

ECONOMY SCRUTINY PANEL

DATE 08/09/2020
REPORT OF Clive Tritton – Interim Director of Economy and Growth
SUBJECT Regeneration Partnership Performance Report
STATUS Open

CONTRIBUTION TO OUR AIM

The Regeneration Partnership (the Partnership) between the Council and ENGIE Services Limited (ENGIE) contributes to the Council's strategic aims through the delivery of regeneration and infrastructure programmes, and direct delivery of a number of services that underpin the ambitions of a stronger economy and stronger communities.

EXECUTIVE SUMMARY

As part of the Regeneration Partnership Review, a revised and comprehensive set of performance measures was developed and approved for implementation by Cabinet on 4 November 2019. The attached Performance Report (the report) covers the period to 30 June 2020 and has been produced by Engie on behalf of the Council. This report is now recommended to the Economy Scrutiny Panel for consideration.

MATTER(S) FOR CONSIDERATION

Members are asked to consider the attached Regeneration Partnership Performance Report

1. BACKGROUND AND ISSUES

- 1.1 As part of the Regeneration Partnership Review, a revised and comprehensive set of performance measures was developed and approved for implementation by Cabinet on 4 November 2019 as part of the implementation of an improvement plan.
- 1.2 The decision notice (DN.60) instructed that the Director of Economy and Growth report on progress and performance to the Economy Scrutiny Panel on a regular basis.
- 1.3 The report covers the period to 30 June 2020 and has been developed by Engie on behalf of the Council. The Council recommends the report for consideration by this Panel.
- 1.4 The report is a narrative on the performance of the Partnership in delivering projects and services on behalf of the Council, reflecting the level of performance, key successes, and challenges remaining. There is also an appendix attached to the report that contains the detailed data relating to the performance measures.

- 1.5 During the period covered by the report, it is important to note that Engie have been providing significant support to the Council as part of its COVID-19 response. This has included the use of considerable resource to accelerate the delivery of key COVID-19 related projects, whilst maintaining the delivery of 'day to day' services under unprecedented conditions.

In addition, Engie have worked closely with contractors to ensure the continued delivery of major highways and regeneration projects whilst safeguarding the Council against potentially substantial cost increases.

Engie continue to support the Council through the current recovery phase

COVID-19 has had an impact on some performance measures, and where this is the case it is clearly indicated within the report.

- 1.6 It should be noted that where new performance measures were agreed, some information is not currently available. Work is ongoing to gather historical and appropriate benchmarking data (where available) to develop trends and relative performance information.

2. RISKS AND OPPORTUNITIES

- 2.1 There are no specific risks associated with this report. In terms of projects and services delivered through the Partnership, risks are considered through the appropriate project boards and management meetings.

3. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

- 3.1 There are no specific reputation or communications considerations associated with this report

4. FINANCIAL CONSIDERATIONS

- 4.1 There are no specific financial considerations associated with this report

5. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

- 5.1 There are no specific climate change or environmental implications associated with this report. However, the report does capture what the Partnership is doing to assist the Council to deliver on its commitment to become carbon neutral.

6. MONITORING COMMENTS

In the opinion of the author, this report does not contain recommended changes to policy or resources (people, finance or physical assets). As a result no monitoring comments have been sought from the Council's Monitoring Officer (Chief Legal Officer), Section 151 Officer (Director of Finance) or Strategic Workforce Lead.

9. WARD IMPLICATIONS

9.1 The services delivered through the Partnership cover all Wards, although there are no specific implications relating to the contents of this report.

10. BACKGROUND PAPERS

10.1 Attached – 2019 Q4 Partnership Performance Report, Appendix 1 (key to performance tables) and Appendix 2 (Results).

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April to June 2020

Regeneration Partnership

Performance Report

Contents

Section 1 - Overview / Summary	Page 2
Section 2 - Summary of the performance results	Page 3
Section 3 - Service Performance – Highways & Transport	Page 3
Section 4 - Service Performance – Housing	Page 6
Section 5 - Service Performance – Development Management	Page 8
Section 6 - Service Performance – Project Management Office (PMO)	Page 10
Section 7 - Service Performance – Property & Asset Management	Page 12
Section 8 - Service Performance – Security	Page 14

1. Overview / Summary

The purpose of this report is to provide an overview of the performance of the Regeneration Partnership, and in particular ENGIE Service Ltd, in the third quarter of the 12-month review period (April to June 2020).

This performance report adopts the revised standard first presented at the Special Economy Scrutiny Panel on the 23rd October 2019 and as agreed by Cabinet on the 6th November 2019.

This performance report builds on the results presented to Scrutiny on the 30th June 2020 and provides an update on the changes in performance that have occurred since then.

Responsible Business

In addition to activities delivered under the contract and reported in the performance measures below, ENGIE carry out a range of other activities to support the borough of North East Lincolnshire under the banner of responsible business.

In this reporting period ENGIE has completed its Social Value Strategy that sets out the approach to adding social value through our Regeneration Partnership with North East Lincolnshire Council.

The Social Value Act 2012 has driven the need for all organisations to develop a solution for managing social value and the impact on the local community in social, economic, and environmental terms. ENGIE recognises and understands the potential that social value has in supporting North East Lincolnshire Council's aims and priorities and are committed to these and to operating in a way that exceeds ethical, legal, commercial, and public expectations. The strategy that has been developed sets out how we will deliver against these commitments.

