



October to December 2020

Regeneration Partnership

Performance Report

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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 fourth quarter of the 12-month review period (October to December 2020).

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

This performance report builds on the results presented to Scrutiny on the 12th of January 2021 and provides an update on the changes in performance that have occurred since then. For some areas of service, performance has remained static since the last quarter. In the interests of brevity, the narrative that describes or explains the cause of these current performance levels has not been repeated in this report.

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 many of the social value activities planned by ENGIE staff continue to be curtailed because of the national lockdown. Despite this, we have continued our involvement in the Cornerstone project, engaging with local school children to provide mentoring on a virtual basis. We have also developed virtual content for a Festival of Skills event which was due to take place in February 2021.

Unfortunately, this has now been re-scheduled for May/June. We have been working with Neighbourhood Services to engage in the National Tree Planting week in the Autumn of 2020, which was unfortunately cancelled. However, the Neighbourhood Services team identified an area of woodland in Immingham which needed replanting and ENGIE have donated 800 native trees, together with their stakes and protective shelters, so that the replanting can go ahead. In addition, we continue to plan for staff volunteering events that can take place once national and regional restrictions are lifted.

COVID-19 Response

Over the last quarter ENGIE has continued to provide support to the Council to implement the requirements of the national lockdown. This has included the introduction of facilities management and security services to support the Council's Homeless Team and the mobilisation and operation of four vaccination centres. In addition, ENGIE have facilitated the introduction of weekly Mobile Testing Units (MTU) at Roval Drive in Immingham and Grant Street car park in Cleethorpes.

However, as with the previous reporting period, in this quarter, 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, staff continue to maintain service delivery wherever possible while operating within Government guidelines.

Examples of this have been seen at Grimsby Top Town Market, which has remained open for essential traders during the lockdown. Business centres have also remained open to allow tenants to continue to deliver their businesses. Civil Enforcement resources have been concentrated on the patrol of outlying locations and residential areas to help maintain access for response vehicles and when winter gritting services commenced. In addition, construction activities continued in the Town Centre, St James Square, Garth Lane, Riverhead, West Haven Maltings, and at the new pet crematorium.

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.

BREXIT Response

Over the last quarter, ENGIE Highways & Transport represented the Council at the Humber Local Resilience Forum in respect of Brexit / EU Transition planning. ENGIE lead the design and implementation on the Traffic Management requirements on behalf of the Council to support the Killingholme and Immingham Ports Authorities with the movement of HGV's at the end of the Brexit transition period.

2. Summary of the performance results

As with the performance report of the 12th of January 2021, 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, 10 indicators have improving performance trends, 15 have decreasing performance trends, and 17 have no change. Of the indicators with decreasing performance from the previous quarter, 12 remain on track to meet the annual target or have fluctuations that are within the normal tolerance. The remainder do not have trend data available in this quarter, either because they are assessed annually from April to March or because there is no data available relating to the current period. Much of this trend data will be available in the report covering the period to the end of March 2021. In addition, of the 32 service volumes, 10 have improving performance trends and seven have decreasing performance trends, although one of these is within normal tolerance. A further six are showing no change and the remainder do not have trend data available for the same reasons outline above. Combined, this gives 20 of the revised performance measures showing improved performance, 22 showing decreased performance and 23 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 Q4 review period most performance indicators show acceptable performance with many improving over previous year's quarter. Specific areas of achievement and challenges remaining are given below.

3.1. Achievements to date

3.1.1. Capital Projects

By the end of the last quarter, despite COVID-19 operational challenges and restrictions, Highways and Transportation ensured 71% of the capital allocation for the 2020/21 LTP PfH approved programme had been spent (HT1b). This equates to the successful delivery of 29 LTP projects with a value of £3.0m across 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).

Highways and Transportation are also responsible for delivery of several capital projects that sit outside the LTP capital programme. Projects on site during the reporting period include Toll Bar junction improvement, Cambridge Road / Little Coates Road roundabout, A18 safety improvements, and Estate Road 2. Projects that were in the design stage included Corporation Bridge renovation works, the Grimsby to Immingham cycleway, and the A46 protected cycleway. The main project updates for the reporting period are: -

