

Subject: Corporate Plan 2020 - 2025

Report to: Council – 20 February 2020

Report by: James Wedon – Senior Performance and Data Protection Officer

SUBJECT MATTER/RECOMMENDATIONS

A new Corporate Plan (2020-2025) has been created to give a strategic vision, context and priorities for the organisation for a five year period.

RECOMMENDATION

That Council be asked to formally endorse The Plan 2020 – 2025 for adoption as the Council's strategic mandate.

1. INTRODUCTION/BACKGROUND

- 1.1. The Council's Corporate Plan sets the strategic context and priorities for the organisation for a five-year period. The current plan which was adopted in September 2015 is due to end.
- 1.2. Therefore, the Council has developed a new Corporate Plan for the period 2020 to 2025 which sets out the Council's vision for the next five years. The vision will be delivered by driving change in four priority areas

2. MAIN BODY

- 2.1 In producing the Corporate Plan (2015-2020) the Council considered a range of issues and evidence. In addition a Member workshop was held on the 1st October 2019 as well as staff consultation. Following this process, a new Corporate Plan has been developed "The Plan 2020 – 2025" which creates a cohesive vision for the Borough covering the period 2020 - 2025 along with identifying the Strategic Priorities required to deliver the vision.
- 2.2 The proposed Corporate Plan (2020-2025) was considered by the Policy and Resources Committee at its meeting on the 26th November 2019 and approval was given to the final draft version of the Plan 2020-2025 for consultation with Key Stakeholders.

- 2.3 Following approval consultation was undertaken with Key Stakeholders from December 2019 to January 2020. As part of the consultation Stakeholders were invited to submit comments on “The Plan 2020- 2025”.
- 2.4 At the end of the consultation period two responses had been received, one from the Environment Agency and the other from the Great Yarmouth Civic Society. The comments received are detailed in Appendix 1 along with a formal response from the Council. Feedback received has been helpful in shaping the Annual Action Plan for 2020-2025.
- 2.5 On adoption of the Corporate Plan, the Council will produce an Annual Action Plan describing the work that the Council will undertake during the year. The Annual Action Plan will be submitted to the Policy & Resources Committee for approval in May 2020.
- 2.6 Service Improvement Plans will also be developed by each Head of Service by the 30th April 2020, together with the Annual Action Plan, these will feed into the Performance Review process for staff.
- 2.7 Members are asked to note the comments detailed within Appendix 1 and endorse “The Plan 2020 – 2025” as the Councils strategic mandate.

3 FINANCIAL IMPLICATIONS

None

4 RISK IMPLICATIONS

None

5 CONCLUSIONS

The Council’s Corporate Plan (2020-2025) has been shaped through consultation and sets out sound strategic context and priorities for the timeframe.

6 RECOMMENDATIONS

That Council formally endorse The Plan 2020 – 2025 for adoption as the Councils strategic mandate.

7 BACKGROUND PAPERS

None

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Yes
Financial Implications (including VAT and tax):	Considered
Legal Implications (including human rights):	Considered
Risk Implications:	Considered
Equality Issues/EQIA assessment:	Considered
Crime & Disorder:	Considered
Every Child Matters:	Considered

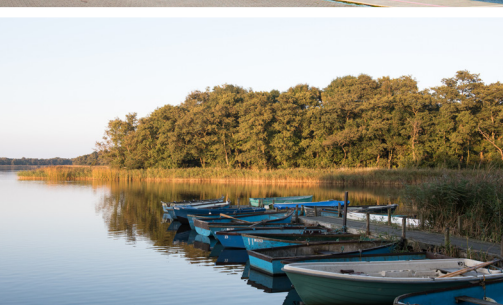
The Plan 2020 – 2025 Consultation Feedback