COVID-19 Response

Since the announcement by the Government on the 23rd March, which instigated the lock-down measures relating to the COVID-19 pandemic, ENGIE has been working closely with the Council's Economy and Growth team and Assets team in a coordinated response to preserve existing service delivery and provide additional capacity to protect the lives of the residents of North East Lincolnshire. A good example of this was seen in the successful delivery of the additional bed capacity at the Cambridge Park site.

In this reporting period, the impacts the COVID-19 pandemic and the application of Government lockdown restrictions are apparent in the performance results across many areas of the contract. Despite this, the details provided in the report also demonstrate the innovations employed by staff to maintain service delivery wherever possible.

ENGIE are continuing to provide support to the Council as part of recovery planning and de-restriction of social distancing measures as updated guidance is received from Government. This includes work on delivery infrastructure projects and support to ensure Council owned buildings are certified as COVID-Secure.

2. Summary of the performance results

As with the performance report of the 30th June 2020, the service volumes and performance measures referred to in this report were agreed as part of the contract review process. They sit alongside the existing contract performance measures and are intended to reflect the outputs of the Partnership rather than just the ENGIE contract.

A key to the performance results is included at Appendix 1. The list of performance measures is included at Appendix 2 with their results. Where benchmark and / or trend data is available for both performance indicators and service volumes this has been added.

In the last quarter, from the 63 indicators presented, 18 indicators have improving performance trends, 12 have decreasing performance trends, and 18 have no change. The remainder do not have trend data available, either through lack of historic data or no data relating to the current period. In addition, of the 32 service volumes, nine have improving performance trends, six have decreasing performance trends, a further eight are showing no change and the remainder do not have trend data available. Combined, this gives 27 of the revised performance measures showing improved performance, 18 showing decreased performance and 26 having no change. Where decreasing performance has been reported, the results are referred to in the 'Challenges Remaining' section for the respective service areas below.

3. Service Performance – Highways & Transport

At the end of the second review period there had been a sustained year-on-year reduction in the percentage of people killed or seriously injured in road traffic accidents of 33% for adults and 64% for children (HT4a and HT4b), which is better than the national average position of 1% (based on total KSI's in 2019 compared with 2018 taken from the DFT 'Reported road casualties in Great Britain: provisional results 2019' published on 30th July 2020). In addition, the percentage of repairs to dangerous highways completed within 24 hours of notification has remained at 100% during this period (HT5). Further specific areas of achievement and challenges remaining are given below.

3.1. Achievements to date

3.1.1. Capital Projects

In the last quarter, despite COVID-19 restrictions, 5.9% of the LTP capital allocation was spent (HT1b), this is within expected tolerances and is on track to be within the budget and time forecast. This has already led to the successful delivery of 4 schemes though out the borough (HT1a). These results are also reflected in HT13a1 to HT13a3 (delivery of services projects) and HT13c1 to HT13c3 (delivery of road safety projects).

Despite COVID-19 our other non-LTP capital projects continue to be delivered (Toll Bar, Littlecoates/Cambridge junction and A18 safety improvements). Progress is also being made on the £5m project for refurbishment of Corporation Road Bridge and

£2m project for Estate Road 2. The £2.7m Humber LEP funded South Humber Bank Major Maintenance Scheme has also been completed this quarter.

ENGIE remain vigilant for any external funding opportunities.

3.1.2. Highway Asset Management

The assessment of the maintenance requirement is based on undertaking inspection surveys. During the last quarter, 100% of these were successfully delivered (HT8). In addition, we continue to maintain 100% of all reported dangerous defects within 24 hours. Performance is consistent with the percentage of non-principal roads and unclassified roads where maintenance should be considered (HT6b and HT6c).

3.1.3. Street Lighting

To the end of June 2020, streetlights have taken on average 1.26 days to repair (HT3), an improvement on the previous year by 31%, and well inside the contract target of 2.00 days.

3.1.4. Car Parking Charges/Tariffs

Consultation with Members' continues regarding the Parking Strategy. Parking revenue has been mainly affected due to implications of COVID-19. The impact of this is reflected in the results for HT11a and HT11b for the reporting period. The percentage in loss of revenue, compared to a three-year average has been 97%, 80% and 52% respectively. This drop in Pay and Display revenue is in line with government guidance to stay at home throughout this quarter due to the COVID-19 pandemic.

3.1.5. Street Works Permits & Licencing

In 2019 Cabinet approved the introduction of a Permit Scheme. Once introduced this will see revenue generation to NELC, primarily from utility companies that work on the NELC highway network. Consultation is now complete for the permit scheme, and following production of the business case, a report outlining the options for delivery will be presented to PfH for consideration.

3.1.6. Penalty Charge Notices (PCNs)

In the quarter to the end of June 2020 a total of 661 Penalty Charge Notices were issued across the borough (HT10a). This figure was 1,668 PCNs lower than previous quarters due to the impact of the COVID-19 pandemic. During the lockdown, the Civil Enforcement Officers focused their resources on incidents of obstructive or dangerous parking that could have a more significant impact on safety and access for emergency and essential services. Normal civil enforcement activity resumed on the 21st May, following changes to Government guidelines, which saw more people return to work and the lockdown restrictions in the area being eased. In addition to changes in enforcement priority, the volume of traffic, particularly those coming into the town centre and resort areas reduced or ceased for very large periods during the period between March and late June.

3.1.7. Traffic Regulation Orders (TRO)

The approved 2020 TRO program has commenced (HT2) and is on track to meet 100% at year end.

A 2-year programme of TROs for delivery 2020 and 2021 was approved by the PfH in January 2020.

