

URN: 22-126

Subject: 2021/22 Annual Action Plan End of Year Update Report

Report to: Policy & Resources Committee

Report by: Senior Performance & Data Protection Officer

SUBJECT MATTER

This report provides an end of year update on the projects and activities detailed within the Council's 2021/22 Annual Action Plan.

RECOMMENDATION

That Policy & Resources Committee :

(1) Review and approve the report.

1. Introduction

The Council's 2021/22 Annual Action Plan was approved by Policy & Resources Committee on 13th July 2021, this plan detailed the individual activities that would be progressed during the year and which would combine to achieve the Council's strategic vision and priorities.

The approved plan was extremely ambitious with ninety individual actions aligned to the Council's four strategic priorities

2. Work to Date

Throughout the year members and council staff have worked tirelessly to deliver the council's corporate priorities, enabling the impressive delivery of 98% of the plan within year, thereby demonstrating once again the council's ability to "*punch well above its weight*". Some of the highlights of the year include at the start of April 2021, Henry Cator – High Steward of Great Yarmouth and chair of the Town Board – signing Heads of Terms with Government for a £20.1 million Town Deal. The Deal comprises a coherent suite of strategic capital projects across the Borough, published in detail in our stakeholder-led Town Investment Plan – including a new University Learning Centre in the Town Centre and co-financing for the restoration of the Winter Gardens.




Over the course of 2021, officers worked with project sponsors and advisors to complete individual HM Treasury Green Book full business cases for all nine investment priorities in the Town Investment Plan. At the end of March 2022, summaries of each

scheme were submitted to Government; Great Yarmouth Borough Council being one of the only Town Deal partners in the country not to require an extension of time to submit this significant plan. All investment proposals have since passed detailed Government Quality Assurance assessment.

At the same time, the Government published its prospectus for Round 2 of its flagship capital Levelling Up Fund, with officers and members again working to pull together a further HM Treasury Green Book package bid worth up to £20 million if successful.

Throughout 2021-2022, the council has also progressed a number of key capital projects unlocked with £13.7 million Future High Streets funding at the same time as the council led on the assessment and distribution of COVID grants and reliefs for local businesses, with more than £60 million distributed.

Appendix 1 provides a final update on each of the actions detailed within the Council's 2021/22 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 and finished
	Planned 2021/22 action completed, further work scheduled in 2022/23 Annual Action Plan.
	Action not completed within year

3. Financial Implications

None

4. Risk Implications

None

5. Legal Implications

None

6. Conclusion

Policy & Resources Committee are asked to review and approve the 2021/22 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 2021/22	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 Operations and Maintenance campus in South Denes (TOWN DEAL) – <ul style="list-style-type: none"> Undertake preplanning engagement Submit planning application Setup supply chain with procurement Market campus space to potential occupiers. 	Director of Planning & Growth Head of Inward Investment	Phase 1 of the O&M campus granted planning consent December 2021. Contractor selection January 2022. Direct engagement with Tier 1 Energy Sector Companies & promotion at Global Offshore Wind	
		Development and delivery of the 'Energy Sector Recovery and Resilience Plan' with partners (All Energy Industry Council, NCC & NALEP)	Director of Planning & Growth Head of Inward Investment	Plan adopted. Delivery ongoing in conjunction with the All Energy Industry Council, NCC & NALEP.	
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.	Launch new brand in collaboration with partners and in line with marketing strategy.	Head of Inward Investment	The GENERATE brand was officially launched at <i>Global Offshore Wind 21</i> in London; the first physical event of the Pandemic provided 13 leads and netted 135 new contacts. The new website was commissioned and launched and is now generating analytics for content review. A new mini prospectus to promote the O&M Campus offer was published. Physical presence at key international events, including <i>WindEurope</i> , Bilbao (4-7 Apr 2022) and <i>Global Offshore Wind 22</i> (21-22 Jun 2022) with co-exhibition with key local sector partners and other stakeholders. O&M Campus prospectus updated, with more detail and new video collateral	
3	Shape our town centres to make them places where people will choose to visit, shop, learn, socialise and live.	Develop a seafront masterplan for Great Yarmouth & Gorleston	Strategic Director (KB)	Consultation completed for Gorleston element of plan, GY consultation commenced February 2022	
		Construction of a new purpose built six-day market site in the heart of the town centre.	Head of Property and Asset Management	Phase 1 complete and the amalgamation of phases 2 and 3 to accelerate the build. Marketing of the remaining vacant stalls (9 in total) predominantly becoming available at the end of phase 2.	

