

# CABINET



**URN:** 23-044  
**Report Title:** 2022/23 Annual Action Plan end of year update report  
**Report to:** Cabinet  
**Date of meeting:** 5<sup>th</sup> June 2023  
**Responsible Cabinet Member:** Cllr Carl Smith, Portfolio Holder for Governance, Finance and Major Projects  
**Responsible Officer:** James Wedon – Information Governance Lead  
**Is this a Key decision?** No  
**Date added to Forward Plan:** 24 April 2023

## SUBJECT MATTER

This report provides an end of year update on the projects and activities detailed within the Council's 2022/23 Annual Action Plan.

## RECOMMENDATION

That Cabinet :

(a) Review and approve the report.

### 1. Introduction

The Council's 2022/23 Annual Action Plan was approved by Policy & Resources Committee on 22<sup>nd</sup> March 2022, this plan detailed the individual activities that would be progressed through the year which would combine to achieve the Council's strategic vision and priorities.

The approved plan was highly ambitious with seventy-six individual actions aligned to the Council's four strategic priorities

### 2. Work to Date

Throughout the year members and council staff have worked relentlessly to deliver the council's corporate priorities, enabling the impressive delivery of 99% of the plan and demonstrating once again the council's ability to achieve positive outcomes at both local and national levels. Some of the highlights of the year included the handover of 15 new trading units and the commencement of phase 2 of the new six-day Covered Market.

April saw the opening of a new community food store, Sally's Store, located on Peggotty Road, Great Yarmouth. In its first year the store has helped 395 adults and 337 children, saving them on average 66% compared to recommended retail prices.

In July, a partnership with East Coast College and the University of Suffolk was secured that will see £3.5m contribution to teach accredited degree level courses at the new library and university learning centre.

July also saw the announcement of the result from Local Government Chronicle Awards. The Council had been shortlisted in three categories, including the most prestigious category of 'Council of the Year'. We were delighted to be awarded a Highly Commended in both the categories of Most Improved Council and for Council of the Year. We were also told this was quite unusual and quite possibly the first time that a Council has achieved this level of success in both categories.

A gala opening of the Council's new-state-of-the-art £27 million Marina Centre took place over the weekend of 3<sup>rd</sup> & 4<sup>th</sup> September, this included a relay event featuring a specially commissioned Marina Centre torch that was designed by a student at East Norfolk Sixth Form College.

A construction contract for the new Operations and Maintenance base was awarded in September, with a 12 month build programme commencing in January. The base has already got off to a successful start, with Vattenfall announcing in March that Great Yarmouth was its preferred location for the O&M contract for its Offshore Wind Zone.

November saw the official opening by His Worship the Mayor of the new Garden Tea Rooms located at Great Yarmouth Gorleston Crematorium. Since opening the Rooms have proved hugely popular with residents and visitors to the Crematorium.

A successful Levelling Up bid worth £20m was announced in January, this will be used to regenerate the North Quay area and will extend, amplify and build on other major projects planned or underway.

In addition, January saw a new 3G pitch installed at the Wellesley Recreation Ground. This complemented the July installation of CCTV and upgrade of the flood lights that now meet both FA and UK Athletics standards. A final project to refurbish and repurpose the Grade 2 listed Tennis Pavilion is nearing completion with an official opening scheduled for June 23.

A large World War 2 unexploded bomb was discovered in February during dredging work close to the site of the new third river crossing. Experts and the military were immediately called in and a major incident declared. The council quickly set up two rest centres for those who needed support and officers worked round the clock with partners in Norfolk Constabulary, Norfolk County Council and other agencies to ensure the public remained safe during the incident.

Following Spring high tides and strong winds during March further coastal erosion occurred at the Marrams in Hemsby. To try and slow the erosion and protect homes the Council took swift action to source and place over 2000 tonnes of rock on the beach. Engagement continues with the landowner in how we might best address the erosion challenges in Hemsby.