3.1.8. Demand Responsive Transport

The Phone n Ride demand responsive bus service was temporarily curtailed due to original Government advice not to travel by public transport during the COVID-19 pandemic. While the service was placed on standby, staff continued to use the scheduling software, vehicles, and drivers to distribute food parcels to shielding households. Following a relaxation of the COVID-19 public transport restrictions the service has resumed initially to enable residents, particularly those who are Key Workers, to access the workplace.

3.1.9. Sustainable Transport

Restrictions due to COVID-19 have seen an increase in people walking and cycling, this has further been encouraged along with social distancing measures by interventions around crowded footways, endorsed by Public Health colleagues. An initial Grant of £42,000 was obtained from DfT to enable emergency interventions such as temporary footway widening on St Peters Ave. Further DfT funding has been allocated for NEL and successful bids for this will enable initiatives to capitalise on the increased walking and cycling to help reduce emissions.

3.1.10. Flood Risk Management

In the year to the end of June 2020, a total of 43 drainage projects were delivered on time and on budget (HT13b2 and HT13b3). These included minor flood risk management civil engineering works and high-pressure jetting and CCTV surveys of drainage systems. Schemes have included: -

- The reshaping of the grassed area in front of the houses in Peaksfield Avenue, north of Patrick Street, to create a new area capable of storing flood water during periods of flooding. This will take the water away from nearby properties and into the local drainage systems that have capacity to take additional water.
- Commencement of the installation of a new highway drainage system on Willingham Street.
- Works were also undertaken to reduce flood risk to the properties in Great Coates Road that internally flooded in November 2019. The cause of the flooding was a piped ditch that became blocked. Although this piped ditch is the responsibility of the flooded residents, the work has been undertaken on a without prejudice basis in the Council's role as Lead Local Flood Authority.

3.2. Current challenges

- There has been a slight increase in the percentage of PCN appeals upheld (HT10b) and a large increase in the percentage of PCNs unpaid in quarter after

they were issued (HT10c). This may be due to personal financial situations surrounding COVID-19; however, the processing of appeals and statutory notices has continued throughout the pandemic and enforcement action to recover Road Traffic Debt resumed in August.

- There have been downward trends in both the number of passenger trips on Phone n Ride bus service (HT9a) and number of passenger trips on mainstream bus service (HT9b). A total of 360,230 passengers were recorded on mainstream bus services in the period April 20 to June 20, which is an 80% reduction in bus passenger numbers compared to the same period in 2019. The downward trend continues due to COVID-19 and is unlikely to change until recovery plans are implemented. This downturn in service use is reflective of national trends.

4. Service Performance – Housing

ENGIEs Housing team continue to support the Council in achieving its strategic housing objectives.

4.1. Achievements to date

4.1.1. Housing Delivery

Housing completions for the year 2019/20 ended at 250 (having taken account of demolitions). Although the figure is below the target of 488 set in the Local Plan for that period, it is above the current target level currently set by Government for the housing delivery test. This target is under review in line with the significant changes to the planning system proposed by the Government. The Local Plan team will be assessing the implications of the proposals as part of the Local Plan review.

4.1.2. Home Improvement

In the past quarter 15 properties have been brought back into use through the intervention of the Home Improvements team (Dev1), progressing well to meet the target of 40 per year.

During the COVID-19 lockdown the team has continued to work with the Council's Homeless Team to ensure that the properties housing the homeless/rough sleepers are safe, warm, watertight, and free of significant hazards. The team have also responded to instances of unsecured empty garages broken into during lockdown and used by rough sleepers in Grimsby town centre, causing anti-social behaviour. A Community Protection Notice was served on the landlord, resulting in the garages being secured.

Over the same period, the Housing Enforcement team have provided 110 interventions. These interventions are made up of various activities including housing enforcement and issuing grants and loans. All these interventions help improve the lives of vulnerable people in North East Lincolnshire and make rented accommodation safe for tenants to occupy.

Due to changes in Government Guidance resulting from the COVID-19 pandemic, the team has adopted new ways of working, including risk assessing all new referrals and

using new technology for assessing properties rather than undertaking site visit, e.g. by utilising WhatsApp or requesting photos or video footage from the tenant. Any property assessed to cause imminent risk to harm has been visited in person.

Due to the COVID-19 and lockdown, the Rogue Landlord Project had to be suspended during this quarter. This was due to courts being closed and ward walks being put on hold to comply with social distancing standards. During this suspension, the staff involved in delivery of this project were temporarily relocated to other duties within the Housing team. However, as the courts are now open for the issue of warrants and lockdown restrictions have been eased this project has resumed.

4.1.3. Disability Facility Grant (DFG)

The DFG function has seen a notable improvement in performance following the introduction of the Housing Assistance Disabled Adaptation Policy (HADAP) in October 2019. Over 2019/20 the change has resulted in improved performance in the total number of client referrals accepted at panel for DFGs (Ops21a), the percentage of referrals which are waiting to commence contractors work (Ops21b), the total number of DFG referrals completed (Ops22), the longest time from panel referral to practical completion (Ops24) and the mean time from panel referral to practical completion (Ops25), while the performance in the shortest time from panel referral to practical completion (Ops23) has remained consistent.

The HADAP has provide a good tool to allow further consideration of the discretionary spend element of the DFG budget. This means alternative opportunities are available to spend any budget that is not spent against DFG referrals, which is the mandatory element of spend. Currently the budget of c.£3.4m DFG allocation is forecasted to be spent in 2020/21.