- The A18 Safer Road Scheme sees the completion of a right turn lane at the Oaklands Hotel, Laceby Manor Golf Club and, within the Lincolnshire County Council boundary, Pond House junction. Carriageway resurfacing at Waterdell is also complete. The construction of a roundabout at the Waltham Road junction is programmed for the final phase of works. In addition to the construction / resurfacing, additional signage has been installed and Lincolnshire County Council have consulted on a 50mph speed limit on the A18 to replicate the speed limit in North East Lincolnshire. The speed limit will be signed before Spring.
- Completion of the carriageway reconstruction works at Estate Road 2 was originally programmed for April 2021. However, these works are already substantially complete and a walkthrough with the contractor is planned for February 2021 where any snagging works will be discussed.
- The Grimsby to Immingham cycleway has been split into 3 phases. The first phase at Hobson Way has been tendered and is due to start on site mid-March 2021. The second phase, Westgate to Lockhill roundabouts, is currently out to tender and works are expected to start in April 2021. The final phase, the A1173, is currently in design stage.
- The A46 protected cycleway is currently in design stage. Additional engagement to meet DfT requirements is underway. The public opinion survey has received many responses, and these are being collated.
- Within this reporting period a grant funding application has been submitted to Greater Lincolnshire LEP which, if successful, will secure circa £2.2m to

introduce a new strategic cycle facility, with a total cycle route distance of over 4km.

ENGIE remain vigilant for other external funding opportunities and, in conjunction with Council colleagues, are actively speaking to potential funders on a regular basis.

3.1.2. Highway Asset Management

The assessment of the general (reactive) maintenance requirement for the highway network is based on undertaking inspection surveys. During the last quarter, 4,823 of these were successfully delivered (HT8). In addition, we continue to maintain 100% of all reported dangerous defects being responded to within 24 hours (HT5).

3.1.3. Street Lighting

To the end of December 2020, streetlights have taken on average 1.33 days to repair (HT3), well inside the contract target of 2.00 days.

3.1.4. Street Works Permits & Licencing

The introduction of this scheme is mandatory for the Council and will impact works undertaken on the highway by utility companies. A change request has been issued which, following approval, will allow the necessary recruitment to begin.

3.1.5. Penalty Charge Notices (PCNs)

The number of PCNs issued continues to be affected by the second national lockdown, although the number of road users experienced during this period has increased from the levels that were experienced during the first lockdown. During this quarter, the Civil Enforcement Officers focused their resources on incidents in the town centres and the resort, with remaining resources visiting residential areas and outlying villages.

3.1.6. Traffic Regulation Orders (TRO)

The 2020/21 TRO work programme is on track to meet 100% at year-end (HT2). The 2020/21 work programme is part of the 2-year rolling programme of TROs that was approved by the PfH in January 2020.

In addition to the agreed work programme, emergency waiting restrictions have been introduced at David Street to prevent vehicles parking across access to funeral director at the request of PfH, supported by officer evidence. The TRO and road markings were put in place within 48 hours. An experimental TRO has been introduced at Edward Street as a high priority to help with waste collection vehicle access.

The 2021/22 TRO work programme is due for presentation at Scrutiny and Cabinet in March 2021 as part of the LTP presentation.

3.1.7. School Crossing Patrols

An additional 5 school crossing patrol staff have been recruited during the last quarter and are aiding school sites that have remained open to provide education to the children of key workers.

3.1.8. Demand Responsive Transport

Following a relaxation of the COVID-19 public transport restrictions on the 4th of July 2020, the period from July to December 2020 shows a steady increase in passenger numbers compared to those in the previous quarter during which the service was suspended (HT9a). Passengers are travelling for a variety of reasons including education and leisure venues. Since the second lockdown began in November 2020 the service has continued to run to enable access for vulnerable members of the community to essential destinations and vaccine clinics.

3.1.9. Sustainable Transport

DfT funding has been allocated for North East Lincolnshire and bids for are underway that this will enable the Council to implement initiatives to capitalise on the increased walking and cycling that have resulted from the COVID-19 pandemic. These initiatives will also help reduce carbon emissions from transport within the borough.

3.1.10. Flood Risk Management

In the period October to December 2020, a total of 23 drainage projects were delivered on time and on budget (HT13b2 and HT13b3). These included minor flood risk management and civil engineering works, high-pressure jetting, and CCTV surveys of drainage systems.

Other works undertaken by the Drainage Team include: -

- The installation of a new land drainage system on Littlecoates allotments which will greatly improve the drainage on the site to the benefit of allotment holders.
- Issued the tender for property level protection measures to be installed for properties at risk of flooding in Willingham Street. This complements the installation of the highway drain in Q3 and is externally funded.
- Cleaned out the land drainage systems around Saltings allotments to help prevent flooding of adjacent properties in Chelmsford Avenue.
- Carried out further works to reduce flood risk to property in Wells Road, Healing.
- Carried out ditch clearance works at Broadway and through Waltham to reduce flood risk to property.

3.2. Current challenges

- The average number of days to repair streetlights (HT3) has increased slightly to 1.33 days. However, this was at 1.63 for 2019-20 and has been between 1.18 and 1.76 during 2020, so this result is within normal fluctuations.