Throughout 2022 work has continued and is almost complete on the construction of 18 one-bedroom homes at the beach coach station site which will be available for council tenants. The £3m Jubilee Court development is the biggest single expansion in council

homes in the borough for 17 years and is being supported with funding from the Government's One Public Estate Brownfield Land Release Fund and Homes England.

Appendix 1 provides a final update on each of the actions detailed within the Council's 2022/23 Annual Action Plan, for ease a key has also been added to categorise the status of each action into one of the following areas:

	Project / activity completed
	Planned 2022/23 action completed, further work scheduled in 2023/24 Annual Action Plan
	Action not completed within year

### 3. Financial Implications

None

### 4. Risk Implications

None

### 5. Legal Implications

None

### 6. Conclusion

ELT are asked to review and approve the 2022/23 Annual Action Plan End of Year Update Report.

### 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:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	None
Financial Implications (including VAT and tax):	None
Legal Implications (including human rights):	None
Risk Implications:	None
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A

A strong and growing economy					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
1	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.	Develop an offshore energy Operations and Maintenance campus in South Denes (TOWN DEAL) – <ul style="list-style-type: none"> <li>Deliver phase 1 including: quay heading, pontoons and road infrastructure</li> <li>Market campus space to potential occupiers</li> </ul>	Director of Planning & Growth  Head of Inward Investment	O&M phase 1 construction contract awarded and planning permission granted September 2022. Works commenced January 2023 with a 12 month build programme.  Significant marketing undertaken at international events with potential occupiers actively engaged.  Vattenfall announced Great Yarmouth as preferred bidder for the O&M contract for its Offshore Wind Zone, contingent upon the government's policy and financial framework for offshore.	
		Work in partnership (with the All Energy Industry Council, Norfolk County Council, NALEP, East Suffolk Council, Suffolk County Council and the GENERATE team) to deliver the 'Energy Sector Recovery and Resilience Plan'	Director of Planning & Growth  Head of Inward Investment	Whilst the Recovery & Resilience Plan was developed as a result of the pandemic and impact on the energy sector, the strategic intent and core objectives of this document generally remain live and officers have continued active engagement with partners.	
2	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.	Deliver the new GENERATE marketing strategy in collaboration with partners, focusing on the key objectives	Head of Inward Investment	Delivery of GENERATE marketing strategy is ongoing with extension of national/trade press reach and coverage; representation at local, national and international energy conferences/exhibitions; assignment/handling of key prospects and inward investment leads for follow-up and facilitation. KPI's and outcomes to reported GENERATE Delivery Group, Funding & Governance Group and Economic Development Committee.	
		Consider the Levelling Up prospectus and submit a capital bid under the Levelling Up fund	Major Projects & Development Director	£20m Levelling Up Fund bid outcome successful with announcement on 18 Jan 2023. Project delivery planning now underway.	
		Develop and complete an investment plan for the Borough and unlock funding through the UK Shared Prosperity Fund	Director of Planning & Growth	A UKSPF Investment Plan was submitted to the Government on 1 August 2022 and approval of £1.26 million UKSPF Investment Plan was received on 5 <sup>th</sup> December 2022. Project and activity to be progressed according to 2023/24 and 2024/25 funding and output profiles.	
3	Shape our town centres to make them places where people will choose to visit, shop, learn, socialise and live.	Finalise and publish a seafront masterplan for Great Yarmouth & Gorleston	Strategic Director (KW)	Action complete - Gorleston Seafront Masterplan completed and approved by Policy & Resources Committee. plan now published.	

