% to 81%	77% to 79%	75% to 77%	Amended obligation target to contract level and maintained gap between obligation and floor target of 10% as per the contractual Schedule 13 and repeated annually.
12	Percentage of minor applications determined within 8 weeks	As per SDP	90%	0.233	75%	85%	83% to 85%	81% to 83%	79% to 81%	77% to 79%	75% to 77%	Amended obligation target to SDP level and maintained gap between obligation and floor target of 10% as per the contractual Schedule 13 and repeated annually.
13	Percentage of other applications determined in 8 weeks	As per SDP	95%	0.233	80%	90%	88% to 90%	86% to 88%	84% to 86%	82% to 84%	80% to 82%	Amended obligation target to SDP level and maintained gap between obligation and floor target of 10% as per the contractual Schedule 13 and repeated annually.

Highways, Transport and Planning Monthly KPIs: 1 April 2017 to 31 March 2018

Ref	KPI	Status	End of Year 10	Weight	Performan	ice Targets		Performand	ce Failure P	oint Bands		
			Target		Floor	Obligation	Band 1	Band 2	Band 3	Band 4	Band 5	
14	Percentage reduction in people killed or seriously injured in RTAs from average of 2004/05 to 2008/09	As per contract	-33%	0.2	-17%	-22%	-21% to -22%	-20% to -21%	-19% to -20%	-18% to -19%	-17% to -18%	Obligation target adjusted to reflect contract target. Gap between floor and obligation target maintained at 5 percentage points as per contractual Schedule 13, to be reviewed in 2015 as scale of target increases.
15	Percentage reduction in children killed or seriously injured in RTAs compared to the average of 2004/05 to 2008/09	As per SDP	-50%	0.15	-23.5%	-31%	-29.5% to -31%	-28% to -29.5%	-26.5% to -28%	-25% to -26.5%	-23.5% to -25%	Amended obligation target to SDP level. Gap between floor and obligation target maintained at 7.5 percentage points as per contractual Schedule 13, to be reviewed in 2015 as scale of target increases.
16	Percentage of principal roads where maintenance should be considered	As per contract	<10.71%	0.1	14.09%	9.09%	10.09% to 9.09%	11.09% to 10.09%	12.09% to 11.09%	13.09% to 12.09%	14.09% to 13.09%	Obligation target adjusted to reflect contract target. Gap between floor and obligation target maintained at 5 percentage points as per contractual Schedule 13.
17	Percentage of non-principal roads where maintenance should be considered	As per contract	<19.31%	0.1	21.78%	16.78%	17.78% to 16.78%	18.78% to 17.78%	19.78% to 18.78%	20.78% to 19.78%	21.78% to 20.78%	Obligation target adjusted to reflect contract target. Gap between floor and obligation target maintained at 5 percentage points as per contractual Schedule 13.
18	Percentage of unclassified road where maintenance should be considered	As per contract	<23.2%	0.1	29.90%	19.90%	21.90% to 19.90%	23.90% to 21.90%	25.90% to 23.90%	27.90% to 25.90%		Obligation target adjusted to reflect contract target. Gap between floor and obligation target maintained at 10 percentage points as per contractual Schedule 13.

Highways, Transport and Planning Annual KPIs: 1 April 2017 to 31 March 2018

19	Percentage of all footways where maintenance should be considered	As per SDP	-	0.1	69%	59%	59% to 61%	61% to 63%	63% to 65%	65% to 67%	67% to 69%	Obligation target adjusted to reflect contract target. Gap between floor and obligation target maintained at 10 percentage points as per contractual Schedule 13.
20	Percentage of LTP3 programme delivered per annum	Adjusted to SDP levels	-	0.1	85%	95%	93% to 95%	91% to 93 %	89% to 91%	87% to 89%	85% to 87%	Target left at SDP levels. Gap between floor and obligation as per previous year.
21	Total number of bus passenger trips taken in the Area	Adjusted to SDP levels	-	0.05	7.065m	8.011m	7.822m to 8.011m	7.633m to 7.822m	7.443m to 7.633m	7.254m to 7.443m	7.065m to 7.254m	Obligation target has been adjusted to SDP levels (profiled increase of 0.14%). Gap between obligation and floor target maintained at 11.8% as per contractual Schedule 13.
22	Percentage of appeals allowed	Adjusted to SDP levels	20%	0.05	≤32%	22%	22% to 24%	24% to 26%	26% to 28%	28% to 30%	30% to 32%	Obligation target adjusted to reflect SDP target with same percentage gap between obligation and floor targets.
23	Customer satisfaction with the Planning Services	Adjusted to SDP levels		0.05	65%	85%	81% to 85%	77% to 81%	73% to 77%	69% to 73%	65% to 69%	Obligation target adjusted to reflect SDP target with same percentage gap between obligation and floor targets.

