

Subject: Corporate Plan 2015 - 2020

Report to: Cabinet Briefing Session, 29<sup>th</sup> June  
Cabinet, 13<sup>th</sup> July 2015  
Scrutiny, 15<sup>th</sup> July 2015  
Council, 21<sup>st</sup> July, 2015

Report by: Chief Executive

## **SUBJECT MATTER/RECOMMENDATIONS**

**It is recommended that**

- 1. Council adopts the Corporate Plan 2015 -2020:Investing in the Future of Great Yarmouth'**
- 2. Council adopts the plan and asks officers to apply the themes and strategy in the further development of the medium term financial strategy, investment, group plans and organisational development.**
- 3. Council seeks to refresh discussions with major stakeholders and partners to align the efforts of major agencies to maximise the impact on the development of Great Yarmouth**

### **1. Introduction**

The Corporate Plan is a key organisational document which sets the overall strategy and direction for the Council in terms of its future work to benefit the Borough of Great Yarmouth. The Corporate Plan provides a strategic framework for officers and members to work within, outlining key priorities and actions for the Council, helping to guide decisions around investment and resourcing for the organisation.

The Corporate Plan clearly outlines this direction of travel in terms of future strategy for the borough, and as such creates an opportunity for stakeholders, partners and major agencies to understand this and align their own efforts to support the future strategic direction of the Borough.

The Council has previously adopted corporate plans covering different periods. The current version covers the period 2013 – 15. However during this period the Council started its transformational journey, and conducted a substantial public consultation.

This cumulated in the opportunity to review the existing plan and create a Corporate Plan which covers the next five years 2015 – 2020.

## **Review and Development of the Corporate Plan 2015 – 2020**

As part of the Council's transformational journey an extensive review of the context in which the council operates was undertaken in the autumn and winter last year.

This work included a comprehensive refresh of the statistical information about the population of Great Yarmouth, trends, the changing economy and labour market, and the changing profile of the population in terms of health and educational attainment. This information was collated and summarised in a document and is accessible via the website as the 'Borough Profile'. This is a living document which is updated regularly to ensure that it contains relevant and up to date information about the Borough.

During this time period the Council also undertook a substantial public consultation exercise, which included the use of a questionnaire, stakeholder engagement sessions, meetings with businesses and community groups, and a specific piece of work with children and young adults under the age of 25. A major element of this consultation was focussing on the hopes and aspirations people had for the future of the Borough. These views were subsequently summarised in several reports which were presented to members and communicated more widely in the local media.

The core messages arising from these exercises was that many people are ambitious for Great Yarmouth, seeing its future and their own prospects being shaped by how well the economy (especially the offshore energy industry, tourism and the town centre) develops.

In addition there was clear view that the Great Yarmouth people require success in delivering much needed and improved communications, transport and infrastructure development, the availability of good quality housing and the opportunity to live together well, in clean, safe, attractive neighbourhoods and villages.

Subsequently work with officers and members has been undertaken to further develop these themes and to create 'The Plan'. The next section of this report presents The Plan in more detail, however some detail may need minor adjustment as The Plan is moved through the formal adoption process. Any such adjustments will be undertaken by the Chief Executive.

## **The Plan – our Corporate Plan**

The aim is that this document sets a clear direction, offering a framework for a wide range of partners to contribute their efforts.

The focus is deliberately on transforming the Borough of Great Yarmouth through prioritising effort and resources on selected elements viewed as the building blocks for future development and success. These are set out in 6 themes:

Economic Growth

Housing

Neighbourhoods, Communities and Environment

Tourism, Culture and Heritage

Great Yarmouth Town Centre

Transport and Infrastructure

The Plan creates a strategy for the Council to focus on a number of key areas of investment, development and intervention. However the Council cannot make the required substantial difference in isolation and therefore The Plan also has an objective of supporting growth in the key economic sectors, creating the conditions in which a new phase of private sector investment and public investment in infrastructure can take place. The aim has been to explicitly create a framework of actions which can be supported by other organisations and stakeholders.

Indeed it is hoped that the adoption of this plan will act as a stimulus to a new phase of aligned and coordinated action by a family of stakeholders who want development in Great Yarmouth.