A strong and growing economy					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
		Complete construction of first phase of Market Place redevelopment and commence work on final two phases	Head of Property and Asset Management	Phase one of the development is complete and operational with all market units occupied. Final phases of the market are progressing on programme with practical completion due August/Sept '23.	
		Commence the regeneration and landscaping of the wider market place area, to be designed and delivered in conjunction with the town centre regeneration through the Future High Street funding, this is a key part of COVID Recovery planning for the town centre.	Major Projects & Development Director	Detailed design completed February 2023, procurement programmed during Q1 2023.	
		Extend existing WIFI infrastructure to cover Regent Road, Great Yarmouth Seafront and Gorleston Town Centre enabling low cost economic development opportunities (pending approval by Town Deal board)	IMT Manager	Updated quotes received end of Jan 2023. Report being produced detailing options for consideration by Executive Leadership Team and Councillors	
		Monitor the delivery of the business cases for the completion of the Towns Fund work, prioritising individual projects in line with the government offer provided. This forms part of the COVID-19 Pathway to Recovery Plan.	Funding & Regeneration Manager	Town Deal Full Business cases were completed in early March 2022 and summary documents submitted to Government on 8 April 2022. At time of writing, no grant determination letters have been received, but the first tranche of funding has been released.	
		Progress the Learning Hub project through RIBA stages, for completion and opening Sept 2023	Strategic Director (KW)	RIBA stage three has now been completed. Strip out works are nearing completion with the building and a separate roof repair contract currently being procured. Both EEC and NCC have agreed in principle to a lease heads of terms agreement.	
4	Continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate redevelopment	Continue engagement activities with property owners. Acquire sites (TOWN DEAL)	Chief Executive	Town Deal bid success and Levelling Up Fund bid submitted in August 2022. Ongoing engagement with property owners regarding land assembly. Soft Market Testing completed.  £20 million LUF bid successful – announced 18 January 2023.	

A strong and growing economy					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
5	To transform The Conge as the key linkage between the railway station and town centre by delivering a mix of new residential as well as improving the physical environment.	Completion of procurement of Strategic Partner to allow revised planning application submission. Subject to planning, commencement on Phase 1 is programmed.	Housing Director	Procurement of the Strategic Partner has progressed with preferred bidder identified, final agreement to be signed Q1 2024.  Site assembly of South Side of The Conge complete, with vacant possession for all buildings secured.  Planning application for consent to demolish buildings on the South Side of The Conge submitted. Tender for demolition works has been issued.	
6	Strengthen our tourism and culture offer to provide greater year-round attractions and facilities for a more integrated visitor experience.	Complete construction programme for new Marina Centre and conduct grand opening ceremony and public gala opening weekend in September 2022	Major Projects & Development Director	Action complete - Marina Centre operational and now managed as part of business as usual	
		'Freshly Greated', the Creating People & Places initiative will continue to build a resident producer network to help residents plan, produce and promote cultural activities on their doorsteps.	Head of Inward Investment	Freshly Greated project successfully delivered during 2022/23, with direct reporting into the Arts & Culture Liaison Board.	
		Continue developing the Town Wall restoration and repair project through to RIBA stage 4 (Town Deal).	Conservation, Design and Heritage Manager	Comprehensive Conservation Plan complete; architectural historians survey complete; identification of opportunities for enhancement complete.	
		Develop Sculpture Trail project program, including identified milestones and Commission and install a number of works	Conservation, Design and Heritage Manager	Concept evolution and consideration of procurement model in progress; provisional identification of locations with proposals ongoing.	
7	To continue to develop our heritage offer through the promotion and development of our own assets across the borough.	Deliver a Heritage Centre located in Great Yarmouth town centre to promote the visitor economy working with partners. This is a key part of COVID Recovery Plan for Great Yarmouth town centre.	Strategic Director (KW)	Policy & Resources Committee approved grant funding of monies to GYPT to complete this project, however following a viability assessment it was jointly agreed by GYBC & GYPT not to progress this project further.	
		Submit Winter Gardens' application for Permission to Start Round 2 Delivery Stage to National Lottery Heritage Fund – Heritage Horizons programme for the restoration and repurposing of the building	Major Projects and Development Director	RIBA 2 approved by Members and subject to an addendum for stakeholder approval Feb '23. RIBA 3 commenced Feb '23. Secure HoT with operator due Q2 2023.	
		Repurpose 3 x historic buildings working with the Great Yarmouth Preservation Trust as part of the Town Investment Plan.	Strategic Director (PB)	P&R Committee (July 2022) agreed and delegated Grant Agreement completion to PB. NP Law in final stages of drafting Grant Agreement for delivery partner GYPT. 160 King Street: commenced, NW Tower: in procurement. St. John's Church: being scoped re: tourism accommodation end use. Oversight by GYBC via an OWG.	