4.1.4. Home Energy

During the COVID-19 lockdown the team have continued to deliver emergency heating and hot water assistance to 40 households of the most vulnerable residents in the community (Dev5). The team have also continued to assist residents who have signed up to the Big Community Switch or who are interested in signing up to the next round of the scheme, which is a collective bid resulting in potential reduced fuel bills.

The team are now delivering the ECO3 scheme, giving advice and support to residents across Greater Lincolnshire on the ECO and the Warm Homes Fund project. This includes giving advice on boiler replacements and insulations and first-time central heating to residents who are living in fuel poverty. In addition to improving the energy efficiency of homes for those in fuel poverty, this scheme helps improves the health and living conditions for those who have secured boiler replacements and reduces fuel bills for those who have secured new insulation to their properties.

In the response to COVID-19 pandemic, new ways of working have been adopted by the team, including undertaking virtual talks at clinics in the community and linking

in with the older people's collaborative newsletters to advise on energy efficiency matters.

4.2. Current challenges

- COVID-19 impacted on the opportunity to undertake visits to residential properties by the Occupational Therapists (OTs) and technical case workers due to most residents being Clinically Vulnerable (CV) or Clinically Extremely Vulnerable (CEV) and therefore Shielding. The furloughing of staff from the supplier's framework has had an impact on the volume of adaptations which were able to be completed. This impact can be seen in the results for Ops21b, Ops22 and Ops23. Plans have been developed with the OTs, caseworkers, and suppliers to introduce additional capacity to bridge any gap that has been experienced once lockdown restrictions are eased.
- A similar COVID-19 impact can be seen in the results for Dev2a (Number of new homes via council/Engie intervention or enablement) and Dev4 (Number of energy efficiency measures implemented). As lockdown restrictions are eased the results for these indicators should improve.
- The increase in the DFG budget will require greater collaboration across adult social care and children services to identify innovative opportunities to invest.

5. Service Performance – Development Management

In May 2020, the Regeneration Partnership was recognized for its innovative approach to planning when it successfully won the category for Excellence in Planning for the Natural Environment for South Humber Gateway Mitigation Strategy. The RTPI Awards for Planning Excellence are the longest-running and most high-profile awards in the industry. For more than 40 years they have rewarded the brightest talent in the profession; the teams, projects and individuals that transform economies, environments, and their communities all over the UK and internationally. This is the second time the Partnership have been recognised with an RTPI award for Planning Excellence.

The Development Management Team has maintained a high level of performance over the last quarter, even faced with the challenges of COVID-19. The period has seen a slight increase in approvals to 97% (Dev8a), supporting development in the Borough. 100% of all planning applications have also been determined within nationally defined timescales (Dev8b), thus maintaining the reputation of one of the top performing planning services.

The Local Plan was moving forward in the review process until the recent announcement for a radical review to the planning system. This has now been put on hold temporarily to fully understand the impact of the proposed changes.

The building industry was hit hard at the beginning of lockdown, seeing a lot of construction sites closed. However, Building Control is now reporting this sector is once again functioning at pace.

5.1. Achievements to date

5.1.1. Planning Policy

The 5-year land supply has been signed off and is being prepared for publication. This is the mechanism required which sets out the land available to deliver housing. The Council must demonstrate a 5-year supply of land to fulfil the requirement in the local plan and there is currently 5.6 years available.

The Local Plan review was approved at Cabinet, as was the approval to consult on the scope of the review, however this is now on hold due to the forthcoming radical changes proposed by government to the planning system.

The Land and Property Gazetteer is maintaining Gold standard in 9 out of the 11 criteria and achieving national standard in the remaining. This evidences the high level of accuracy in the data held on addresses and is shared with many stakeholders to help fire, police and other government departments work together to provide efficient services

5.1.2. Development Management

Local validation checklists have been fully revised and added to. These are currently out for public consultation and have received only constructive feedback so far. The revised checklists should result in better quality planning applications which will then assist in making quicker planning decisions.

The team have maintained service delivery through COVID-19 despite challenges, through workload collaboration and applying a proportionate and risk-based assessment for the processing of applications. This approach has received positive feedback by local agents and the Planning Advisory Service (PAS).

The resolution and approval of the planning application for Velocys, which will be the UK's first commercial waste to jet fuel plant. This is a major investment for the Borough, with a significant number of jobs potentially created.

5.1.3. Planning Enforcement

The Planning and Highway Enforcement team have continued to review new cases during COVID-19, assessing each complaint on a risk-based approach, however the drop this quarter to 74% of enforcement cases processed within agreed timelines and delivered in accordance with policy (Dev10b) is a reflection of the impact of the initial lockdown and the inability to go on some site visits. The easing of lockdown should see a significant improvement in the next quarter.

5.1.4. Building Control

Building Control has adopted new working processes, because of COVID-19, to ensure service delivery could continue. The use of photographs and live video inspections has replaced some site visits and more time has been spent in virtual meetings to ensure that designs meet the requirements of the Building Regulations.