Feedback	Council response
Improved Housing and Strong Communities	
<p>The number of people sleeping in the open is increasing and the Council needs to work with the churches and charities to tackle this problem. The situation is bad for the people involved and is not a good advertisement for the Borough.</p>	<p>The Council is working proactively with both statutory and voluntary organisations and groups including local church groups to support rough sleepers into accommodation. Reducing the number of rough sleepers across the borough is a priority for the Council.</p>
<p>Communities and Neighbourhood Watch Committees could help communities to be self-sufficient and develop pride in their communities. The plan needs to emphasise that the community and the Council must work together and it should not be a “them and us”. There must be greater emphasis on how the two can work together and take pride in the Borough.</p>	<p>We facilitate 3 neighbourhood partnership boards where residents and wider community representatives take the lead on shaping agendas and services, to best meet and address local priorities. As part of this work we also provide development support to community groups and organisations across the borough, enabling them to explore ideas, set up projects, access funding, etc in order to become more self-sufficient and develop local pride. By providing the right support, and through creating an enabling environment, our aim is that communities will feel empowered to work collaboratively with each other, with the council and with other partners, to create strong and healthy communities.</p>
<p>We would ask that Great Yarmouth to consider the delivery of new homes against their aspiration relating to carbon, CO₂ emissions and a changing climate</p>	<p>The Borough Council has a requirement to meet its identified housing needs and is working proactively to achieve this. Through the adopted Local Plan Core Strategy, the Borough Council is seeking to minimise impacts on climate change by suitably locating developments and encouraging the use of renewable and low carbon energy. Policy CS13 of the Strategy and the emerging Local Plan Part 2 ensure that people, homes and properties are protected from the risks of flooding and coastal change, also taking account of the impacts from climate change. The Borough Council is working with other authorities (at a Norfolk-wide level) to investigate how planning can better address some of the causes of CO₂ emissions and make adaptations which will reduce overall vulnerability to the effects of climate change. The Borough Council will continue to work effectively with partners and communities to help in addressing the impacts of emissions and climate change, while meeting its housing needs.</p>
<p>We would urge Great Yarmouth Borough Council to align the regeneration and refurbishment of its largest housing estates with embracing a changing climate and recognise the opportunity to</p>	<p>In undertaking the refurbishment and regeneration of the Council's homes we will seek to improve the energy efficiency and thermal comfort as part of a package of improvement works to the homes.</p>

address some of the more energy inefficient properties and therefore the greatest contributors to climate change.	A pilot of such an approach on six homes is currently underway.
A Quality and sustainable environment	
We would ask Great Yarmouth to consider how they “Play an important local role in enhancing environmental sustainability, using resources more efficiently, recycling more and promoting the use of ‘green energy’. Increasing recycling rates is to be encouraged but overall reduction in waste would be welcome as there is still an impact in the recycling process which can be avoided if it isn’t generated and reduction and reuse takes place within the domestic environment	<p>The Council see its role to get its own house in order around operating in a more sustainable way and the promoting this ethos across the Borough, working with local businesses and residents.</p> <p>The Council has a number of plans working as part of the Norfolk Waste partnership to deliver the governments ambitions around waste reduction and increased reuse and recycling.</p>
Over the last three years (2016/17 to 2018/19) the Borough's recycling rate has declined from 33.3% to 29%, and down to 313 th from 290 th in the national recycling league table. GYBC needs to understand why the recycling rate has declined, and only then will they be able to improve things.	<p>The Council works across the County as part of the Norfolk Waste Partnership, a number of studies to understand this issue have been undertaken and the Council is looking to learn these lessons and implement their findings across the Borough to improve the recycling rate.</p> <p>We will produce a toolkit for officers to use across different areas of the Borough dependant on the barriers to recycling.</p>
GYBC needs to raise awareness of the link between climate change and waste. It needs to put in measures not only to increase the recycling rate but to move waste up the waste hierarchy, seeing it as a resource by promoting the circular economy in the business sector.	The Council is developing an Environmental Strategy which will include both climate change and waste themes. Moving waste up the hierarchy will be a key aspect to this work, and we are working in partnership to look at the circular economy within the tourist trade, through a FACET project.
We are not sure how the strategic priorities for “A quality and Sustainable Environment” will deliver the outcome of – Our coastline and inland water will be managed in an environmentally focused and holistic way	
We would welcome a clear statement that historic contamination will be fully addressed as part of any redevelopment proposals.	<p>Land Contamination will be addressed as part of any redevelopment proposal as through the planning process Environmental Services are statutory consultees and would ensure land is fit for its proposed use.</p> <p>The Council also has a contaminated and inspection strategy which outlines how the Council will compete its statutory duties to deal with historical land contamination.</p>
It would be beneficial if Great Yarmouth Borough Councils aspiration to lead by example through its work on tackling carbon reduction and the challenges associated with climate change was expanded further	The Councils carbon reduction plan will look at the wider community of the borough and how we can target or influence specific areas of concern. Through the Councils statutory obligation to monitor air