A strong and growing economy					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
		Progress green/walking trails, improving sustainability and connectivity within the town centre, seafront and the ancient monument that is Great Yarmouth Town Wall.	Strategic Directors (PB)	P&R Committee (Sept 2022) agreed proposal for spend. Wayfinding sculpture art trail in development with commissioning model and timeline agreed in March 2023.	
8	Extend Beacon Park Enterprise Zone and encourage growth in the South Denes Enterprise Zone to support new businesses establishing themselves as well as attracting existing businesses to expand.	Review the Local Development Orders for Enterprise Zone sites at both Beacon Park & South Denes and consider the options for expanding Beacon Park Phase 2	Director of Planning & Growth	New Beacon Park LDO adopted in April 2022 and South Denes LDO adopted in September 2022. Exploration of Beacon Park expansion underway.	
		Progress the (TOWN DEAL) Business Incubator project to RIBA stage 2	Director of Planning & Growth	Architects and supporting team procured for phase 1 delivery. RIBA stage 2 achieved January 2023.	
9	Convert greater numbers of planning permissions into developed-out sites.	Review the adopted Great Yarmouth Local Plan and actively engage with developers at the Developers Forum	Director of Planning & Growth	Review of the Great Yarmouth Local Plan underway. Call for Sites consultation took place in the summer 2022. Engagement through the Developers Forum ongoing.	
10	Support the completion of the Great Yarmouth Third River Crossing and the dualling of the A47.	Continue engagement with Norfolk County Council in the delivery of the Great Yarmouth Third River Crossing construction	Director of Planning & Growth	Engagement ongoing – project scheduled for completion in June 2023.	
		Engage with the A47 Alliance to progress improvements along the A47, notably at both Vauxhall and Harfreys roundabouts	Director of Planning & Growth	A47 Alliance engagement ongoing, including improved media campaigns. Harfreys roundabout capacity improvements scheduled to complete in June 2023. Preliminary works on Vauxhall roundabout underway with full scheme delivery in 2024.	
		Conduct feasibility and anticipate preparing business cases for Railway Station, The Conge and North Quay for Levelling Up Fund bid and undertake options appraisal to improve connectivity via engagement with the Norfolk Rail Group, Community Rail Partnership and Abellio Greater Anglia (Town Deal).	Major Projects and Development Director	North Quay Riverside Gateway awarded £20m Levelling Up Fund 2 funding. Masterplan and business case in development with land acquisition for phases 1 and 2 in progress.	

A strong and growing economy					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
11	To work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of training opportunities and apprenticeships. In doing so encourage social inclusion and ensure more local people can benefit from local training and job opportunities.	Use the newly developed skills task force to develop pathways for education, skills, training & employment.	Head of Inward Investment	£1.26m UKSPF investment plan approved on 5 <sup>th</sup> Dec 2022. Project and activity to be progressed according to 2023/24 and 2024/25 funding and output profiles, including the recruitment of a new Skills Manager and the commissioning of two pieces of research: a) identification and characterisation of local barriers to skills and education attainment and the critical success factors required to address them, and b) strategic assessment of current/projected workforce and workforce segmentation needs.	

Improved Housing and Strong Communities					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
12	Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Providers and private sector developers.	Deliver 18 new 1-bed affordable homes on the Beach Coach Station site.	Major Projects and Development Director  Housing Director	Contractor appointed and on site. Good progress is being made with new homes due to be completed June 2023.	
		Establish a Design Code for Borough and for individual sites/areas where necessary.	Director of Planning & Growth	Consultants appointed to prepare Design Code. Stakeholder engagement underway. Design Code workshops being delivered with adoption expected late 2023.	
		Equinox Property Holdings to acquire and manage a portfolio of investment properties for rent – becoming a landlord of choice.	Equinox Executive Officer – Housing Growth	Equinox Property Holdings first rental property at conveyance stage. First acquisition in rental portfolio complete and tenanted February 2023. Other properties have been identified and verbal offers have been agreed. Loan Agreement has been signed.	
		Equinox Enterprises starts, subject to planning, the delivery of Eastwood Phase 2 and any other infill housing projects as part of an ongoing pipeline of schemes.	Equinox Executive Officer – Housing Growth	Planning consent issued December 2022. Land acquisition completed March 2023. Building Contract awarded, final due diligence being undertaken prior to any contract being signed, estimate work will begin May 2023 Creative work has begun on the sales brochures and design.	