5.2. Current challenges

- The proposed radical review of the planning system is likely to affect all aspects of planning, including the Local Plan review process, development management and s106 agreements. The team are reviewing the proposals in the white paper to understand the overall impact to the service.
- Dev10a, the percentage of planning and highway enforcement cases closed resulting in a positive outcome has declined from the previous quarter. This is likely to be because of COVID-19 and the next quarter should see an improvement and is therefore not considered cause for concern.
- As mentioned above, Dev10b, enforcement cases processed within agreed timelines and delivered in accordance with policy has also seen a drop this quarter however this is also a reflection of the impact of the initial lockdown and the inability to go on some site visits. The easing of lockdown should see a significant improvement in this next quarter.
- Although the % Building Control applications processed within agreed timescales is down to 96% this period from 100% in Q4 19/20 (Dev11), this is significantly higher than the same period last year and the overall for 19/20.
- Building Control's market share is slightly down on the last quarter however still significantly higher compared to the estimated national average of 65.8% (Dev12).

6. Service Performance – Project Management Office (PMO)

The PMO are currently delivering 22 capital projects across three programmes areas, all of which require a significant amount of time and resource. As at the end of June 2020, the percentage of projects currently on time and on budget based purely on ENGIE's performance is 100% (PMO1b and PMO1c).

Even with good project management, projects sometimes experience unexpected challenges during delivery due to external factors such as pandemics, unforeseen utility protection works, poor weather conditions, ecology matters and stakeholder requirements. As a result, the percentage of projects currently on time compared to the original capital programme is 55% (PMO1a).

In addition to the 22 capital projects currently being delivered, the PMO have also progressed the following activities in support of regenerating the Borough: -

- Provided support to the Great Grimsby Ice Factory Trust to enable them to secure £300k from the Architectural Heritage Fund and £647,400 from the National Lottery Heritage Fund (NLHF) to bring the Petersons Smoke House back into use.
- Supported the Council during the development of the Future High Street Fund project, in a bid to secure £25m from MHCLG to support the delivery of a major new development in the town centre.
- Worked with the Council and external consultants to develop the draft Grimsby Town Centre Masterplan, including the delivery of comprehensive Public and Stakeholder Engagement.

- Supported the Council and external consultants in securing £1m Accelerated Towns Funding from MHCLG, to be delivered this financial year.
- Supported the Council with an application to NHLF for £250K in a bid to provide small grants to culture and heritage organisations.
- Launched online Heritage Open Days event for the Kasbah, being held 19th Sept, and will continue to work with stakeholders to prepare material to go onto the Events page.
- Provided stakeholder support during the delivery of the Pier Gates.
- Managed the planning and installation of the Seaview Street signage.
- Continue to provide support to the Council and stakeholder during the development of new projects and during the preparation of funding bids.

6.1. Current challenges

Within previous Performance Reports, ENGIE reported that a total of ten projects had fallen behind their original planned schedule, these were:

- Stallingborough highway Infrastructure - delayed due to Highway England works on A160 and Brexit planning. A further delay has also been experienced due to COVID-19; however, works on site restarted and are due to complete in December 2020.
- Ecological Mitigation - delay with land acquisitions to enable further sites to be brought forward. The second mitigation site has now been secured and planning is due to be submitted shortly.
- Humber Bank Link Road - delayed 3 months due to unforeseen gas protection works and poor weather conditions. This project has since experienced a further 3 months delay due to COVID-19 (a decision was made to pause the next phase to allow the through route to remain open for key sector businesses). Onsite works resumed as of 8th June.
- Advanced Manufacturing Engineering Unit - 3 months delay due to extended clarifications of tender being required. This project is now on site with an expected completion date of March 2021.
- Public Art Project - delayed due to several factors, including ecology matters, procurement routes and ROSPA review. The shutter scheme is now complete and both the furniture and 'Luminations' projects are in the detailed design and manufacturing stages. The White Palm has been re-tendered, and we are aware of several interested parties.
- St James Square - 1 month delay due to extended approval process. This project has experienced further delays due to COVID-19; however, onsite works started on 8th June and are due to be completed this financial year.
- Ice Factory Urgent Repair Grant - £40k funding has now been re-secured from Historic England and the tender process is underway.
- The Cleethorpes Townscape Heritage Scheme experienced £125k slippage against the Capital Programme in 2019/20. Whilst there was a shortfall against the anticipated spend, there is still plenty of interest in the scheme and eleven properties are currently in the application process. No funding has been lost as the scheme completion date is June 2022.

- The Sea Road Public House ‘Waves’ demolition experienced £125k slippage against the Capital Programme in 2019/20. This was due to COVID-19 and the uncertainty around construction projects and safe working methods. The demolition has since been completed.
- The PSICA Grant Scheme experienced £50k slippage against the Capital Programme in 2019/20. Whilst there was a shortfall against the anticipated spend, there is still interest in the scheme with six businesses currently in the application process. No funding has been lost as the scheme completion date is June 2024.

No new projects have fallen behind their original planned schedules. Project Risks, including potential delays are reported to the relevant Programme Boards and a revised programme is approved if the Board acknowledge that the delay has been caused by unforeseen circumstances or external factors outside of ENGIE’s control.

7. Service Performance – Property & Asset Management

The Property and Asset Management function has continued to develop the service on the principles for managing an efficient commercial property portfolio, these are:

- Be attentive in maintaining the properties – have a well-planned legislative testing programme
- Do not hesitate to upgrade often – review and improve condition
- Be familiar with your buildings – hold accurate property data and undertake regular communication and visits
- Stay updated with latest technology – energy efficiency to reduce running costs and attract tenants
- Go green – reduce carbon emission
- Prioritise Communications Always – strong governance through the Estates Board and regular communication with tenants

COVID-19 is likely to have some impact on commercial income for the Council, though assistance has been provided to all Council tenants to help them submit applications to seek Government financial support. We have continued to forecast the recovery of income and we are working with tenants to introduce payment plans for those who may be experiencing financial challenges due to the current market conditions. Other specific areas of achievement across the service are given below.