- The results for the number of work orders created from safety inspections (principal, non-principal, and unclassified roads) (HT8a1) has decreased to 273. However, the results for this indicator have fluctuated between 255 and 303 this during 2020 and this result is within normal fluctuations.
- In the quarter to the end of December 2020 a total of 1445 Penalty Charge Notices were issued across the borough (HT10a). This figure was 326 PCNs lower than previous quarter and reflects the impact of the commencement of the second national lockdown.
- The result for the number of drainage schemes approved (HT13b1) has decreased from 2 to 1 in this quarter, although this is a very low volume indicator, and the result is within normal tolerance for this volume range.
- The number of work orders created from safety inspections on footways (HT8a2) has shown a downward trend in the last quarter, although this is the expected result of seasonal norms and is also related to the age and type of the sections of footway inspected under the program.

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

In the last quarter, 570 new homes were supported through ENGIE interventions, either by receiving planning approval or by being completed through Building Control process (Dev2a). However, the overall outlook for meeting housing delivery targets is still very challenging. We are continuing to work with landowners and developers to bring forward sites and commence development, this includes Grimsby West one of the major strategic housing site in the borough. We are also seeking to work with developers to produce the next 5-year supply document and improve local knowledge about site delivery.

4.1.2. Home Improvement

The Home Improvement Team have continued to proactively work with the Homeless Team, assisting them to find suitable accommodation to house the homeless and rough sleepers as part of the Council's COVID-19 pandemic response. The role of the team is to ensure that the properties are compliant and free of Category 1 hazards. The Housing Team are also in the process of negotiating the acquisition of a long-term empty property, which will be refurbished and used by the Homeless Team and funded via the Ministry of Housing, Communities and Local Government. This is to provide much needed accommodation and will result in a reduction in demand from the Council for bed and breakfast accommodation. It is anticipated that the contracts will be exchanged early Feb 2021.

In accordance with the Housing Assistance Policy, the Home Improvement team have continued to work with vulnerable homeowners who are living in properties that have Category 1 hazards or are at imminent risk to harm. The team have

awarded 7 'safe, warm and dry' emergency grants predominantly for issues with roofs or lack of heating.

4.1.3. Empty Homes

The Empty Property Team is working towards achieving the actions as set out within the Empty Homes Property Strategy, recent successes include: -

- Setting up the NELC Empty Property Group, which consists of representatives from Council Tax, Home Options, Debt Recovery, Community Protection, and the Anti-Social Behaviour team. The purpose of the group is to target solutions for long-term problematic empty properties by utilising the different tools each team can supply.
- Setting up the Empty Property Hub which meets every quarter and brings together registered charities to support the purchase of empty properties.
- Procuring a tracing agent to assist with identifying the owners of properties that are in probate. The company has successfully identified relatives of 2 long-term empty properties and is assisting them with legal issues to facilitate the sale of these properties.

Up to the end of December 2020 the team have returned 32 properties back into use (Dev1) and it is hoped that the contractual KPI of 40 units to be surpassed by the end of the year, despite severe restrictions being in place due to COVID-19.

4.1.4. Disability Facility Grant (DFG)

In the quarter to the end of December 2020 we have experienced a comparable number of client referrals accepted at PANEL for DFGs (Ops21a) as to the previous quarter (68 per quarter on average). The percentage of referrals that are waiting to commence contractors work (Ops21b) has slightly increased from the previous quarter, although the total number of DFG referrals completed (Ops22) has increased significantly. The longest time from PANEL referral to practical completion (Ops24), and the mean time from PANEL referral to practical completion (Ops25), have also increased. Looking at the monthly figures that sit behind the KPIs, the shortest time from PANEL referral to practical completion (Ops23) has reduced over the year to date. The improved performance in both Ops22 and Ops23 demonstrate the contribution made by ENGIE's FM Self-Delivery team to delivery of the Housing Adaptations Policy (HADAP).

4.1.5. Home Energy

The number of residential energy efficiency measures implemented (Dev4) and the number of affordable warmth scheme applications processed (Dev5) have both increased since the last reporting period.

The Home Energy Team is actively promoting the Greater Lincolnshire Energy Efficiency Partnership, assisting residents accessing Energy Company Obligation funding by marketing the schemes and supporting the residents to apply for the correct scheme. They are also currently promoting The Big Community Switch, helping residents to switch to better value fuel suppliers.

The Team is also actively assisting residents who want to sign up to the governments Green Homes Grants by giving advice and have also carried out virtual talks in the community Falls and COPD (Chronic Pulmonary Obstructive Disease) Clinics, as well as assisted several vulnerable residents when heating has broken down over the winter period.