Improved Housing and Strong Communities					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
13	Better quality private rental accommodation will be available for residents by tackling substandard provision and ensuring the roll-out of the selective licensing scheme.	Evaluate Selective Licensing Scheme and develop plan to expand to additional selective licensing area(s).	Strategic Director (KB)	Paper approved by ELT and presented to H & N Committee March 23. The paper reviews the scheme and asks for approval to assess the viability for a larger replacement scheme.	
14	Providing decent homes to our existing tenants through a planned programme of improvement works and providing a responsive and quality repair service.	Refresh the Asset Management Plan for our residential housing assets.	Interim Director for Housing Assets	Work has commenced and is on-going to deliver revised processes and procedures across HRA Assets, this includes: <ul style="list-style-type: none"> <li>Assets Team working to refresh the housing asset management plan</li> <li>Compliance plans and processes are being constructed</li> <li>Closer working between Assets and RR is showing savings to overall HRA expenditure</li> </ul>	
		Deliver the Resident Engagement Strategy.	Housing Director	Action complete - Progress on the action plan has been reported 6 monthly to ELT & H & N with last update presented Jan 23. Good progress made and delivery achieved in all areas, however the delay in implementing the new NEC management system has impacted available data in some areas. Action plan will be refreshed to support continuous improvement in our offer to tenants and leaseholders. This work now forms business as usual.	
15	To understand the issues facing our largest housing estates and where appropriate bring forward regeneration plans.	Complete Stage 2 viability work on the regeneration of the Middlegate Estate including committee sign off.	Housing Director	Viability work has progressed but is has taken longer than initially expected. Update on second stage master planning and viability work was reported to the Member Working Group and H&NC in January 2023.	
16	Bring empty properties back into use and in Great Yarmouth town centre bringing the first and second floors of appropriate properties back into residential use, creating quality homes.	Progress work on the Invest and Lease scheme and consider use of Empty Dwelling Management Orders (EDMO).	Housing Director	Initial modelling has shown issues with viability of the Invest and Lease Scheme and options to work with an external partner are being explored. EDMO continue to be an option considered to bring empty homes back into use.	
		Review the use of Council enforcement powers to reduce the number of long term (2 years or more) empty homes and utilise the OPEG and support officer role to target action on the difficult properties.	Strategic Director (KB)	Not completed, action carried forward to 2023/24. Head of Environment and Sustainability to progress review and report outcome by Summer 2023.	
		Review of impact of increased Council Tax Levy on properties empty over 10 years	Housing Director	Initial work has been completed with further work in hand. Over the last 4 years, 54 properties which were empty for 10+ years have been brought back into use. This work now forms business as usual.	