7.1. Achievements to date

7.1.1. Strategic Asset Management

In the period to the end of June 2020, 100% of quinquennial condition surveys were completed (Ops18a). The results of these surveys are used to help inform and prioritise backlog maintenance spend across the Council’s property estate and maintain property condition to an acceptable level. The Capital backlog maintenance programme is in the initial stages of design.

7.1.2. Energy Management

These indicators are produced annually. Based on the data available for the 2019/20 period, the total equivalent CO₂ emissions (CO₂e) from the Council's assets equated to 2.77 kilo tonnes (Ops20a). This figure equates to a total of 12.527m kWh energy used at a cost of £1.706m (Ops20b and Ops20c). In this quarter ENGIE have completed the production of the baseline data for phase 1 of the zero-carbon roadmaps, which focus on potential zero carbon initiatives for the Council and the Borough.

In addition, during 2019/20 100% of Energy Performance Certificates (EPC) and Recommendation Reports (RR) were completed (Ops18b). These reports are a statutory requirement for the Council and help inform any capital investment required to safeguard income from the commercial estate in the future.

7.1.3. Commercial Estate

The Estates and Valuation & Strategic Asset Management function will be transferred back to the council on 1st September. This reporting period has concentrated on supporting tenants with seeking Government financial support for COVID-19, working with tenants to introduce payment plans to assist to manage their financial challenges and to review property services processes in preparation for the transfer.

External auditors are currently reviewing the 422 Asset Valuations which were undertaken in 2019/20. The new Asset Valuations assessment will commence in October 2020.

Across the commercial property portfolio 255 of the 267 units from are actively leased and attracting an income for the council. This equates to an occupancy of 96% (Ops10).

An annual survey with all tenants has been developed and will commence in August with results known in September. The percentage of commercial sites communicated with on an annual frequency for 2019/20 was 100% (Ops17a) and the percentage of tenant satisfaction recorded from site visits was also 100% (Ops17b).

7.1.4. Operational Property

In the Business Centre portfolio, 212 of the 267 units are leased and attract income to the council. This equates to an occupancy of 81%.

In addition, 64 of the 85 stalls at the Market are leased and attract income to the Council. This equates to an occupancy of 71%.

Other progress in this service area include:

- COVID-Secure Risk Assessment were completed for all properties with safety measure introduced to mitigate the spread of COVID-19.
- 100% of planned preventive maintenance (legislative testing) of the property portfolio has been achieved. This means the property portfolio is safe to occupy and the council is compliant with its statutory duty.

7.2. Current challenges

- The percentage of occupancy in both the business centres and markets (Ops12 and Ops13) has shown a slight decline over the reporting period. This is a result of the changing market conditions which has been experienced nationally because of the COVID-19 pandemic. However, plans have been developed to seek additional funding to improve the facilities and attract new tenants. A new structure has been developed and is to be introduced by 1st September which will provide a more commercial approach and seek to attract new tenants by targeting the different retail and SME sectors.
- Ops16 (Percentage of lease renewal and rent renewals which are considered and achieved in the financial year) is currently showing as zero. The results for this quarter reflect the changes in processes necessary due to the COVID-19 pandemic and are expected to recover as lockdown restrictions are fully lifted.

8. Service Performance – Security

Security have continued to contribute to the council's framework of 'feel safe and are safe' and have introduced the intelligence led approach to support Safer NEL, to fighting crime and anti-social behaviour (ASB), in North East Lincolnshire. The team now provide valuable 'on site' assistance to the Home Options Team, when housing vulnerable individuals, ensuring staff are safe and reassured, night and day.

8.1. Achievements to date

We have improved communication with attendance at the Safer & Stronger Communities Strategic Town Centre meeting, the Town Centre Tactical meeting, and the wider Rapid Deployment Camera (RDC) to contribute and support the delivery of Safer NEL. This is reflected in 89% of issues/tasks managed within 2-week period between the RDC stakeholder meetings (Ops9).

932 of the 1026 intruder alarm activations were attended within 30 mins, this equates to a 91% success rate (Ops6). The industry standard for attending intruder alarms activation is 4 hours.

Out of the 331 public-facing and remote site CCTV cameras, on average of 289 were monitored continually and have not experienced faults which equates to having 86% of CCTV operational (Ops1).

Out of the 18 RDC cameras, on average of 17 were monitored which equates to having 94% of RDC operational (Ops2).

221 sets of CCTV imagery have been provided to the Police in 2019/20 to assist them in their investigation and prosecution against crime and ASB (Ops5).

The number of third-party properties with intruder alarms which are monitored by the service has remained static over the period (Ops4), as has the number of Council properties with intruder alarms which are monitored (Ops3). Based on these service

levels, £161,519 worth of income was generated for the council from selling the security services to customers (Ops7).

8.2. Current challenges

- Delivery of the improvement of the CCTV infrastructure network. Cabinet approved the £1m investment to improve the Public facing CCTV infrastructure, provide greater number of Rapid Deployable Cameras and upgrade the transmission network and CCTV control room. The project will start in August 2020.
- The slight downturn in performance of Ops8 (Percentage of cameras brought back into service within 30 days) is believed to be related to the COVID-19 lockdown restrictions enforced during this reporting period.
- The current levels of resources, particularly in the CCTV control room, are working at full capacity and if additional work commitments are identified there may be a need to re-prioritise work commitments or introduce additional resources.