## **Internal Business Operation**

The Council, faced with very serious challenges in the last few years, set out on a journey to change the way it works so that it could deliver for the Borough of Great Yarmouth while living within its means.

The transformation programme adopted by the Council is helping to deliver this change, reviewing the way that services are delivered, subsequently generating a significant reduction in costs and improving efficiency over a number of years. Within this programme a number of major investment projects are also being progressed

which will deliver a combination of efficiency and service improvement benefits for the Borough.

To achieve this ambitious programme, the council is putting its own house in order, and with a more stable financial platform than the recent past, it is able to invest and focus strongly in the areas that local residents and businesses see are important for Great Yarmouth to develop and take advantage of the opportunities available to it. These areas now clearly defined within The Plan.

Once a Corporate Plan is adopted there are several internal next steps. Initially officers will sharpen their delivery plans on the key actions outlined in the plan, updating group plans, setting timetables for actions and appropriate consultation, financial and governance arrangements. These will need to be developed in the context of managing overall resources.

These group plans will not only identify services' contribution to the Corporate Plan but also their contribution to the transformation programme, within the financial envelope that the council expects to be available.

All officers will then undertake individual performance reviews that will align to the Corporate Plan and group plans, so that throughout the organisation there is clarity around the direction of travel for the Council, the difference it seeks to make for the Borough and the ways in which all officers can contribute in their role towards delivering The Plan.

A resulting impact of this process will be the need to consider whether any changes to the deployment of resources is appropriate and if there is any associated need for adjustment to senior responsibilities. This work will be led by the Chief Executive.

Finally the Council will use the plan to issue a 'call to action' amongst its partners, to refresh its engagement with businesses, business groups, investors and major public sector organisations to better understand how we can align work, and identify where there may be added benefit to forming new working alliances and arrangements.

**FINANCIAL IMPLICATIONS:**

The adopted MTFS already reflects the major themes and objectives identified in the plan, but when it is revised in the autumn there may be other amendments to be considered by the Council.

**LEGAL IMPLICATIONS:**

The Corporate Plan – The Plan 2015-2020 will form part of the Councils policy framework

**EXECUTIVE BOARD OR DIRECTOR CONSULTATION:**

Drafts have been considered extensively by EMT, and through staff engagement exercises.

**RECOMMENDATIONS**

Does this report raise any legal, financial, sustainability, equality, Crime and Disorder or Human Rights issues and, if so, have they been considered?	Issues	
	Legal	No
	Financial	No
	Risk	No
	Sustainability	Yes
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No
	Equality	No
	EqIA Form completed	No

# THE PLAN

## 2015-2020



Investing in Great Yarmouth's future”





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# OUR PLAN

**Great Yarmouth Borough Council has been working with partners to support economic growth in the borough, revive our tourism industry and showcase the wealth of heritage that this borough has to offer and to tackle challenges in our communities.**

Much has been done to lay the foundations for this next phase of work detailed in this plan, including:

- Initiation of the Beacon Park industrial estate, and more recently a managed new phase of development and expansion as an enterprise zone. This is continuing with a new link road, and emergence of firm plans to start a significant housing development
- The creation of EastPort and the construction of a new deep water outer harbour and its subsequent development, which has created a major asset. This has triggered work to reclaim South Denes as an economic area where businesses related to the port and off-shore industry can locate
- Neighbourhood and community development programmes which have helped neighbourhoods to support themselves to improve health and raise aspirations for all families. With the more recent efforts of schools and colleges there has been an increase in school achievement and the level of skills in the population

However as the extensive public consultation demonstrated there is a clear concensus on a number of priorities that require further attention and investment. This Council is committed to lead and drive development of these and as a direct result of the public consultation the Council has developed six key priorities for the borough.

These priorities are:

- Economic Growth
- Housing
- Neighbourhoods, Communities and the Environment
- Tourism, Culture and Heritage
- Great Yarmouth's Town Centre
- Transport and Infrastructure

Great Yarmouth Borough Council continues to face financial pressures alongside the rest of the public sector, and needs to be clear about its plan to work towards achieving these priorities. The Council will continue to work collaboratively with its partners to deliver these priorities and communicate its vision for the borough to all.

This plan therefore expands on these six key priorities, highlighting our ambition, and our approach to delivery. The ambition to transform the future of the borough will require many agencies and communities to work together to make it happen.