Improved Housing and Strong Communities					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
17	To support residents to live in high quality and warm homes.	Deliver the £5.8 million Sustainable Warmth Homes Competition and Social Housing Decarbonisation Fund programmes across the borough.	Director of Housing Assets	Good progress is being made on the delivery of these programmes, with regular monitoring to ensure spend and outcome objectives of funding were achieved by March 2023.  Social Housing Decarbonisation Fund programme developed, with funding deadline extended into 2023/24.	
		Consider other opportunities to improve the energy efficiency of homes across the borough and support achievement of the Decarbonisation of homes.	Director of Housing Assets	Bid submitted for Home Upgrade Grant to improve the energy efficiency of off gas private sector properties.	
18	Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with key health partners.	Review the Be at Home service to see how assistive technology can be used to support hospital discharge and prevention of hospital admission.	Housing Director	Work is continuing with Norfolk CC Assistive Technology Team to ensure assistive technology can be deployed alongside the Be at Home alarm service.  Issues with mobile connectivity in certain areas of the borough continue to be a concern coupled with the nationwide switch from analogue telephony to digital (A2D). The A2D switch has raised additional resilience issues for telecare devices, particularly where the device is connected to a digital phone line via a router that doesn't have battery back-up.  The council has re-joined TEC Association Services, which is the industry and advisory body for technology enabled care and is able to access better information and contribute to conversations with Openreach and alarm manufacturers on A2D  Linked to this is the options appraisal of the Control Centre and wider Community Alarm Service.	
		Consider how to extend District Direct to other hospital settings.	Housing Director	Action complete - Research undertaken with the various reablement / community hospitals to understand the need. Northgate Hospital is supported by the District Direct (DD) service from the N&N University Hospital and the NSFT employ a Discharge Coordinator. Beccles Hospital have good links with DD at the James Paget Hospital and will only take referrals if DD is involved.	
19	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	Develop sporting events across the Borough for residents and visitors to encourage the growing sector of sport tourism	Strategic Director (KB)	This work has been completed and included the delivery of a triathlon event, cycling and running events. This work now forms business as usual.	

Improved Housing and Strong Communities					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
	Centre facility acting as a hub for both indoor and outdoor well-being programmes	Deliver the Wellesley Recreation Ground into a hub for outdoor physical activity working with key funding partners to include the delivery of a new 3G pitch	Strategic Director (KB)	Action complete - Funding was secured to create a 3G pitch on this site which is now operational. Funding was also secured for the full renovation of the Grade II Tennis Pavilion on this site, works are underway and due to complete early 2023/24. The management of the Wellesley will now form part of business as usual.	
		In partnership with Active Norfolk deliver the agreed 2022/23 actions in the Great Yarmouth Physical Activity Framework.	Strategic Director (KB)	An action plan for 2022/23 was developed and approved by H & N Committee. The plan has been successfully delivered and work is underway to create a plan for 2023/24.	
		Assess impact of the Great Yarmouth Community Investment Fund & develop future community grants offer.	Strategic Director (PB)	10 programs funded, £63k in grants awarded including additional funding leveraged against our funding by partnering with Norfolk Community Foundation. All programmes delivered against priorities set in the Great Yarmouth Locality Strategy and included a range of beneficiaries from young to old people and covering topics from disability & debt to gardening & health.  For 2023/34 we plan to partner again with Norfolk Community Foundation to leverage additional funding and retain the link to the Locality Strategy priorities.	
		Embed the 2 x community-operated food stores launched in 2021/22 within the Community & Family Hub roll-out of multi-agency support services for residents.	Strategic Director (PB)	Action complete - Peggotty Road Community-operated food store called 'Sally's Store' operational. Shrublands Community Food Club operational and moved into its new portacabin premises on-site.	
		Assist in the development of the business case for a new acute James Paget University Hospital in relation to community engagement and economic prosperity	Major Projects and Development Director	Action complete - James Paget University Hospital submitted their business case to UK Gov and have approval to proceed with land assembly. Council have approved sale of land to the Hospital.	
20	To continue to develop our partnership approach to Early Help and preventative services to support our most vulnerable residents.	Implement Community Action Plans to deliver the Great Yarmouth Locality Strategy's four priorities aligned to the Norfolk HWB Strategy & the N&W Integrated Care Partnership.	Strategic Director (PB)	Two quarterly Community Partnerships are established and are running as business as usual.  Locality Strategy's draft Action Plan was presented to Great Yarmouth Health & Wellbeing Partnership in March 2023. Final plan due May 2023.	