Performance Results Key

Trend *	Definition
↑	Performance has improved since previous result
→	Performance is the same as previous result
↓	Performance has fallen since previous result
×	No trend data available - either lack of historic or current period data

* When comparing numbers, not percentage a pro-rata value for the same length of time will be used.

Highways & Transport										
Volumetrics		Volumetrics do not have a target and are not in themselves a direct measure of performance or entirely within the control of ENGIE. Volumetrics are included to show functions carried out that previously did not report performance measures.								
Title	Service Area	Description	2019-20 Annual Result	2019-20 Apr-Jun	2019-20 Jul-Sep	2019-20 Oct-Dec	2019-20 Jan-Mar	2020-21 Apr-Jun Percentage	2020-21 Apr-Jun Number	Trend
HT1a	Highways & Transport	Number of LTP schemes delivered	52	N/A	N/A	N/A	52	N/A	4	✘
HT8	Highways & Transport	Number of inspection surveys due	18891	4867	4736	4791	4497	100%	4990	↑
HT8a1	Highways & Transport	Number of work orders created from safety inspections (principal, non-principal and unclassified roads)	N/A	N/A	N/A	N/A	N/A	N/A	212	✘
HT8a2	Highways & Transport	Number of work orders created from safety inspections (footways)	N/A	N/A	N/A	N/A	N/A	N/A	557	✘
HT8b1	Highways & Transport	Percentage of maintenance carried out as identified from surveys (principal, non-principal and unclassified roads)	N/A	N/A	N/A	N/A	N/A	100%	N/A	✘
HT8b2	Highways & Transport	Percentage of maintenance carried out as identified from surveys (footway)	N/A	N/A	N/A	N/A	N/A	100%	N/A	✘
HT9a	Highways & Transport	Number of passenger trips on Phone N Ride bus service	N/A	6962	5954	6285	5013	N/A	389	↓
HT9b	Highways & Transport	Number of passenger trips on mainstream bus service	N/A	1852638	1909797	1784611	1544958	N/A	360230	↓
HT9c	Highways & Transport	Bus service satisfaction for Phone N Ride	92%	N/A	N/A	N/A	92%	N/A	N/A	✘
HT9d	Highways & Transport	Bus service satisfaction for Stagecoach	90%	N/A	N/A	N/A	90%	N/A	N/A	✘
HT10a	Highways & Transport	Number of Penalty Charge Notices issued	N/A	2329	2163	2357	1980	N/A	661	↓
HT11a	Highways & Transport	Percentage of highways and transport fees considered to improve cost recovery for the Council	0	N/A	N/A	N/A	0	N/A	0	→
HT11b	Highways & Transport	Completion review of fees for highways and transport to improve cost recovery for the Council	0	N/A	N/A	N/A	0	N/A	0	→

Housing										
Indicators with target		These indicators have an historic target set.								
Title	Service Area	Description	2019-20 Annual Result	2019-20 Apr-Jun	2019-20 Jul-Sep	2019-20 Oct-Dec	2019-20 Jan-Mar	2020-21 Apr-Jun Percentage	2020-21 Apr-Jun Number	Trend
Dev 1	Housing	Number of empty properties returned to use with ENGIE intervention	40	9	7	9	15	N/A	15	→
Indicators		These indicators do not currently have a target set, but the level of performance helps to show how the service area is contributing to delivering the Council's goals.								
Title	Service Area	Description	2019-20 Annual Result	2019-20 Apr-Jun	2019-20 Jul-Sep	2019-20 Oct-Dec	2019-20 Jan-Mar	2020-21 Apr-Jun Percentage	2020-21 Apr-Jun Number	Trend
Ops 21b	Housing	Percentage of referrals which are waiting to commence contractors work	29%	90%	73%	19%	29%	16%	71	↓
Ops 22	Housing	Total number of DFG referrals completed	N/A	48	60	73	77	N/A	2	↓
Ops 23	Housing	Shortest time from panel referral to practical completion	N/A	20	20	20	20	N/A	35	↓
Ops 24	Housing	Longest time from panel referral to practical completion	N/A	362	362	362	316	N/A	44	↑
Ops 25	Housing	Mean time from panel referral to practical completion	N/A	189	178	163	154	N/A	40	↑
Volumetrics		Volumetrics do not have a target and are not in themselves a direct measure of performance or entirely within the control of ENGIE. Volumetrics are included to show functions carried out that previously did not report performance measures.								
Title	Service Area	Description	2019-20 Annual Result	2019-20 Apr-Jun	2019-20 Jul-Sep	2019-20 Oct-Dec	2019-20 Jan-Mar	2020-21 Apr-Jun Percentage	2020-21 Apr-Jun Number	Trend
Dev 2a	Housing	Number of new homes via council/Engie intervention or enablement	209 (Part Year)	N/A	N/A	186	23	N/A	19	↓
Dev 3	Housing	Total CO ² emissions across households in NELC (tonnes)	289.1 kTon	N/A	N/A	N/A	289.1 kTon	N/A	N/A	×
Dev 4	Housing	Number of energy efficiency measures implemented	30 (Part Year)	N/A	N/A	10	20	N/A	7	↓
Dev 5	Housing	Number of affordable warmth scheme applications processed	544 (Part Year)	N/A	45	141	358	N/A	40	×
Ops 21a	Housing	Total number of client referrals accepted at panel for DFGs	307	73	52	90	92	N/A	71	↓