and clarified specifically in terms of focus. Carbon embedded or otherwise is different to Green House Gas emissions associated with transport and energy production which are two of the major contributors to CO2 emission levels in Great Yarmouth.	quality we have a good understanding of the pollution levels and issues across the borough and these 2 pieces of work would be closely linked in the future.
We need to “clean up, green up and light up” the borough. Owners of properties need to be responsible for their properties as well as the pavement and gutter outside them. The roads, pavements, grass verges, flower beds and parks need to be well maintained, we need to plant more trees and to provide planters and hanging baskets throughout the area. The Council needs to develop policies to discourage the dropping of litter and cigarette butts and should aim to illuminate all heritage buildings, the town wall and the bridges leading into the town.	The Council is undertaking a review of its street cleaning regime, looking at how we keep our streets clean and what we can do differently to make a difference. This will include campaign around littering and will focus on education, information and enforcement.
An Efficient and Effective Council	
This is essential and the council needs to work with the community and regularly demonstrate its plans and achievements. How about aiming to be the cleanest seaside resort in the country and becoming the country's seaside result of culture?	The Council has applied and been awarded green flag awards and there is the potential at looking at other awards such as the blue flag scheme to demonstrate the cleanliness of the Borough. Working in conjunction with the Greater Yarmouth Tourism Business Improvement Area, these awards can be used to promote our resort.
Other	
Overall I think the Plan has the main essentials, but could be improved by: <ul style="list-style-type: none"> • increasing the font size • changing the grey/white colour scheme which makes it very difficult, and in some cases, impossible to read • enlarging the Borough Profile headings in the grey sections. • numbering the headings in black 1-6. 	The Council has considered this feedback and has subsequently increased the font size of the text. In addition, the colour palette used has been made more dynamic, resulting in the document becoming more readable and accessible to a wide-ranging audience.
The document talks about outcomes and strategies but there is little about how these are to be achieved. Is it planned to have a second document going into how these strategies are to be developed?	Following the formal adoption of “The Plan 2020 – 2025” by Councillors an Annual Action Plan will be produced which will detail the work that will be undertaken during the year to achieve the stated outcomes.
We can understand the need not to have too many strategic priority areas but feel that a transport and parking policy is needed as well as greater emphasis on health and education. The latter two are just touched upon.	A new Great Yarmouth Transport Strategy has recently been endorsed by our Economic Development Committee, this now passes onto Norfolk County Council for their endorsement. Once complete Norfolk County Council will lead on developing transport

	within the area. Health & Education are covered in the below sections.
Health and wellbeing are so important and the Borough should be leading on this in helping to fight the obesity epidemic, reducing smoking, alcoholism, drug abuse and promoting the benefits of exercise.	<p>The Council takes the health, wellbeing and life chances of the Boroughs residents very seriously. The Council is working with partners Active Norfolk to develop a new 'Framework for Action' that supports and further develops the initial vision and objectives set out in the Sport and Leisure Strategy.</p> <p>In addition, to this, the £26m capital investment in a new Great Yarmouth Water and Leisure Facility will be a once-in-a-generation development for both the economy and the community for many years to come. The building will be much more than just a leisure centre for residents and tourists, as it will provide a much-improved range and quality of facilities, enabling the Council, along with its strategic partners to deliver a broader range of health and wellbeing activities providing for existing users and for members of the community that are not currently active, in terms of sport or any physical activity. The Council has been working with Sport England, Active Norfolk and the existing Operator to understand the health inequalities of the Boroughs residents and develop a plan of activities that will reach out to encourage, support and increase the adoption of healthier lifestyles, prevent ill-health and reduce the risks of chronic health conditions and health inequalities.</p>
Education is important for people of all ages and it is sad that the schools and colleges are not producing enough people with the necessary skills to fill the many offshore jobs which are available. This could be worked into A Strong and Growing Economy.	The Council chairs a Locality Board made up of key stakeholders including East Coast College & East Norfolk Sixth Form College. One of the key strategic objectives of this Board is to help residents fulfil their potential by increasing the GCSE attainment level to at least the national average and increasing the number of local residents who have 'A' levels, NVQs & Degrees. The Council also promotes the use of apprenticeships and hosts job fairs in conjunction with the Department of Work and Pensions, which seek to match jobseekers to employment opportunities within the local area.