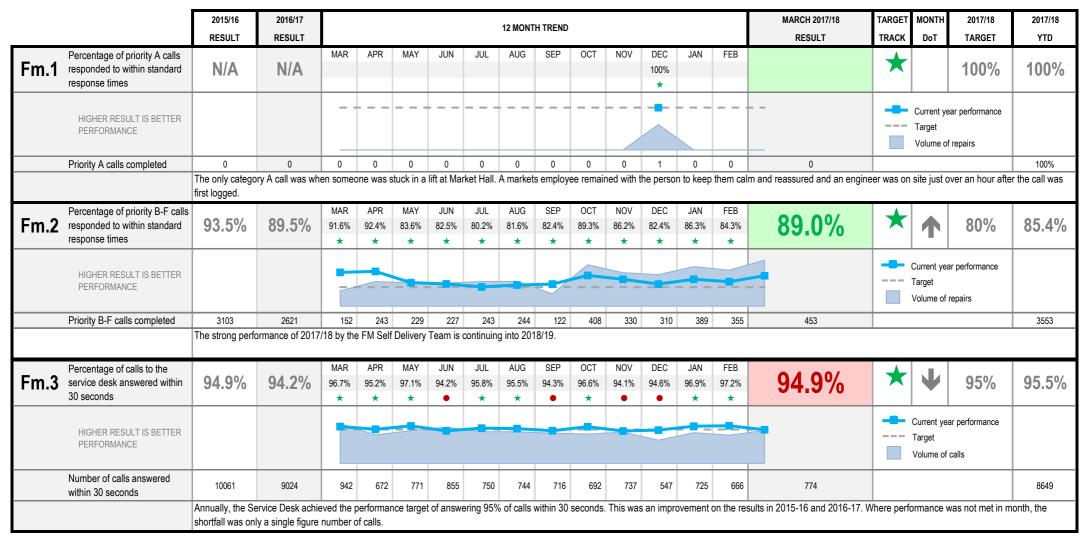
Asset Management Monthly KPIs: 1 April 2017 to 31 March 2018

Ref	КРІ	Status	End of Year 10	Weight	Performar	nce Targets		Performan	ce Failure P	oint Bands		
					Floor	Obligation	Band 1	Band 2	Band 3	Band 4	Band 5	
24	Percentage of Priority A calls responded to within standard time	As per contract	100%	0.33	90%	100%	98% to 100%	96% to 98%	94% to 96%	92% to 94%	90% to 92%	No change – as per contract.
25	Percentage of non-urgent (Priority B to F) calls responded to within standard time	Updated as per SDP	95%	0.33	70%	80%	78% to 80%	76% to 78%	74% to 76%	72% to 74%	70% to 72%	Updated as per SDP and increase in target. Gap between floor and obligation target maintained at 10 percentage points as per contract Schedule 13 and revised PPM for 2012/13.
26	Percentage of calls to Asset Management answered by a human within 30 seconds	Updated as per SDP	95%	0.33	85%	95%	93% to 95%	91% to 93%	89% to 91%	87% to 89%	85% to 87%	Updated as per SDP and increase in target. Gap between floor and obligation target maintained at 10 percentage points

Asset Management Annual KPIs: 1 April 2017 to 31 March 2018

Ref	KPI	Status	End of Year 10	Weight	Performa	nce Targets		Performan	ce Failure P	oint Bands		
					Floor	Obligation	Band 1	Band 2	Band 3	Band 4	Band 5	
27	Average office floor space per person	Updated as per SDP	7m2	0.33	≤8.0m²	≤7.0m²	7.0m ² to 7.2m ²	7.2m ² to 7.4m ²	7.4m ² to 7.6m ²	7.6m ² to 7.8m ²		Obligation target updated as per the SDP. The gap between floor and obligation target has been maintained at 1 square meter. Weighting remains as per 2012/13.
28	Average annual occupation rate in Council owned business centres (calculated as average of % monthly occupation rates across all business centres)	As per contract	90%	0.33	75%	90%	87% to 90%	84% to 87%	81% to 84%	78% to 81%	75% to 78%	No change from 2015/16 as contract target remains unchanged.
29	Percentage of non-urgent (Priority B to F) calls responded to within standard time	Updated as per SDP	95%	0.33	70%	80%	78% to 80%	76% to 78%	74% to 76%	72% to 74%	70% to 72%	Updated as per SDP and increase in target. Gap between floor and obligation target maintained at 10 percentage points as per contract Schedule 13 and revised PPM for 2012/13.