4.2. Current Challenges

- The results for the number of empty properties returned to use with ENGIE intervention (Dev 1) have decreased slightly in this quarter, although this indicator is usually assessed at the end of the year as non-linear. A target of 40 per year is equivalent to 10 per quarter. After 3 quarters we are currently at a total of 32 and so on track to meet the annual target.
- Although there have been 289 completions of new housing for the year, the overall position is strongly influenced by the number of demolitions, resulting in a net figure for the year to date at just 69. However, it is likely that the number of reported completions via the Valuation Office is being affected by the COVID-19 pandemic. The Valuation Office that confirmed that they are working to address any backlog and it is hoped that this will be reflected in next the quarter's results.
- The Occupational Therapists (OTs) and ENGIE's technical case worker services have both experienced an increase in the number of referrals that are on the waiting list. This reflected in the results for Ops21a (the total number of client referrals accepted at panel for DFGs) and is a consequence of referrals for residents who were Clinically Vulnerable (CV) or Clinically Extremely Vulnerable (CEV) and therefore shielding. In addition, there has been a noticeable increase in category 1 referrals that are required to be completed within 7 days, and those for residents on an 'end of life' scheme.
- The results for the longest time from panel referral to practical completion (Ops 24) has increased to 198 days. However, this result is the nature of the indicator measurement process i.e., as the results are assessed on cumulative basis from April onwards, as the year progresses, the maximum figure will naturally increase.
- Similarly, the results for the mean time from panel referral to practical completion (Ops 25) has increased to 118 days in this quarter. As there are more days in the whole reporting period considered, the average will naturally trend longer over the course of the year.

5. Service Performance – Development Management

The Development Management Team has maintained a high level of performance over the last quarter, with 99% of all applications being determined in time (Dev8b). However, several other indicators are slightly down from the last quarter such as the number of planning applications determined within delegated powers (Dev9a) and enforcement cases processed within agreed timescales (Dev10b). The changes in these indicators are discussed further below.

There are a significant number of potential changes that will impact this service area outlined in the Government's white paper. The Government is expected to publish a revised National Planning Policy Framework shortly, which will give greater clarity on the likely changes to be introduced.

5.1. Achievements to date

5.1.1. Planning Policy

The review of the Local Plan (Dev7) is currently on hold as it is considered prudent to pause work until there is greater clarity on what changes to the planning system will be introduced as part of the current Government review of planning legislation.

The reforms if introduced as proposed would radically affect the process of preparing a local plan, streamlining, and simplifying the evidence required to support the plan, assessments required and reducing the content of the plan.

Government timescales for implementing the changes are already being affected by implications of addressing COVID-19 and Brexit changes, however work is ongoing to examine the options available at this time.

5.1.2. Development Management

Planning applications are maintaining a high level of approvals at 97% (Dev8a) and the measure of applications determined in time, although slightly down from the last quarter is still high at 99% of applications determined within nationally defined timescales (Dev8b). This helps maintain the reputation as one of the top performing planning services and supporting the regeneration of the borough.

A total of 167 applications were determined in this period (Dev8b), which is the highest number of applications determined in any quarter during the year.

Some key projects supported by the planning team: -

- The Mauxhall Farm Energy Park application by ENGIE Renewables Limited, which was for a large-scale solar farm and battery storage facility with an energy output of 49.9mw, was successfully determined by the Council's Planning Committee.
- Barratt Homes for 239 homes at Toll Bar, which links to the important Toll Bar junction works now completed by NELC. This was a delegated decision which delivers on affordable housing and sustainable drainage and importantly the delivery of housing as the first phase on this key site.
- On-going support of the St James public realm works. In particular, the archaeological support provided before Christmas 2020 due to graves being found and other heritage elements together with the landscape support on the implementation of planting.
- New footbridge across the Freshney as part of the town centre works which was approved in October within 35 Days of validation of the planning

application, building on pre-app work to ensure project deadlines would be met.

5.1.3. Planning Enforcement

In the last reporting period, there were a total of 197 planning enforcement cases reported of which 87% were processed within the agreed timelines (Dev10b) and 35% were resolved with a positive outcome (Dev10a). Although these indicators are lower than the last reporting period, they are significantly higher than the last comparable quarter of lockdown (Apr-Jun). Due process is being adhered to while undertaking enforcement activities and, where possible, further lessons are being learned.

5.1.4. Building Control

Over the last reporting period, 100% of dangerous structure call outs and demolition applications have been responded to in time (Dev14b and Dev14c).