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		Regeneration and landscaping of the wider marketplace 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	Construction works commenced and on schedule to be delivered in 2023 on time and within budget.	
		Extend existing and planned WIFI infrastructure in urban areas of high footfall and install LoRoWAN sensors which enable low cost economic development opportunities	IMT Manager	Business case approved and order placed with supplier to extend Wi-Fi beyond the town Market Place. Digital project to cover seafront and Regent Road together with Gorleston Town Centre underway. Research into uses of the LoRoWAN continue	
		Deliver on 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	Treasury Green Book Full Business Cases for all Town Deal <i>Immediate Investment Priorities</i> signed off by the Council and summaries submitted to HM Government	
		Progress the Learning Hub project through RIBA stages.	Strategic Director (KB)	RIBA stage 3 completion March 2022, project fully completed Sept 2023	
		Carry out data analysis relating to skills / training / learning and careers pathways in the Borough; including understanding barriers to residents accessing career pathways. Work with partners to develop actions to address any issues identified as a result of the data analysis.	Strategic Director (KB)	Labour MKT analysis completed in relation to the Learning Hub project. Skills task force established to further develop this work.	
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. Conduct and acquire sites (TOWN DEAL)	Director of Planning & Growth	Specialist advice procured in December 2021. Property owner engagement continues and Soft Market Testing of North Quay commenced in March 2022. Town Deal Business Case advanced.	

A strong and growing economy					
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5	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.	Procurement of Strategic Partner to commence delivery of Phase 1 and continue viability work for Phase 2	Housing Director Head of Property and Asset Management	Procurement in final stages, awaiting final proposals for scoring to allow final decision on procurement. Completion of procurement may slip into Q2 of 2022/23 Tenants currently holding over issued Section 25 notice. Discussions with long term leaseholder continuing	
6	Strengthen our tourism and culture offer to provide greater year-round attractions and facilities for a more integrated visitor experience.	Marina Centre redevelopment construction programme to continue with regular checkpoints	Major Projects & Development Director	Practical completion on schedule for July 2022 Gala opening planned for September 2022	
		Carry out Marina Centre operator procurement and award contract	Strategic Director (KB)	Completed with Freedom Leisure appointed	
		Deliver Community engagement and activity programme.	Strategic Director (KB)	Community engagement and activity programme completed	
		'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	The project is well underway and despite covid is meeting targets (and exceeding them). The Arts and Culture Liaison Board oversees this delivery and receives regular reports on the impact and outcomes of the project. To date the project has engaged with 600 residents in maker sessions, 1140 in Great Indoors music events, 1200 in Community Outdoor events.	
		Develop the Town Wall restoration and repair project through to RIBA stage 4 (Town Deal).	Culture, Heritage and Design Manager	Funding of £90,000 has been secured from Historic England to match the borough councils annual Town wall grant over three years. Sections of the Town Wall have been restored at Blackfriars Road, Market Place and Ferrier Road. A Comprehensive Town Wall Conservation Plan is in production, completed to RIBA 6. Towns Deal funding of £355,000 has been allocated to develop a walkable route along the 1.2 mile wall this has progress to RIBA 3.	

A strong and growing economy					
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		Develop Sculpture Trail through project planning and Commission and install a number of works	Culture, Heritage and Design Manager	Towns Deal funding of £250,000 has been allocated to deliver a town centre sculpture trail. The project is in the development stage progressing towards the establishment of officer working group, assessment of locations for works, methods of public consultation and considerations around statutory permissions. Development works to deliver a town centre sculpture, part funded through FHSF and as part of the town centre landscaping project, have progressed including brief, consultation and Councillors' input. It will be installed during 2022/23.	
7	To continue to develop our heritage offer through the promotion and development of our own assets across the borough.	Develop plans and business case for 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 (KB)	GYPT have developed the business case for the Heritage Centre, GYBC are currently confirming our specification for this to support the Members of P & R Committee formally approving the grant funding of this scheme in May 23.	
		Winter Gardens' application submitted to the National Lottery Heritage Fund – Heritage Horizons programme for the restoration and repurposing of the building	Major Projects and Development Director	RIBA Work Stages 2 & 3 completed, operational and commercial model secured, fund raising completed and application for Permission to Start Delivery Stage submitted to the National Lottery Heritage Fund.	
		Repurposing of historic buildings working with Great Yarmouth Preservation Trust and other partners (Town Deal)	Strategic Director (PB)	Funding Agreement to be finalised with delivery partner GYPT for commencement in 2022/23. Business cases for the 3 buildings have been prepared.	
		Progress green routes, sustainability and connectivity schemes linked to the Town Wall	Strategic Director (PB)	Sculpture trial to be procured from 22/23 across 3 years. Phased project plan for Town Wall's walking route in place.	
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	Director of Planning & Growth	Local Development Order Adoption: Beacon Park (February 2022) and South Denes (May 2022).	
9	Convert greater numbers of planning permissions into developed-out sites.	Adoption of the Local Plan Part 2 in summer 2021.	Director of Planning & Growth	Local Plan Part 2 adopted at Council 8 th December 2021	