Great Yarmouth Borough Council will seek to kickstart this work immediately but will be calling on partners, businesses, investors and communities to identify their contribution.

Finally, in order to deliver on this plan the Council needs to strengthen its foundations in terms of the way it will work as an Authority and how it will continue to deliver good quality services to the residents of the borough, and ensure that its fulfils all that is detailed within this plan.



# ECONOMIC GROWTH

## WHAT WE ARE WORKING TOWARDS...

Our ambition is to be a fast growing coastal 'Enterprise Town'. Attracting new business, inward investment, and fully exploiting the port and opportunities of offshore energy industry. Local people will have the skills to work in the renewable energy, high tech electronic and engineering sectors accessing the high wages that are on offer within the borough. Local and smaller scale businesses will also thrive and grow.

## THE FUTURE PLAN

**OUR APPROACH:** The Borough of Great Yarmouth is well positioned to gain from the next generation of offshore energy developments and we need to continue to build on creating the conditions for private and public investment, capturing growth and the benefits to local communities.

- Further development of the South Denes Enterprise Zone and Energy Park project . The aim is to support inward investment and expansion of businesses requiring access or proximity to the port and riverside.
- The Council will further develop and extend Beacon Park, building on its success. Outline planning consent has been granted for the second phase of the Beacon Park development. This consent includes an extension to the commercial area of 28 acres. We expect to double the scale of business activity in the next two years.
- The Council will streamline support to potential investors by integrating services. The aim will be to create a single point of contact for business development.
- The Council has won funding from the Coastal Communities Fund for the next two years, to expand its service by targeting help at specific business sectors across the borough assisting them to grow through advice and support and so realise the vision of being the 'Enterprise Town'.
- New Anglia Local Enterprise Partnership's (LEP) Strategic Economic Plan identifies Great Yarmouth as one of the prime opportunity areas where economic growth related to offshore energy should occur. We will strengthen our relationship with the LEP to increase the support required for key sectors, business development, skills and infrastructure needs in Great Yarmouth.
- We need to support young people and adults to help them recognise the opportunities for good jobs in the offshore economy. We will work with Norfolk County Council, Great Yarmouth College and businesses and also undertake outreach work with local schools and colleges. enterpriseGY will also deliver directly.
- We will seek to streamline, and potentially extend, the highly successful simplified process for planning consent through a Local Development Order in South Denes. This reduces the cost and time barriers to new or upgrading businesses and has led to the development of a new sector in decommissioning.

# HOUSING

## WHAT WE ARE WORKING TOWARDS...

An attractive mix of housing, that will be fit for purpose for all and meet both the borough's existing and future needs. There will be good quality housing for all sectors of the community and workforce.

## THE FUTURE PLAN

**OUR APPROACH:** Housing development is required to support the growth in the offshore industry locally, the regeneration of Yarmouth town centre and the evolution of the tourism economy. We need to create the context in which investors have confidence to build or develop existing properties. We also need to intervene to prevent older properties falling into poor use or condition. We need to be more active in the housing market than before.

- The Council is leading a mixed tenure housing development on land that it owns at Beacon Park. The construction of around 250 homes is due to begin in early 2016 and will include homes for sale and private rent as well as affordable homes. The Council will be setting up a wholly owned Housing Company to undertake the development which will happen in phases of 30-50 units of high quality housing.
- We will accelerate the development of outline plans to encourage investment in high quality new and refurbished housing in the Greater Yarmouth town centre and in North Quay. This will be an important ingredient in developing greater potential customer spending power in a revitalised town centre.
- The Council will set out a new Housing Strategy for the borough and will then work to implement it. This strategy will provide for more housing of better quality. We need the senior executives in major companies to feel able to live well and develop roots in our communities. We also need sufficient affordable housing.
- The Council will work with a range of partners to tackle problem issues in the private rented sector. These will range from tackling rogue landlords, bringing empty homes back into use and improving the look of areas and helping residents to address housing issues that impact on their health.



*An attractive mix of housing, that will meet the borough's needs.”*



# NEIGHBOURHOODS, COMMUNITIES AND THE ENVIRONMENT

## WHAT WE ARE WORKING TOWARDS...

A place brimming with pride – consistently clean and well presented. Residents will form strong, safe communities that are resilient and work together. A place where people choose to live and work and spend their leisure time and where young people want to stay.