The team are still reviewing the draft Building Safety Bill to understand the impact it will have to North East Lincolnshire Building Control Service.

5.2. Current challenges

- The results for the number of planning applications determined within nationally defined timescales (Dev 8b) has decreased from 100% to 99% in this quarter. However, this result was 99% for 2019-20 and has been 99% or 100% each quarter in the past year and this result is therefore within normal tolerance.
- The result for the percentage of planning applications decided under delegated powers, compared to national average (Dev 9a) has decreased slightly to 90%. However, this result was at 90% for 2019-20 and has been 90-92% each quarter in the past year and is therefore within normal tolerance.
- The result for the number of appeal decisions (Dev 9b) has decreased from 2 to 1 in this quarter. However, this is a very low volume indicator, and the result is therefore within normal tolerance for this volume range.
- The result for the percentage of planning and highway enforcement cases closed resulting in a positive outcome (Dev 10a) has decreased slightly to 35%. However, this result was at 36% for 2019-20 and has fluctuated between 23% and 52% in the past year and this quarters result is therefore within normal tolerance.
- The percentage of enforcement cases processed within agreed timelines and delivered in accordance with policy (Dev 10b) reduced from 91% to 82% in the quarter, which reflects the impact of lock down restrictions on normal site visit and client liaison activities, as agreed with the Council's legal team. As lockdown restrictions are lifted, those cases we have been unable to progress due to the inability to enter a resident's property will be dealt with as a priority.
- The result for the percentage of building control applications processed within agreed timelines (Dev 11) has decreased from 100% to 98% in this reporting period. However, this result was at 89% in 2019-20 and has been between 92% and 100% for the last year. This result is therefore within expected variation.

- The market share for Building Control has seen a reduction in the last quarter (Dev12) as the area has seen an influx of applications from approved inspectors. This is being constantly reviewed and mechanisms put in place to maintain the historical high level, such as marketing the service to all customers who have recently secured planning.
- 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 Government is expected to publish a revised National Planning Policy Framework shortly, which will give greater clarity on the likely changes to be introduced.
- The draft Building Safety Bill proposes changes to the Building Act, which, when enacted, will revolutionise the whole Building Control system and will place significant new duties and risks on all local authorities in England. These changes are required to make the building regulation system safer following the Grenfell tragedy.

6. Service Performance – Project Management Office (PMO)

The PMO are currently delivering 23 capital projects across three programmes areas. As at the end of December 2020, the percentage of projects currently on time and on budget based purely on ENGIE's performance is 96% (PMO1b and PMO1c).

Even with good project management, projects sometimes experience unforeseeable challenges during delivery due to external factors such as the current pandemic, poor weather conditions and changing circumstances such as ecology matters, and stakeholder needs. As a result, the percentage of projects currently on time compared to the original capital programme is 61% (PMO1a). However, these are reported regularly and managed within the capital programme slippage.

Project Risks, including potential delays are reported to the relevant project working groups, and a revised work programme is approved if the group acknowledges that the delay has been caused by unforeseen circumstances or external factors outside of ENGIE's control.

6.1. Achievements to Date

In addition to the 23 capital projects currently being delivered, the PMO have also been proactive in the delivery of the following activities in support of regenerating the Borough: -

- Supported the Council during the development of the Grimsby Town Centre Masterplan and Investment Plan, including the delivery of comprehensive public and stakeholder engagement.
- Supported the Council with permission to start documentation for a National Heritage Lottery Fund (NHLF) grant of £250k to provide small grants to culture and heritage organisations.
- Supported the Council with the ongoing development of a project to bring the WWI Sea mine to the North Prom from the Boating Lake, including conservation work and partnership working with the RLNI.

- Supported the Great Grimsby Ice Factory Trust to prepare for delivery of a £1m project to bring Petersons Smoke House back into use.
- Continue to provide support to the Council and stakeholder during the development of new projects and during the preparation of funding bids.
- Supported the Inward Investment Team in visits and meetings with prospective investors to the Stallingborough Industrial Site and the Enterprise Zones.
- Supported Grimsby Minster with successful applications to both the Culture Recovery Fund (£182k from NLHF and £82k from Historic England) and the Association of English Cathedrals (COVID-19 recovery grant). The team also supported Minster with the appointment for their new COVID-19 Recovery Manager and engaged with their Strategic Management Group.