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10	Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47.	Support the Great Yarmouth Third River Crossing construction and dualling of the A47.	Director of Planning & Growth	Continued engagement at the Great Yarmouth Third River Crossing Board. Completion March 2023. Engagement with A47 Alliance and National Highways re: Vauxhall & Harfreys roundabout consultations.	
		Develop Great Yarmouth Train station improvements 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	Levelling up Fund secured to implement capital improvements to the station, and connectivity to the town centre and seafront.	
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.	Develop a skills task force to include mapping of pathways for education, skills, training & employment.	Strategic Director (KB)	Skills taskforce established and CRF bid submitted. Unfortunately, the bid was not successful so taskforce currently being reviewed	
		Evaluate the Kickstart promotion and it's roll out to businesses in GY.	Head of Inward Investment	Kickstart scheme concluded, data and statistics provided by DWP, local evaluation of reach and impact completed. Great Yarmouth businesses offered 82 placements to individuals. The Borough Council have 6 placements across 4 service areas.	
12	To explore opportunities with the Higher Education sector to have a greater presence and influence within Great Yarmouth.	Develop a plan for a Learning Centre and University Campus	Strategic Director (KB)	Project ongoing, currently at RIBA stage three. To open Sept 23	

Improved Housing and Strong Communities					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
13	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 16 new 1-bed homes across the Borough.	Housing Director	Following successful procurement exercise works to commence development of the new homes will start on 3 rd May 2022	
		Increase the number of Registered Providers actively progressing new sites across the borough	Housing Director	An increase in Registered Providers is due to be realised with 12 sites currently in active development.	
		Establish a Design Code for Borough and for individual sites/areas where necessary.	Director of Planning & Growth	Awaiting outcome from national Expression of Interest for phase 2 Design Code Scheme. Scoping for Design Code underway. Local Plan Part 2 adopted (December 2021) with strengthened design policies.	
		Undertake annual survey of developers for 5-year housing land supply	Director of Planning & Growth	Housing Delivery Test 2021 reports Great Yarmouth delivering 141% against target. Developers Forum continues to meet.	
		Develop portfolio of investment properties for Equinox Property Holdings	Strategic Director (PB)	Equinox Executive Officer recruited (Lee Webster). Acquisition of the first 5-6 properties for rent underway.	
		Plan and deliver via Equinox Enterprises Eastwood Phase 2 and any other infill housing projects.	Strategic Director (PB)	EEO (Lee Webster) preparing advisor pipeline for Phase 2, financial appraisal of the scheme and construction specification. Planning decision expected in March 2022. Aim to break ground in 2022/23.	
14	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)	Initial work to evaluate the current condition of the housing stock in the expanded area is underway, this due to conclude within the 2022 calendar year. A full report and timeline will be provided to Members in late 2022 or early 2023.	
15	Providing decent homes to our existing tenants through a planned programme of improvement works and providing a responsive and quality repair service.	Complete a programme of works to enable the council to meet the Decent Homes Standard.	Head of Property and Assets	All decent homes failures during 2021/22 have been addressed. Newly arising need for 2022/23 will be identified and within capital works programme for the year ahead.	

Improved Housing and Strong Communities					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
		Adopt and implement Resident Engagement of Strategy.	Housing Director	Housing and Neighbourhoods Committee considered and approved the Resident Engagement Strategy in September 2022. Delivery of strategy and action plan underway.	
16	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.	Strategic Director (KB)	<p>The stage 2 viability work is still in progress as the brief was amended to include net zero opportunities.</p> <p>Separately to this a recent funding award has meant that improvement works to open spaces across the estate can be undertaking, which include new play equipment and the removal of the Multi Use Game Area to create private and secure gardens with the aim of reducing Anti-social behaviour in this area.</p>	
17	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.	Actively promote the options available to empty homeowners to bring their properties back into use.	Housing Director	<p>Contact maintained with Owners of long-term homes so the Council is aware of their intentions and to ensure advice and information is targeted at those owners who are unclear how to bring their property back into use.</p> <p>Enabling & Empty Homes Officer will continue to work closely with the OPEG to address problem properties.</p>	
		Progress work on the Invest and Lease scheme and consider use of Empty Dwelling Management Orders.	Housing Director	Initial modelling has been completed and identified a number of issues which continue to be worked on into 2022/23. These issues currently constitute a barrier to the Invest to Lease scheme being able to be considered by Committee for approval.	
		Engage with Great Yarmouth Community Land Trust to bring back empty properties in the town centre and engage with Great Yarmouth Preservation Trust to support this work.	Housing Director	A number of properties have been explored. Work is continuing with Great Yarmouth CLT providing advice and support to find a way to acquire a block of 3 flats. This work will continue into 2022/23.	
		Reduce the number of long term (2 years or more) empty homes by relaunching the OPEG group and support officer role to start targeted action on the difficult properties.	Strategic Director (KB)	This work is ongoing through the OPEG group. An update report is scheduled to be presented to P & R Committee evaluating the last years work.	
		Review of impact of increased Council Tax Levy on properties empty over 10 years	Housing Director	<p>Initial indications show that the introduction of the Levy 10 has spurred some owners into action with some long-term properties coming to the market and work commencing on others.</p> <p>Data has been received from Council Tax to allow further investigation into this and to create an evidence base to establish if this is a result of the Levy 10 or other market factors.</p>	