Development										
Indicators with target		These indicators have an historic target set.								
Title	Service Area	Description	2019-20 Annual Result	2019-20 Apr-Jun	2019-20 Jul-Sep	2019-20 Oct-Dec	2019-20 Jan-Mar	2020-21 Apr-Jun Percentage	2020-21 Apr-Jun Number	Trend
Dev 8b	Planning	Number of planning applications determined within nationally defined timescales	99%	97%	99%	100%	99%	100%	126	↑
Dev 9b	Planning	Number of appeal decisions	75%	3	4	3	2	N/A	0	↑
Indicators		These indicators do not currently have a target set, but the level of performance helps to show how the service area is contributing to delivering the Council's goals.								
Title	Service Area	Description	2019-20 Annual Result	2019-20 Apr-Jun	2019-20 Jul-Sep	2019-20 Oct-Dec	2019-20 Jan-Mar	2020-21 Apr-Jun Percentage	2020-21 Apr-Jun Number	Trend
Dev 8a	Planning	Number of planning applications approved	97%	97%	97%	99%	96%	97%	122	↑
Dev 9a	Planning	Percentage of planning applications decided under delegated powers, compared to national average	90%	89%	90%	90%	91%	92%	116	↑
Dev 10a	Planning	Percentage of planning and highway enforcement cases closed resulting in a positive outcome	36%	35%	28%	52%	34%	23%	19	↓
Dev 10b	Planning	Percentage of enforcement cases processed within agreed timelines and delivered in accordance with policy	91%	87%	89%	93%	97%	74%	141	↓
Dev 11	Building Control	Percentage of Building Control applications processed within agreed timelines	89%	86%	83%	92%	100%	96%	44	↓
Dev 12	Building Control	Percentage market share Local Authority Building Control compared to Approved Inspectors	80.3% (Part Year)	N/A	N/A	78.6%	81.9%	80%	N/A	↓
Dev 16a	Building Control	Percentage customer satisfaction rate on planning process	N/A	N/A	N/A	N/A	N/A	85%	11	×
Dev 16b	Building Control	Percentage customer satisfaction rate on building control processes	86% (Part Year)	N/A	N/A	N/A	86%	95%	18	↑
Volumetrics		Volumetrics do not have a target and are not in themselves a direct measure of performance or entirely within the control of ENGIE. Volumetrics are included to show functions carried out that previously did not report performance measures.								
Title	Service Area	Description	2019-20 Annual Result	2019-20 Apr-Jun	2019-20 Jul-Sep	2019-20 Oct-Dec	2019-20 Jan-Mar	2020-21 Apr-Jun Percentage	2020-21 Apr-Jun Number	Trend
Dev 7	Planning	Local Plan review will be commenced in accordance with Government timescales	YES	YES	YES	YES	YES	N/A	YES	→
Dev 14a	Building Control	Number of dangerous structure call outs responded to within 1 hr (out of hours)	100% (Part Year)	N/A	100%	100%	100%	100%	5	→
Dev 14b	Building Control	Number of dangerous structure call outs responded to within 4 hours (during working hours)	100% (Part Year)	N/A	100%	100%	100%	100%	2	→
Dev 14c	Building Control	Number of dangerous structure call outs responded to within 24 hrs (non urgent)	91% (Part Year)	N/A	100%	92%	90%	100%	16	↑
Dev 15	Building Control	Number of demolition applications responded to within statutory timescales	100% (Part Year)	N/A	100%	100%	100%	100%	3	→

Security										
Indicators		These indicators do not currently have a target set, but the level of performance helps to show how the service area is contributing to delivering the Council's goals.								
Title	Service Area	Description	2019-20 Annual Result	2019-20 Apr-Jun	2019-20 Jul-Sep	2019-20 Oct-Dec	2019-20 Jan-Mar	2020-21 Apr-Jun Percentage	2020-21 Apr-Jun Number	Trend
Ops 6	Security	Percentage of intruder alarm activations attended in 30 minutes	91%	86%	93%	93%	92%	97%	251	↑
Ops 8	Security	Percentage of cameras brought back into service within 30 days	26%	30%	13%	39%	18%	17%	14	↓
Ops 9	Security	Percentage of issues/tasks managed within 2 week period between the RDC stakeholder meetings	89%	86%	86%	88%	100%	100%	3	→
Volumetrics		Volumetrics do not have a target and are not in themselves a direct measure of performance or entirely within the control of ENGIE. Volumetrics are included to show functions carried out that previously did not report performance measures.								
Title	Service Area	Description	2019-20 Annual Result	2019-20 Apr-Jun	2019-20 Jul-Sep	2019-20 Oct-Dec	2019-20 Jan-Mar	2020-21 Apr-Jun Percentage	2020-21 Apr-Jun Number	Trend
Ops 1	Security	Number of CCTV cameras monitored	86%	289	265	300	317	92%	327	↑
Ops 2	Security	Number of RDCs monitored	94%	17	27	29	29	95%	30	↑
Ops 3	Security	Number of council properties with intruder alarms which are monitored	61	62	62	63	61	N/A	62	↑
Ops 4	Security	Number of third party properties with intruder alarms which are monitored	85	82	82	83	85	N/A	86	↑
Ops 5	Security	Number of CCTV imagery provided to Police and NELC Regulatory Services to assist with the prosecution of criminals within 5 days	221	41	62	45	73	N/A	91	↑
Ops 7	Security	Cost of the service minus the income achieved to improve cost recovery (Year-end profile)	£161,519	£185,559	£182,876	£165,663	£161,519	N/A	£182,000	↑