## THE FUTURE PLAN

**OUR APPROACH:** While we will provide a range of services which everyone requires, our aim is to support people and communities to get involved in making the most of their lives and opportunities. We consciously want to support people who want to contribute to making the borough great, and challenge people and their behaviour when they appear to disrupt the quality of life of others.

- The Council will drive a 'clean and green' campaign to raise levels of cleanliness and create a looked-after feel in all neighbourhoods and villages. This will involve direct services and initiatives to support residents and business groups in taking pride in their community.
- The Council will support communities to become more resilient and self-supporting by fostering and encouraging voluntary and community activity through highlighting great examples, recognising fabulous contributions and where it can providing practical advice and support.
- The Council will lead on planning and sponsoring sports and leisure opportunities and making the most out of the borough's leisure assets.
- The Council will help to develop Community Hubs in partnership with other organisations as a way to increase collaboration to directly help children, families and residents across the borough. There will be a strong focus on providing help early, when people need public health and care, to prevent avoidable problems and to help more people to help themselves.
- The Council and partners are taking the initiative on addressing problem issues. We will tackle crime and anti-social behaviour using any tools and levers we can including new legal frameworks and as a property owner and landlord. We will also intervene and seek to identify rogue landlords, working to improve or enforce as necessary.
- The Council will lead a five year 'Neighbourhoods that Work' programme. This will support the voluntary sector to work together and provide support to local residents to access employment, address complex needs and drive community development to improve life changes for people living in more deprived areas of the borough.
- The Council's Environmental Rangers will work on several themed or area based projects, including illegal waste carriers, environmental crime issues, presentation of refuse bins for collection and raising public awareness on recycling, garden waste and other material that can be recycled.



# TOURISM, CULTURE AND HERITAGE

## WHAT WE ARE WORKING TOWARDS...

Achieving national recognition for the borough's extensive heritage will act as a big stimulus to attracting new visitors, and providing more upmarket attractions. The seasonal nature of the sector will be extended with the tourism offer being developed to all year round attractions.

## THE FUTURE PLAN

**OUR APPROACH:** Tourism has changed significantly in the last 20 years while the borough's offer of traditional family holiday experience continues to be in demand, we want to develop a long-term view of how the industry can invest for commercial success and evolve for the future. This will require gradual evolution of the visitor offer repositioning, challenging expectations to attract new visitors and stronger integration of arts, culture, recreation and leisure.

- Great Yarmouth has a great heritage assets. We believe that the physical evidence of how Great Yarmouth has changed and adapted through its relationship with the sea over thousands of years is worthy of much greater recognition. The Council will work with champions and partners to achieve this recognition.
- The Council is working with the Arts Council England to develop an Arts Strategy for 2016 and beyond.
- We will seek to create a more coordinated approach to major events and attractions across business, museums, arts and performance venues and spaces. This should create a stronger sense of place and support targeted promotion.
- The Council and Great Yarmouth Preservation Trust are working in partnership with the Princes Regeneration Trust to develop a business plan for the reuse of the Winter Gardens for horticultural and botanical use, around the theme of 'Victorian Explorer Inspired'.
- The Council will work with the Greater Yarmouth Tourism and Business Improvement Area District company and other partners to enhance and develop the borough's tourism offer, to include building an offer for cultural and heritage tourists.



*Achieving national recognition for the borough's extensive heritage offer."*





*creating an attractive town centre that is an economic and cultural hub.”*

# GREAT YARMOUTH TOWN CENTRE

## WHAT WE ARE WORKING TOWARDS...

Strengthening Great Yarmouth's town centre as the symbol of the borough, creating an attractive town centre that is a commercial and cultural hub which showcases what the whole borough offers. The town centre will have a diverse range of shops and activities on offer; it will be a place where local residents and visitors naturally congregate throughout the week, during the day and into the evenings.

## THE FUTURE PLAN

**OUR APPROACH:** The aim is to intervene strongly to refocus interest in the town centre in the short term and to develop a long term vision of how the town centre can be commercially attractive and viable. This will require a determined effort to stimulate fresh partnership activity, improve confidence and work to develop a picture of the future that traders, visitors and investors can be optimistic about.