INTRODUCTION

Great Yarmouth is a special borough – the holiday destination for millions of visitors, a place to call home for our communities and the centre of England's offshore energy sector. As a Council and place leader, we have a shared ambition for our Borough and the people we represent. This five-year Plan is set in the context of a longer-term vision for our borough which is supported by four key strategic priorities.

Our vision is: to have a vibrant economy, capitalising on the investment in clean energy alongside further investment in our place and our visitor economy; creating a quality environment for all and improving the life chances of all those living and working in our borough.

We will achieve this by driving and facilitating change in four strategic priority areas:

- A strong and growing economy
- Improved housing and strong communities
- High-quality and sustainable environment
- An efficient and effective council

Our priorities are strongly focused on outcomes. We remain focused and responsive to the people we serve plus the other strategies relating to our borough, such as the Local Industrial Strategy and the Economic Strategy for Norfolk and Suffolk.

Each priority within The Plan is explained in terms

of what we will achieve for our residents, visitors and business communities. The Plan is underpinned by detailed actions which are reviewed annually to ensure specific activities and projects remain on track to deliver.

Supported by The Plan, Great Yarmouth is well placed to adapt and flourish, thanks to a unique mix of assets and opportunities, which provide a solid platform for place-making, in addition to tackling the complex challenges we share with other coastal resorts.

As England's offshore energy capital, centred around the port and top-performing Enterprise Zone, our borough is at the forefront of £39bn of energy investment over the next 20 years, including in the burgeoning area of offshore wind. We are working with partners to maximise and capture these significant opportunities to benefit local communities and improve life chances for all. We will also look to lead by example through our work on tackling carbon reduction and the challenges associated with climate change.

Great Yarmouth remains Norfolk's top seaside destination, with a growing visitor economy worth £625m annually. To continue to grow, we are working collaboratively to harness our immensely rich cultural heritage.

The town centre is another area of focus. Working with stakeholders and partners, we are delivering an exciting Town Centre Masterplan to regenerate and unlock the potential of our historic town

centre as a community hub and destination.

To drive these improvements, we also recognise the importance of fostering communities where people can access the help they need, are proud ambassadors of their borough and can live well in good quality housing and in clean neighbourhoods.

There are both opportunities and challenges. To succeed in the future, Great Yarmouth will increasingly need to guide its own destiny: to play to our strengths and to work collaboratively with key partners. As the elected representatives of local people, members have given a clear mandate for growth and enabling local people to be more socially mobile.





OUR VALUES

The way we do things is important. The priorities we are looking to deliver are underpinned by our values. During the last twelve months we have undertaken significant work with staff to better understand and develop our values.

TEAM WORK

We seek to work together to help each other and by working together we aim to provide better solutions for the people that use our services.

POSITIVE

The Council seeks to identify positive solutions, act with energy and work at pace. We look to make a positive impact on the borough and on the lives of its residents.

PEOPLE FOCUSSED

Our people are our greatest asset. As well as looking after our staff we aim to have a strong focus on meeting the needs of each individual person that uses our services and treating them as we would like to be treated ourselves.

HONESTY

Making decisions in a transparent way and being clear on what we can do, and sometimes what we cannot do, is important to the local people we serve. We will look to be clear with service users and act with integrity at all time.

PROFESSIONAL

We seek to take pride in providing services and advice which are competent, reliable and respectful.