MONTHLY REPORT: MARCH 2017/18 FACILITIES MANAGEMENT





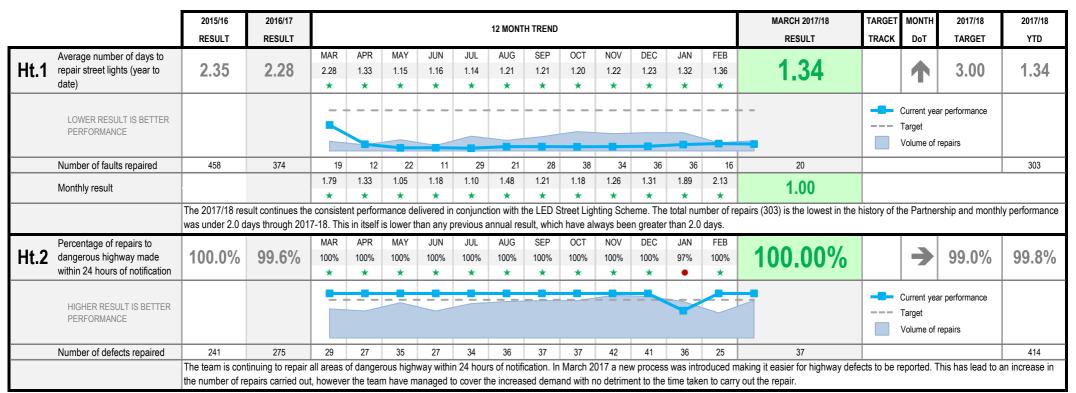
COMMERCIAL PROPERTY

		2015/16 RESULT	2016/17 RESULT						12 MONT	H TREND						MARCH 2017/18 RESULT	TARGET TRACK	MONTH DoT	2017/18 TARGET	2017/18 YTD
Ср.1	Percentage of business centre units occupied	93.7%	90.9%	MAR 89.9%	APR 89.5%	MAY 90.3%	JUN 90.6%	JUL 90.6% ★	AUG 88.8%	SEP 87.6%	OCT 86.5%	NOV 90.6% ★	DEC 91.0%	JAN 87.6%	FEB 88.4%	88.0%		$\mathbf{\Psi}$	90%	89.1%
	HIGHER RESULT IS BETTER PERFORMANCE			-		-			-							-1		,	r performance	
	Number of occupied units	250	243	240	239	241	242	242	237	234	231	242	243	234	236	235				238
		There has been	a net decrease of	of 5 units	since Ma	rch 2017	The Bus	iness Cei	ntres tear	n are mo	nitoring t	ne occupa	ancy clos	ely since	the introd	duction of service charges.				
Cp.2	Percentage of market units occupied	82.6%	76.3%	MAR 73.3%	APR 73.3%	MAY 78.8%	JUN 78.8%	JUL 78.8%	AUG 78.8%	SEP 83.5%	OCT 82.4%	NOV 87.1%	DEC 87.1%	JAN 85.9%	FEB 85.9%	87.1%		1	90%	82.2%
	HIGHER RESULT IS BETTER PERFORMANCE															-1		Current yea Target	r performance	
	Number of occupied units	74	69	66	66	67	67	67	67	71	70	74	74	73	73	74				70
		There has been closing on the e		of 8 units s	since Mar	ch 2017.	Footfall fi	gures are	encoura	ging, witl	1 827K b	eing reco	rded in 20	017/18 cc	mpared f	to 713K in 2016/17. This is an ir	crease of	16%. Ann	ual performance	e is steadily
Cp.3	Percentage of factory units occupied	88.7%	85.9%	MAR 94.4%	APR 94.4%	MAY 94.4%	JUN 91.7%	JUL 91.7%	AUG 91.7%	SEP 91.7%	OCT 91.7%	NOV 94.4%	DEC 94.4%	JAN 91.7%	FEB 91.7%	91.7%	*	♦	90%	92.6%
	HIGHER RESULT IS BETTER PERFORMANCE																	urrent year arget	performance	
	Number of occupied units	32	31	34	34	34	33	33	33	33	33	34	34	33	33	33				33
		There has been	a net decrease i	in factory	units occ	upied sin	ce March	2017. Ov	verall perf	ormance	for the y	ear is stro	ong, with	the perfo	rmance ta	arget being met for only the seco	ond time ur	nder the F	Partnership.	-