6.2. Current challenges

There are ten projects which have fallen behind the original planned schedule, these are: -

- 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 February 2021.
- 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-month 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 on 8th June and are due to be completed during February 2021.
- 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.
- Advanced Manufacturing Engineering Unit - There has been full engagement with the end user who are happy with the communication and progress, however the project has experienced a 3 month delay due to extended clarifications of tender being required. This project is now on site with an expected completion date of March 2021. Phase 2 being progressed on the adjacent plot.
- Public Art Project - delayed due to several factors, including planning and ecology matters, procurement routes and further research including a ROSPA review. The shutter art scheme is complete. The fabrication of the furniture is complete. The White Palm has been retendered, and a delivery strategy has been developed for approval. The detailed design of the lighting has been completed. Fabrication and installation can proceed as soon as the revised scope is approved.
- 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 2020 and are due to be completed this financial year in line with funding agreements.

- 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 nine properties are currently in the application process. No funding has been lost as the scheme completion date is June 2022.
- Sea Road Development – demolition (except for toilet block) and first phase of public realm works have been completed. There was a short delay due to COVID-19 and the uncertainty around construction projects and safe working methods. COVID-19 has also impacted on the market testing and programme for the new building. The Council's capital contribution has now been slipped into 2021/22. The second phase of public realm works has commenced, for which £200k of Council match funding will be brought forward.
- 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 five businesses currently in the application process, and £500K having already been allocated to the Creative Workspace project for 2021/22. No funding has been lost as the scheme completion date is June 2024.

7. Service Performance – Property & Asset Management

This quarter has seen the continued roll out of the Property Services team in ENGIE, which provides operational management and delivery for the commercial property portfolio (Allotments, Business Centres, Market, and support the commercial units). These changes took effect from the 1st of September 2020 and have seen the continuation of the collaborative working arrangements with the teams that transferred back to the Council on that date.

7.1. Achievements to date

7.1.1. Condition Surveys

In the period to the end of December 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 as part of the continuous improvement of service.

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 and submitted the draft of the phase 1 zero-carbon roadmap, which focus on potential zero carbon initiatives for Council owned buildings.

The new Energy Performance Certificate (EPC) contract is progressing well with all properties identified for a survey in year one of the three-year programme being

completed. In addition, during this quarter 100% of 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. Operational Property

In the Business Centre portfolio, 210 of the 260 units are leased and attract income to the council. This equates to an occupancy of 80%.

In addition, 50 of the 85 stalls at the Market are leased and attract income to the Council. This is a reduction of 4 units from the previous quarter and equates to an occupancy of 60%.

Other progress in this service area include: -

- The securing of capital investment (£1.9M) which will see the expansion of Poplar Road business units with a further 23 workshop units, the refurbishment of the former NHS office building to create new business office space and the introduction of storage commercial units which will assist to attract greater rental income for the council.
- The securing of capital investment (£700k) which will see the condition of the remaining eight business centres improved to include the meeting and conference facilities units which will assist to attract greater rental income for the council.
- 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 the markets (Ops13) has shown a slight decline over the reporting period or when compared with figures in previous years for the same period. This is also reflected in the figures for the total cost of the service minus the income achieved (Ops15) and the total number of businesses accommodated at BCs/Markets (Ops14). This is a result of the change in market conditions which have been experienced nationally because of the COVID-19 pandemic. However, the securing of the capital investment of c.£2.6m to improve the facilities and attract new tenants is positive news which the benefits of will be realised in 2022/23 and onwards.
- A review of the Market is ongoing with proposal to be implemented in the new financial year 2021/22. The review has seen an increase in communication, marketing, and an analysis of the rents to align to the present regional and local conditions. It has also seen the introduction of greater flexibility to allow tenants to use the stalls to meet the wider needs of their business, without loss of income to the Council, and assist the traders to continue to operate throughout the pandemic.

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 fight crime, anti-social behaviour (ASB), and Environmental ASB in North East Lincolnshire. Improvements have been made to the governance for the service, with policies and Data Protection Impact Assessment (DPIA) updated and formalised. Introduction of fortnightly operations meetings with colleagues in ASB teams in the Council have created the necessary link into the Strategic Board who provide oversight.

8.1. Achievements to date

Delivery of the improvement of the CCTV infrastructure network is progressing well. The project started in August 2020 with the gap analysis of the mapping of cameras completed. A Pre-Market Consultation (PMC) has now also been completed, along with site investigations. We have also commenced the development of a specification for the procurement of a supplier to both supply and install the new system.

We have implemented the improved strategy set by both the Safer & Stronger Communities Strategic Town Centre meeting and the Town Centre Tactical meeting and have increased the use of Rapid Deployment Cameras (RDC) to contribute to and support the delivery of Safer NEL. This is reflected in 100% of issues/tasks managed within 2-week period between the RDC stakeholder meetings (Ops9).