- The Council is investing in and leading a major town centre Initiative supported by Council investment, to deliver a package of environmental and presentation initiatives and develop a long term strategy to plan key changes, and to guide investment, operational and marketing plans.
- The Council is supporting the Town Centre Partnership in the renewal of its Business Improvement District for the next five years.
- The Council has engaged national experts to develop a 'master plan' for the development of the town centre and the surrounding 'central' area including North Quay and links to the train station.
- The Council has worked with shops and town centre businesses to plan bold initiatives designed to build confidence and kickstart a new phase of town centre reinvention.



# TRANSPORT AND INFRASTRUCTURE

## WHAT WE ARE WORKING TOWARDS...

Transport and infrastructure will be joined up and much improved. Residents, businesses and visitors will access and travel throughout the borough with ease. Great Yarmouth will become a smart borough utilising technology to enable all to live with ease and convenience.

## THE FUTURE PLAN

**OUR APPROACH:** We will develop a comprehensive picture of what developments are needed over the next twenty years, devise an outline delivery plan and influencing strategy to guide the Council and partners efforts in seeking government investment.

- The Council will continue to work with the A47 Alliance to seek the full dualling of the route through to Peterborough and supporting the delivery of the A47 improvements.
- The Third River Crossing route is a strategic priority for Great Yarmouth to unlock future economic growth in the area and ease congestion. The Council will not only continue to support but champion and lobby with partners including the LEP, Norfolk County Council and others to achieve this.
- The Council will work with Wherry Lines Community Rail Partnership, to deliver priorities including: refurbishment to the Great Yarmouth rail station, new or fully refurbished rolling stock, good connections at Norwich and a good frequency of service and progress the Great Yarmouth Station Interchange project.
- The Council will support, through the Great Yarmouth Tidal Defences Business Partnership, to campaign for funding to improve the flood defences along the river Yare.
- The Council will work to secure funding and create a scheme for Fullers Hill roundabout capacity improvement and a dedicated right turn from ASDA junction/Acle New Road.
- The Council will continue to support the roll out of Better Broadband for Norfolk Programmes connecting a large proportion of the borough to fast fibre based broadband services.
- As a result of the adoption of the Local Plan Core Strategy, adequate surface water drainage will be planned for and built. This will include a new sewage pumping station at south Bradwell.



*Transport and infrastructure will be joined up and much improved.”*



# DELIVERING THE PLAN

**To realise our vision for the borough this Council needs to deliver on the six priorities detailed in this plan. To be able to do this this Council will need to strengthen its foundations in terms of the work it does and the way this work is done.**

This Council has already achieved much within each of these six priorities and has a clear plan on what needs to be undertaken for the next two years. Alongside these achievements, the Council has worked hard under significant financial pressures to save money through efficiency savings and through the Councils Transformation Programme so that it can continue to provide high quality services to the residents of this borough.

This plan represents a significant next phase. The Council is giving a strong lead, backed up by investment and commitment. This prompts a challenge to other partners and a very conscious 'call-to-action' to them in pursuit of our common cause.

There are many people who want to support a better future for the borough and we want to work with these people to champion key actions which will transform the future of the borough.

We need to change the way we work to deliver this plan. Therefore, we are putting our own house in order, making huge changes to create modern and effective services and placing customers at the heart of everything we do.

The Council will become an enabler of economic growth, focused on strong place leadership, increasingly engaging with and helping to transform neighbourhoods and communities.

To do this this Council is becoming more entrepreneurial. We will increasingly use technology to deliver services and support staff to work efficiently.

To ensure this happens, this Council is:

- Modernising the way customers can contact and carry out business with the Council, providing online access 24 hours a day, seven days a week, whilst making sure face to face contact remains available for those who need it
- Reducing the number of Council buildings staff work from, moving to more flexible ways of working, meaning less office space and more efficient working practices
- Making better use of the buildings it keeps, by providing a hub where we can work with our partners to make sure we offer more joined up services, and by investing in space at the Town Hall to create a business suite
- Providing its staff with the tools and development opportunities to be the best they possibly can be
- Supporting elected members to enable them to represent the views of residents and help shape the future of this borough





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