Improved Housing and Strong Communities					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
21	To ensure all year round we have a clean and attractive borough, including our streets, green spaces and beaches.	Deliver the Trees for Cities project (2 year funded project)	Strategic Director (KB)	Phase 1 planting has been delivered. Phase 2 planting is due to commence. Identification for further planting sites to ensure all 505 trees are planted is also underway.	
		Undertake route optimisation review for waste and recycling collection services	Director of Operational Services	Action complete - New collection rounds introduced Nov 21, monitored for a year with no issues saving 15000 litres of fuel. New rounds now part of business as usual.	
22	To ensure proactive 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.	Refresh the Anti-Social Behaviour Strategy and Action Plan delivery.	Head of Environmental Services	Strategy and action plan near completion but will not make committee cycle for approval before the election in May.	
		Service wide enforcement training package delivered to all frontline enforcement officers and managers.	Head of Environmental Services	Action complete - All staff received comprehensive enforcement training package delivered in Oct/Nov/Dec 2022.	
23	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.	Develop a Sustainability Strategy and Action Plan for a Pathway to Net Zero.	Strategic Director (KB)	Action complete - A significant piece of work was undertaken to develop a clear strategy which has been approved by full Council. A detailed action plan was subsequently developed and has also been agreed by Environment Committee. Plan delivery progressed as part of business as usual.	
		Further car park sites referred to UK Power Networks for connection cost, this will inform viability for a 3 <sup>rd</sup> application to OZEV for funding to commission additional Vehicle Charge Points across borough car parks.	Head of Customer Services	Final locations for application to be agreed and submitted.  Funding identified and procurement of services to commence.	
24	Environmentally sustainable long-term management of our high-quality coastal environment.	Agree optimal solution for Hemsby coastline and commence financial appraisal.	Head of Property & Asset Management	Planning Application submitted for optimal scheme together with relevant license applications submitted. Funding Strategy underway to identify opportunities for financing the development.	
		Review proposed solutions for South Denes sea wall and report to committee. Undertake financial appraisal and explore funding opportunities	Head of Property & Asset Management	Scape Framework being utilised to provide business case and financial appraisal for the development of a deliverable solution to this project.	

Improved Housing and Strong Communities					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
25	Play an important local role in enhancing environmental sustainability, using resources more efficiently, recycling more and promoting the use of 'green energy'.	Understand the Council's carbon footprint and agree an Action Plan to achieve Net Zero targets.	Strategic Director (PB)	Carbon Footprint of GYBC the organisation was agreed via Environment Committee.  Sustainability Strategy and Action Plan agreed at Council (July 22) incl. A Net zero target by 2035.	
26	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.	Await final assessment and sign off for Disability Confident Employer Level 3 status.	Head of Organisational Development	Action complete - Level 3 Awarded (July 22), maintaining status now part of business as usual	
		Continue the delivery of the HAZ including the various sub projects	Head of Inward Investment	Delivery of the Heritage Action Zone (HAZ) programme ongoing, including the 17 sub-projects, with milestones on track and all funding forecast to be drawn down.	
27	Working with local tourism businesses to improve the sustainability of our visitor economy and promoting our green credentials to visitors.	Continue trial of E-Scooters as part an extension to the original 12-month controlled trial, in partnership with the Department for Transport, Great Yarmouth Police, Norfolk County Council and Town Centre Partnership (TOWN DEAL)	Major Projects and Development Director	Trial extended until end of May 2024, monthly reports submitted to Department for Transport. Continued close partnership working with Operator to ensure safe & proper use of scooters. Regular reports provided to Great Yarmouth Transport & Infrastructure Working Group and Economic Development Committee.	
		Measure impact and Champion the Interreg 2Seas FACET Circular Economy project with Norfolk CC including innovative solutions to reduce / reuse food-related takeaway and hospitality waste and stimulate residents and visitors to prevent litter.	Strategic Director (PB)  Head of Environmental Services	Action complete - Project completed 31 March 2023 and outturn report due July 2023.	

An Efficient and Effective Council					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
28	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	Roll-out Apprenticeship scheme across the council incorporating Graduate Apprenticeships	Head of Organisational Development	As part of our early careers programme, during 2022-23 apprenticeships were used to develop internal staff in a number of areas, including Housing, Planning, leadership and Property and Assets. Working with the Public Sector Leaders Board apprenticeship workstream the Council continues to work with colleagues across Norfolk to develop the apprenticeship offering for the public sector. The Council has enrolled for the national graduate Development Programme (NGDP) for 2023.	