687 of the 726 intruder alarm activations were attended within 30 mins, this equates to an improvement of 1% from the last reporting period and is currently at a 95% success rate (Ops6). The industry standard for attending intruder alarms activation is 4 hours.

Out of the 357 public-facing and remote site CCTV cameras, on average of 337 were monitored continually which equates to having 95% of CCTV operational (Ops1) and demonstrates a consistently high level of performance by the service.

So far, 138 sets of CCTV imagery have been provided to the Police in 2020/21 to assist them in their investigation and prosecution against crime and ASB (Ops5). This is an increase of 15 from the previous quarter.

The number of third-party properties with intruder alarms that are monitored by the Security Service has remained relatively static over the period (Ops4), as has the number of Council properties with intruder alarms which are monitored (Ops3). Based on these service levels, an income of £182,000 has been generated for the Council from selling the Security Services to external customers (Ops7), which is an increase of c.£25k compared to the last year financial year.

8.2. Current challenges

- Looking at the average position for the last quarter, of the 33 RDC cameras deployed, 28 were available to be monitored, which equates to having 86% of RDC operational (Ops2). This is a slight reduction in performance, equating to a reduction of just 3 RDC camera units.
- Although these requests are not initiated by ENGIE, the number of CCTV imagery provided to Police and NELC Regulatory Services to assist with the prosecution of criminals within 5 days (Ops5) has decreased. This drop off is possibly linked to the restrictions in movement that have come through the second national lockdown. For example, fewer fly tipping occurrence have been experienced at the 'bring to site' than in previous years.
- The result for the percentage of intruder alarm activations attended in 30 minutes (Ops 6) has decreased slightly from 94% to 93% in this reporting period. However, this result is within normal fluctuations. In addition, for each quarter in 2020-21 the result for this indicator has been above the 2019-20 result of 91%.
- The result for the percentage of issues/tasks managed within 2-week period between the RDC stakeholder meetings (Ops 9) has decreased to 86% in this reporting period. However, this is a small volume indicator and the drop in performance relates to a single issue. Overall, this indicator is currently at 92% for the year to date and above last year's result of 89%.
- The current levels of resources, particularly in the CCTV control room, are working at full capacity. If additional work commitments are identified there may be a need to re-prioritise work commitments or introduce additional resources.

Appendices



Appendix 1 -
Key.pdf



Appendix 2 -
Results.pdf

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 Oct-Dec | 2019-20 Jan-Mar | 2020-21 Apr-Jun | 2020-21 Jul-Sep | 2020-21 Oct-Dec Percentage | 2020-21 Oct-Dec Number | Trend |
| HT1a | Highways & Transport | Number of LTP schemes delivered | 52 | N/A | 52 | 4 | 17 | N/A | 29 | ✘ |
| HT8 | Highways & Transport | Number of inspection surveys due | 18891 | 4791 | 4497 | 4990 | 4703 | N/A | 4823 | ↑ |
| HT8a1 | Highways & Transport | Number of work orders created from safety inspections (principal, non-principal and unclassified roads) | N/A | N/A | N/A | 255 | 303 | N/A | 273 | ↓ |
| HT8a2 | Highways & Transport | Number of work orders created from safety inspections (footways) | N/A | N/A | N/A | 1459 | 1334 | N/A | 1190 | ↓ |
| 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 | N/A | 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 | N/A | N/A | ✘ |
| HT9a | Highways & Transport | Number of passenger trips on Phone N Ride bus service | N/A | 6285 | 5013 | 421 | 3016 | N/A | 3063 | ↑ |
| HT9b | Highways & Transport | Number of passenger trips on mainstream bus service | N/A | 1784611 | 1544958 | 360230 | 846383 | N/A | 874206 | ↑ |
| HT9c | Highways & Transport | Bus service satisfaction for Phone N Ride | 92% | N/A | 92% | N/A | N/A | N/A | N/A | ✘ |
| HT9d | Highways & Transport | Bus service satisfaction for Stagecoach | 90% | N/A | 90% | N/A | N/A | N/A | N/A | ✘ |
| HT10a | Highways & Transport | Number of Penalty Charge Notices issued | N/A | 2357 | 1980 | 661 | 1771 | N/A | 1445 | ↓ |
| HT11a | Highways & Transport | Percentage of highways and transport fees considered to improve cost recovery for the Council | 0 | N/A | 0 | 0 | 0 | N/A | N/A | ✘ |
| HT11b | Highways & Transport | Completion review of fees for highways and transport to improve cost recovery for the Council | 0 | N/A | 0 | 0 | 0 | N/A | N/A | ✘ |