A STRONG AND GROWING ECONOMY

The nature of the local economy continues to change and we will be playing an active role in creating the right conditions for local businesses to thrive. The borough's offshore energy industries will continue to grow and greater numbers of local people will benefit from a vibrant local job market with young people aspiring to access quality jobs. The tourism industry will continue to evolve, creating a year-round visitor economy which generates better-paid jobs in the hospitality sector and contributing to a quality environment. Our culture and heritage offer will be strong and unique, with enhancements made to signage, streetscapes and the setting of key buildings and locations.

BOROUGH PROFILE



2

Enterprises zones



325

New business start ups
each year (2018)



39,750

Jobs in the borough



£625M

Visitor economy
per annum



OUTCOMES

By 2025 we will focus on the following key outcomes:

- To have secured new inward investment in the borough creating a vibrant economy and matching local skills provision with future job and career opportunities.
- To support Great Yarmouth and Gorleston town centres as important community hubs and places where people choose to live as well as work, shop and undertake leisure activities.
- Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work.
- A thriving visitor economy with an extended season beyond the peak summer period.



STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- To actively work with businesses to ensure that supply chain opportunities are maximised and Great Yarmouth has strengthened its status as a hub for expertise in clean energy and decommissioning.
- To attract new investment into the borough through the promotion of the port, expertise, and land availability with a focus on the opportunities in the offshore energy sector and nuclear sector.
- Shape our town centres to make them places where people will choose to visit, shop, socialise and live.
- Continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate re-development.
- To transform The Conge as the key linkage between the railway station and town centre by delivering a mix of new residential and employment opportunities as well as improving the physical environment.
- Strengthen our tourism and culture offer to provide greater year-round attractions and a more integrated visitor experience.
- To continue to develop our heritage offer through the promotion and development of our own assets across the borough.
- Extend Beacon Business Park and encourage growth in the South Denes Enterprise
- Zone to support new businesses establishing themselves as well as attracting existing businesses to expand.
- Convert greater numbers of planning permissions into developed out sites.
- Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47.
- To work with colleges, schools and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships, encourage social mobility and ensure more local people can benefit from local job opportunities.
- To explore opportunities with the Higher Education sector to have a greater presence and influence within Great Yarmouth.

IMPROVED HOUSING AND STRONG COMMUNITIES

Having access to a good quality home to either rent or buy plays a fundamental part in our residents' quality of life. We will be focusing on improving the range and quality of housing in the borough. The age profile of our residents is increasing but their health demonstrates that ageing healthily is a challenge. We want local people to have good access to facilities and services to improve both physical and mental well-being and to lead healthier, more active lifestyles as a consequence. We want to support communities to be self-sufficient and to be doing more to help themselves and their fellow residents. Overall our aim is to have a borough with vibrant, sustainable and self-reliant communities.

BOROUGH PROFILE



48,011

homes in Great Yarmouth 2018/19



17%

of residents live in social housing



£172,500

Average price of a property



33%

of residents live in rented accommodation



OUTCOMES

By 2025 we will focus on the following key outcomes:

- To have delivered more new homes of mixed tenure including meeting specific identified needs, such as for older and disabled people.
- Improved the health and well-being of residents through better access to facilities and an inclusive approach to addressing physical and mental well-being, and reduce health inequalities.
- For our residents to feel safe in their homes and communities and share a sense of pride in their immediate community and the wider borough.



STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers.
- Better quality private rental accommodation will be available for residents by tackling substandard provision and ensuring the roll-out of the selective licensing scheme.
- Providing decent homes to our existing

tenants through a planned programme of improvement works and providing a responsive and quality repair service.

- To understand the issues facing our largest housing estates and where appropriate bring forward regeneration plans.
- Bring empty properties back into use and in the town centre bring the first and second floors of appropriate properties back into residential use, creating quality homes.
- To support residents to live in high quality and warm homes.
- Enable residents to remain in their own homes and live independent lives through a comprehensive

adaptations programme and working closely with key health partners.