STRATEGIC ASSET MANAGEMENT

		2015/16 RESULT	2016/17 RESULT						12 MONT	'H TREND						MARCH 2017/18 RESULT	TARGET TRACK	MONTH DoT	2017/18 TARGET	2017/18 YTD
S- 1	Average office floor space per	7 70 0 000	E 42 a ave	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	5 420 am			0.500000	5 42
Sa.1	person	7.70sqm	5.43sqm	5.43									5.43sqm			9.50sqm	5.43sqm			
	LOWER RESULT IS BETTER PERFORMANCE																		ar performance	
		There has been House.	no change in thi	s indicato	or, as no i	major rati	onalisatio	on project	s have be	en under	rtaken in	the past 1	12 month	s. The ne	xt major i	rationalisation project will be the	move of E	ENGIE sta	ff from Origin 2 i	nto New Oxford

MONTHLY REPORT: MARCH 2017/18 HIGHWAYS

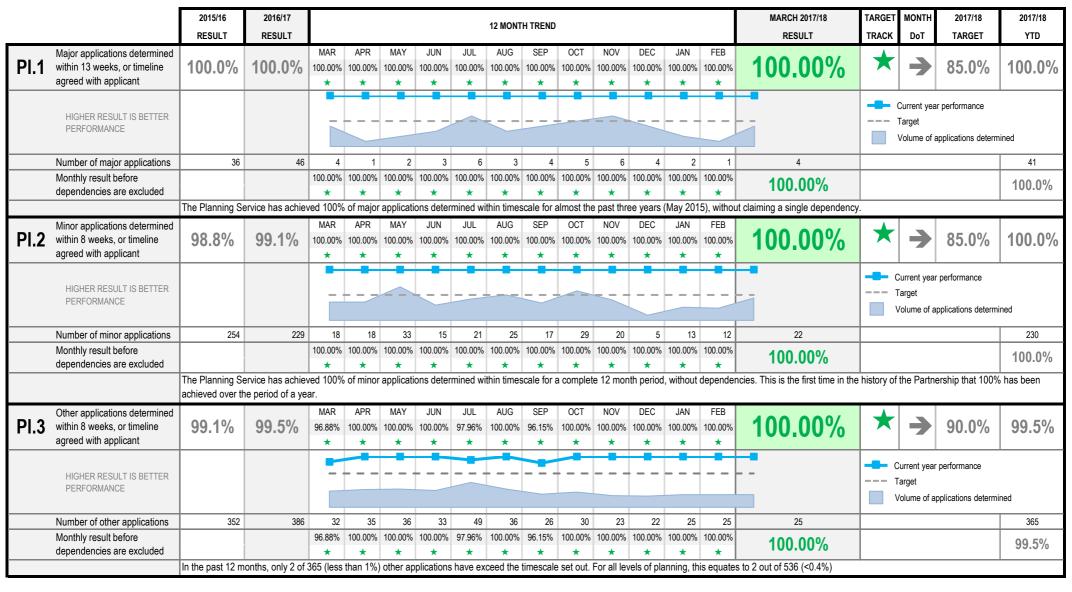




ROAD SAFETY

		2015 RESULT	2016 RESULT						12 MONT	H TREND						DECEMBER 2017 RESULT	TARGET TRACK	YEAR DoT	PARTNERSHIP TARGET	2017 YTD
Ht.3 people kil	ge reduction in lled or seriously RTAs compared with average	-57%	-46%	DEC -46%	JAN -43% ★	FEB -43% ★	MAR -41%	APR -40% ★	MAY -37%	JUN -31%	JUL -35%	AUG -39%	SEP -30%	OCT -31%	NOV -32% ★	-31%			-22%	-31%
2004/00 0	arologo			•	-	-	-	-		-		-			-	-8	-	Current ye	ar performance	
Actual nu	mber of casualties	55	69	5	6	7	7	7	6	14	6	5	11	7	5	7	<u> </u>			88
	AGE REDUCTION) IS		nd 2008. In this													aring this with the average num is 39 less than the 127 average				
Ht.4 children k injured in	ge reduction in killed or seriously RTAs compared with	-64%	-55%	DEC -55%	JAN -55% ★	FEB -59%	MAR -64%	APR -59%	MAY -64%	JUN -59%	JUL -64%	AUG -68%	SEP -59%	OCT -41%	NOV -41%	-36%			-31%	-36%
2004/08 a	average			-													(Current yea	ar performance	
Actual nu	mber of casualties	8	10	0	1	0	0	2	0	2	1	0	2	4	1	1				14
	AGE REDUCTION) IS		nd 2008. In this													paring this with the average nur is 8 less than the 22 average b				

MONTHLY REPORT: MARCH 2017/18 PLANNING





		2015/16 RESULT	2016/17 RESULT						12 MONT	H TREND						MARCH 2017/18 RESULT	TARGET TRACK	MONTH DoT	2017/18 TARGET	2017/18 YTD