| Housing | | | | | | | | | | |
|------------------------|--------------|---|-----------------------|-----------------|-----------------|-----------------|-----------------|----------------------------|------------------------|-------|
| Indicators with target | | These indicators have an historic target set. | | | | | | | | |
| Title | Service Area | Description | 2019-20 Annual Result | 2019-20 Oct-Dec | 2019-20 Jan-Mar | 2020-21 Apr-Jun | 2020-21 Jul-Sep | 2020-21 Oct-Dec Percentage | 2020-21 Oct-Dec Number | Trend |
| Dev 1 | Housing | Number of empty properties returned to use with ENGIE intervention | 40 | 9 | 15 | 15 | 10 | N/A | 7 | ↓ |
| 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 Oct-Dec | 2019-20 Jan-Mar | 2020-21 Apr-Jun | 2020-21 Jul-Sep | 2020-21 Oct-Dec Percentage | 2020-21 Oct-Dec Number | Trend |
| Ops 21b | Housing | Percentage of referrals which are waiting to commence contractors work | 29% | 19% | 29% | 17% | 19% | 9% | 15 | ↑ |
| Ops 22 | Housing | Total number of DFG referrals completed | N/A | 73 | 77 | 2 | 13 | N/A | 35 | ↑ |
| Ops 23 | Housing | Shortest time from panel referral to practical completion | N/A | 20 | 20 | 35 | 35 | N/A | 35 | → |
| Ops 24 | Housing | Longest time from panel referral to practical completion | N/A | 362 | 316 | 44 | 138 | N/A | 198 | ↓ |
| Ops 25 | Housing | Mean time from panel referral to practical completion | N/A | 163 | 154 | 40 | 75 | N/A | 118 | ↓ |
| 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 Oct-Dec | 2019-20 Jan-Mar | 2020-21 Apr-Jun | 2020-21 Jul-Sep | 2020-21 Oct-Dec Percentage | 2020-21 Oct-Dec Number | Trend |
| Dev 2a | Housing | Number of new homes via council/Engie intervention or enablement | 209 (Part Year) | 186 | 23 | 19 | 36 | N/A | 570 | ↑ |
| Dev 3 | Housing | Total CO ² emissions across households in NELC (tonnes) | 289.1 kTon | N/A | 289.1 kTon | N/A | N/A | N/A | N/A | × |
| Dev 4 | Housing | Number of energy efficiency measures implemented | 30 (Part Year) | 10 | 20 | 7 | 8 | N/A | 13 | ↑ |
| Dev 5 | Housing | Number of affordable warmth scheme applications processed | 544 (Part Year) | 141 | 358 | 40 | 130 | N/A | 175 | ↑ |
| Ops 21a | Housing | Total number of client referrals accepted at panel for DFGs | 307 | 90 | 92 | 71 | 66 | N/A | 68 | ↑ |

| 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 Oct-Dec | 2019-20 Jan-Mar | 2020-21 Apr-Jun | 2020-21 Jul-Sep | 2020-21 Oct-Dec Percentage | 2020-21 Oct-Dec Number | Trend |
| Ops 6 | Security | Percentage of intruder alarm activations attended in 30 minutes | 91% | 93% | 92% | 97% | 94% | 93% | 184 | ↓ |
| Ops 8 | Security | Percentage of cameras brought back into service within 30 days | 26% | 39% | 18% | 17% | 39% | 53% | 29 | ↑ |
| Ops 9 | Security | Percentage of issues/tasks managed within 2 week period between the RDC stakeholder meetings | 89% | 88% | 100% | 100% | 100% | 86% | 6 | ↓ |
| 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 Oct-Dec | 2019-20 Jan-Mar | 2020-21 Apr-Jun | 2020-21 Jul-Sep | 2020-21 Oct-Dec Percentage | 2020-21 Oct-Dec Number | Trend |
| Ops 1 | Security | Number of CCTV cameras monitored | 86% | 300 | 317 | 327 | 338 | 97% | 347 | ↑ |
| Ops 2 | Security | Number of RDCs monitored | 97% | 29 | 29 | 30 | 31 | 86% | 28 | ↓ |
| Ops 3 | Security | Number of council properties with intruder alarms which are monitored | 61 | 63 | 61 | 62 | 60 | N/A | 60 | → |
| Ops 4 | Security | Number of third party properties with intruder alarms which are monitored | 85 | 83 | 85 | 86 | 86 | N/A | 88 | ↑ |
| 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 | 45 | 73 | 91 | 32 | N/A | 15 | ↓ |
| Ops 7 | Security | Cost of the service minus the income achieved to improve cost recovery (Year-end profile) | £161,519 | £165,663 | £161,519 | £182,000 | £182,000 | N/A | £182,000 | → |