- To provide improved access to a range of health and well-being activities through a range of measures including the provision of a new Marina Centre facility acting as a hub for both indoor and outdoor well-being programmes.
- To continue to develop our partnership approach to early help and preventative services to support our most vulnerable residents.
- Pro-actively engaging with younger residents to encourage them to be involved in shaping the borough's future and supporting community wellbeing.

A QUALITY AND SUSTAINABLE ENVIRONMENT

The communities in which local people live will be clean and attractive. The Council recognises the value of our physical and built environment and the particular importance of our coastline, our relationship to the Broads National Park and particular challenges associated with future climate change. We recognise the world is changing and we must meet the challenge of global climate change by playing a positive local role leading by example. Great Yarmouth will be a place where sustainability is at the heart of our work and where people take pride in the clean and attractive environments found here. We will lead by example with local businesses to promote carbon reduction actions.

BOROUGH PROFILE



6

Sites of Special
Scientific Interest (SSSI)



24,506

Tonnes of residual
waste in 2018/19



12,119

Tonnes recycled
in 2018/19



‘EXCELLENT’

Water quality at all 6
bathing beaches



SSSI

Breydon Water • Burgh Common & Muckfleet marshes • North Denes Dunes • Hall Farm Fen
• Trinity Broads • Winterton & Horsey Dunes

OUTCOMES

By 2025 we will focus on the following key outcomes:

- A high quality sustainable local environment where people feel proud to live.
- Our coastline and inland water will be managed in an environmentally-focused and holistic way.
- Reduced our carbon footprint and improved recycling rates across the Borough.



STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- To ensure all year round we have a clean and attractive borough, including our streets, green spaces and beaches.
 - To ensure pro-active use of enforcement powers and activity to ensure that the borough is a welcoming and high quality environment creating a positive perception of Great Yarmouth.
 - To have implemented successful campaigns to generate civic pride and responsible citizenship.
 - With partners there is a zero tolerance to activity damaging the local environment and we are continuing to work towards reducing our carbon footprint through enhancements to walking, cycling, public transport and buildings.
 - Environmentally sustainable long-term management of our high-quality coastal environment.
 - Play an important local role in enhancing environmental sustainability, using resources more efficiently, recycling more and promoting the use of 'green energy'.
 - Ensure our high quality natural and built environments are as accessible and inclusive as possible and we seek ways to improve and enhance our compliance with the Disability Discrimination Act.
 - Working with local tourism businesses to improve the sustainability of our visitor economy and promoting our green credentials to visitors.
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AN EFFICIENT AND EFFECTIVE COUNCIL

It is important that we are an effective and efficient Council, one with ambition, clear direction, which is operationally sound and which provides good value for money to our residents. Our customers will receive a responsive service and we will continue to invest in digital technology to improve the way in which we interact with our residents. As a democratic organisation we will be transparent and accountable in our decision-making.

BOROUGH PROFILE



376

Council employees



28,000

Customers served
online



£300M

Worth of assets owned by
the council



OUTCOMES

By 2025 we will focus on the following key outcomes:

- Provide good quality and responsive services embracing new technology and increasing our range of customer channels.
- Be a financially sustainable council with commercial acumen which understand the importance of social value.
- Provide sound governance to enable key decisions and major projects to be progressed, using all the resources available to the Council in the most efficient and business-like way.
- Have a skilled and positive workforce, with career and succession planning in place, able to retain good staff, making us an employer of choice.



STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- Create a positive skilled workforce proud to work for GYBC. We will be a council with a strong reputation to attract and retain good quality staff, acting as a centre of excellence for staff development.
 - A constitutional system and processes which support sound governance which are widely understood and support transparency and accountability.
 - Continue to develop a robust approach to business planning and project management which underpins good decision-making.
 - To strengthen our portfolio of assets which maximise income and/or support service delivery, with a pro-active approach to the acquisition of assets to generate income.
 - To have a digital strategy in place which is customer focused and moving us towards being a digitally enabled council with cost effective and responsive customer services.
 - A strong financially aware organisation with a financial strategy which supports good decision-making and capitalises on opportunities, giving confidence to external funding partners.
 - Meet our equalities responsibilities by ensuring that equality sits at the heart of our decision-making.
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