PI.4	Planning appeals allowed (after dependencies)	20.0%	11.1%	MAR 11.11%	APR	MAY 100.00%	JUN 33.33%	JUL 25.00%	AUG 25.00%	SEP 25.00%	OCT 20.00%	NOV 16.67%	DEC 16.67%	JAN 16.67%	FEB 16.67%	12.5%	*		23.0%	12.5%
	LOWER RESULT IS BETTER PERFORMANCE			~												Current year performance Target Volume of appeals determined				
	Appeals determined	7	12	0	0	2	2	2	1	0	1	2	0	0	0	3				13
	Planning appeals allowed (before dependencies)			33.33%	2	100.00%	•	50.00%	٠	57.14%	•	50.00%	٠	50.00%	50.00%	33.3%				46.2%
		There have been dependencies, t	•	• • •						ccessful.	The succ	essful ap	peals inc	lude five	where Pla	anning Committee went agains	t officer rec	commenda	ation. Excluding t	hese
PI.5	Planning conditions discharged within 8 weeks (year to date)	93.3%	80.8%	MAR 80.77%	APR 81.82%	MAY 76.19%	JUN 73.33% ★	JUL 74.29%	AUG 76.19%	SEP 79.63%	OCT 77.27% ★	NOV 80.26% ★	DEC 82.56%	JAN 82.80%	FEB 84.00%	85.19%	*		65.0%	85.2%
	HIGHER RESULT IS BETTER PERFORMANCE																	ed		
	Conditions discharged	119	104	12	11	10	9	5	7	12	12	10	10	7	7	8				108
		Consistent mont	hly performance	is being a	achieved	by the se	rvice.													
PI.6	Applications where the service added value through negotiations	69.8%	65.2%	MAR 72.73%	APR 57.89%	MAY 60.00%	JUN 73.68%	JUL 77.78%	AUG 71.43%	SEP 85.71%	OCT 64.71%	NOV 53.85%	DEC 77.78%	JAN 46.67%	FEB 53.85%	61.54%	*	1	50.0%	65.4%
	HIGHER RESULT IS BETTER PERFORMANCE														-					
	Total decisions	288	279	22	19	35	19	27	28	21	34	26	9	15	13	26	<u> </u>			272
		PeThe service c	ontinues to add	value to a	pplicatio	ns where	possible.													
PI.7	Is the Local Plan development meeting the current project plan?	YES	YES	MAR YES	APR YES	MAY YES	JUN YES	JUL YES	AUG YES	SEP YES	OCT YES	NOV YES	DEC YES	JAN YES	FEB YES	YES	*	→		YES
		At full Council or	n 22nd March 20	18 it was	unanimo	ously reso	lved that	the 2013	-2032 NE	L Local F	Plan (201	3) be add	opted in a	ccordanc	e with Se	ction 23 of the Planning and Co	ompulsory	Purchase	Act 2004.	