An Efficient and Effective Council					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
		Adopt a framework to set out actions to support physical, mental health and wellbeing within the workplace	Head of Organisational Development	Action complete – Working with Thriving workplaces, the Staff Engagement Group ran the second annual survey of health and wellbeing initiatives which evidenced an improvement in our performance against the workplace health and wellbeing charter. Activities have included supporting national awareness days, activity challenges, walk for mind, heritage walks for staff. Through our Employee Assistance Programme, we have Your Care which is a support wellbeing platform covering health, wellbeing, financial and emotional support. This now forms part of business as usual.	
29	A constitutional system and processes which support sound governance which are widely understood and support transparency and accountability.	Develop CMIS functionality to increase public accessibility to Council and Democracy information	Head of Legal & Governance	Put on hold and carried over to 2023/24 Annual Action Plan in order to fall in line with the new governance arrangements of the Council.	
		Design a new governance system based on a Cabinet model with a new Constitution developed and approved.	Head of Legal & Governance	Action complete – New Constitution developed and in place for the Cabinet model of governance.	
		Develop a new Procurement Strategy in line with contract standing orders	Head of Legal & Governance	Action complete – New Procurement Strategy approved by Policy & Resources Committee July 2022. Procurement Strategy is now part of business as usual.	
30	Continue to develop a robust approach to business planning and project management which underpins good decision-making.	Once the outcome of the Fair Funding review & Business Rates review are known these will be used to inform to update to the medium-term financial strategy	Finance Director	It has been confirmed that the fair funding review and Business Rates reset will not be implemented in the current spending review period (2022/23 to 2024/25). The budget for 2023/24 has been set with a reliance of £1.1m from reserves which will need to be reviewed moving forward.	
31	To strengthen our portfolio of assets which maximise income and/or support service delivery, with a proactive approach to the acquisition of assets to generate income.	Undertake the formation of a new Limited Company along with asset transfer from GYB Services, for delivery of the functions formally provided by GYB Services	Strategic Director (KB)	Action complete – New company Great Yarmouth Services fully operational and delivering functions formally provided by GYB Services. Performance now managed as part of business as usual.	
		Refresh the Asset Management Plan for commercial and operational property assets.	Head of Property and Asset Management	Strategy approved by the P&R Committee in December 2022, work now ongoing to update the Asset Management Database and refresh stock condition survey which are a key ingredient to a successful operational plan, now due Q1/2 2023.	

An Efficient and Effective Council					
	Corporate Plan	Action 2022/23	Lead Officer(s)	End of year update	Key
32	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.	Planned 'pro-active customer support' across council services to ensure web content meets accessibility standards, is relevant, up to date and complete helping to increase self-serve and electronic or virtual contact.	Head of Customer Services	Several new online transactional services have completed implementation with pro-active work underway to encourage Council Tax, Business Rates and Benefit/financial support customers to use these services.	
		Initiate the procurement of the new IT system and roll-out for environmental, licensing and planning services.	Finance Director, Head of Planning and Head of Environment & Sustainability	Systems procurement complete and phased implementation of new system started.	
		Embed agile working through regular reviews and feedback from managers and staff.	Head of Organisational Development & Head of Customer Services	Action complete – Agile working practices reviewed throughout the year with managers and staff, with positive feedback received on new ways of working. Agile working fully embedded and working well to support business needs, this now forms part of business as usual.	
33	A strong financially aware organisation with a financial strategy which supports good decision-making and capitalises on opportunities, giving confidence to external funding partners.	To ensure strong financial awareness, accountability and governance across the organisation and to deliver an internal finance training programme.	Finance Director	Training has been delivered as part of the cornerstones of leadership programme. This will continue through 2023/24.	
34	Meet our equalities responsibilities by ensuring that equality sits at the heart of our decision-making.	Carry out the Equality, Diversity and Inclusion Action plan for year 1.	Head of Organisational Development	Action plan worked on throughout the year, full report scheduled to go to Policy and Resources Committee Q1 2023-24. Actions completed include EQIA template, some actions are to be rolled forward to 2023-24.	