HOUSING

		2015/16 RESULT	2016/17 RESULT						12 MONT	H TREND						MARCH 2017/18 RESULT	TARGET TRACK	YEAR DoT	2017/18 TARGET	2017/18 YTD	
	Homes empty over six months returned to occupation (year to	61	36	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	25		J	65	25	
	date)		00	36	3	4	8	9	10	11	13	15	16	17	23	20			00	20	
	HIGHER RESULT IS BETTER PERFORMANCE																Current year perfor		ar performance		
											_										
	Monthly result			*	3	1	4	1	1	1	2	2	1	1	*	2					
		Several new inc	licators have bee		-	nership B		e definitio	n of this ir	ndicator is			er reflect	the currer		y of the Housing Team.					
	Homes empty under six																				
Hs.2	months returned to occupation (year to date)	0	0	MAR 0	APR 0	MAY 0	JUN 0	JUL 0	AUG 0	SEP 0	OCT 0	NOV 0	DEC 0	JAN 1	FEB 7	8		1	10	8	
	HIGHER RESULT IS BETTER PERFORMANCE																	Current yea Target	r performance		
	Monthly result			•	•	0	0	•	•	• 0	0	•	0	* 1	★ 6	1					
		Several new inc	licators have bee	en adopte	d at Parti	nership B	oard. Thi	s indicato	r is being	merged	with the a	above ind	icator to l	better refl	ect the cu	urrent delivery of the Housing T	eam.				
	Small derelict commercial sites	_	_	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB			L	_		
Hs.3	returned to useable condition (year to date)	5	5	5	0	0	1	1	1	1	1	1	1	1	1	1		¥	5	1	
	Monthly result			1	0	0	1	0	0	0	0	0	0	0	0	0					
		Several new inc	licators have bee	en adopte	d at Parti	nership B	oard. Thi	s indicato	r is being	replaced	l with an i	ndicator a	around in	iteraction	s to reduc	ce fuel poverty in the Borough.					
	Category 1 hazards resolved	400	404	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	177		L	400	477	
	(year to date)	182	181	181	7	13	25	36	46	59	74	101	112	127	156				180	177	
	HIGHER RESULT IS BETTER PERFORMANCE			-													Current year performance Target				
	Monthly result			*	•	•	•	•	•	•	*	*	•	*	*	21					
	monthly roount	1		23	7	6	12	11	10	13	15	27	11	15	29	∠					

MONTHLY REPORT: MARCH 2017/18 ECONOMIC DEVELOPMENT

		2015/16 RESULT	2016/17 RESULT						12 MON1	'H TREND)					MARCH 2017/18 RESULT	TARGET TRACK		2017/18 TARGET	2017/18 YTD
Ed.1	Cumulative public and private investment secured	£161.4m	£166.7m	MAR £166.7m ★	APR £166.7m ★	MAY £170.6m	JUN £172.3m ★	JUL £172.3m ★	AUG £172.3m ★	SEP £173.3m ★	OCT £173.3m ★	NOV £173.3m ★	DEC £173.3m ★	JAN £173.3m ★	FEB £173.3m ★	£173.3m	*		£135.0m	£6.5m
	HIGHER RESULT IS BETTER PERFORMANCE																	Current ye Target	ear performance	
		The majority of i	nvestment in 201	7/18 was	in the Er	nergy & R	Renewable	es and Po	orts & Log	jistics sed	ctor.									
Ed.2	Cumulative inward investment	£383.6m	£409.8m	MAR £409.8m	APR £411.6m	MAY £414.8m	JUN £429.3m ★	JUL £441.8m ★	AUG £441.8m	SEP £441.8m ★	OCT £441.8m ★	NOV £441.8m ★	DEC £441.8m ★	JAN £449.8m ★	FEB £450.5m	£451.1m	*		£320.0m	£41.2m
	HIGHER RESULT IS BETTER PERFORMANCE																	Current ye Target	ear performance	
		The majority of i	nvestment in 201	7/18 was	in the Er	nergy & R	Renewable	es, Ports	& Logistic	cs and the	e Food se	ctors.				1				
Ed.3	Cumulative jobs created by wider regeneration projects	4186	4593	MAR 4593 ★	APR 4593 ★	MAY 4635 ★	JUN 4795 ★	JUL 4795 ★	AUG 4795	SEP 4795 ★	OCT 4795 ★	NOV 4796 ★	DEC 4796	JAN 4947 ★	FEB 5047 ★	5049	*		3100	456
	HIGHER RESULT IS BETTER PERFORMANCE																	,	ear performance	
		The majority of j	obs created in 20) 17 was i	n the Foo	d and En	ergy & Re	enewable	s sectors											