Improved Housing and Strong Communities					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
18	To support residents to live in high quality and warm homes.	Promote Green Home Grants scheme to access funding towards eligible energy efficiency measures.	Housing Director	Successful bid for funding from the Sustainable Warmth Competition to deliver energy improvements to homes which are on the gas grid. Delivery of funded programmes will focus initially on targeting eligible properties to allow programme objectives to be met through installations which will be delivered in 2022/3.	
19	Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with key health partners.	Following the return of the District Direct service to operate within the James Paget University Hospital, promote the service to all wards and A&E staff.	Housing Director	District Direct service is operating across all wards (Covid wards excepted) and A&E	
		Assess requirements to extend the District Direct service to community hospitals including mental health provision and secure funding for service.	Housing Director	Completion of this action will slip into 2022/23, reflecting shared funding status for service.	
20	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.	Develop sporting events across the Borough for residents and visitors to encourage the growing sector of sport tourism	Strategic Director (KB)	A number of sports based events were arranged and held over the last year including a Triathlon event on Great Yarmouth seafront. The aim is to further build on this for 22/23.	
		Deliver the Wellesley Recreation Ground into a hub for outdoor physical activity working with key funding partners	Strategic Director (KB)	Funding bid to the Football Foundation currently being developed for a new 3G pitch and to renovate the Tennis Pavilion	
		In partnership with Active Norfolk deliver the agreed 2021/22 actions in the Great Yarmouth Physical Activity Framework.	Strategic Director (KB)	2021/22 Great Yarmouth Physical Activity Framework Actions completed. Action plan currently being drafted for 2022/23	
		Launch the Great Yarmouth Community Investment Fund in partnership with the Norfolk Community Foundation.	Strategic Director (PB)	Launched in July 2021. A total of £45k community grants awarded by Norfolk Community Foundation	
		Establish a community food project as part of 'Nourishing Norfolk'.	Strategic Director (PB)	First community-operated food store (Shrublands Community Food Club) launched in December 2021. Second community-operated food store operational in March 2022	

Improved Housing and Strong Communities					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
		Support the N&WCCG, the two PCNs and the new Primary Care Mental Health Service to establish a Well-being and Crisis Café for the east.	Early Help Hub Manager	Steam cafe in Gorleston launched and operational in Autumn 2021. Team linked into Community Hub Collaboration meetings	
		Assist the development of the business case for a new acute James Paget University Hospital in relation to community engagement and economic prosperity	Strategic Director (PB)	GYBC supported stakeholder engagement event in 2021. JPUH is part of the Great Yarmouth Locality Board	
		Complete CCTV infrastructure upgrade in Great Yarmouth town centre.	Strategic Director (PB)	CCTV infrastructure upgrade delivered and operational	
21	To continue to develop our partnership approach to Early Help and preventative services to support our most vulnerable residents.	Prepare & implement Great Yarmouth Locality Strategy Action Plan working with partner agencies.	Strategic Director (PB)	Finalised Action Plans agreed and aligned to the Integrated Care Strategy (ICS)	
		Engage with the establishment of an Integrated Care System with the CCG and PCNs.	Strategic Director (PB)	Preparatory governance plans for the Integrated Care System (ICS) at Place finalised. Health & Wellbeing Partnership (HWP) established.	
		Re-launch of Multi-agency Welfare Steering Group focussing on managing complex debt taking holistic and practical approaches in collaboration to support the most vulnerable residents	Head of Customer Services	Welfare Steering Group meeting quarterly with Community Hub, Customer Service & Housing Teams, Dial, CA and JCP monitoring and collaborating on debt cases to support local residents. Group engaged on most effective use of Community funds e.g. Household Support Fund, 'Whatever It Takes' Fund and Council Tax Hardship Fund	
22	Pro-actively engaging with younger residents to encourage them to be involved in shaping the borough's future and supporting community wellbeing.	Work with the LEP and schools to roll out the Freshly Greated project under the Creative People and Places programme	Head of Inward Investment	Young people are actively involved, most notably under the 'Producer' element of the programme. More work is to be done directly with the LEP	
		Establish an Ambassador Programme to promote the Borough	Head of Communications & Marketing	Ambassador Programme established and delivered to key audiences. In light of difficulty in engaging due to the pandemic, the Ambassador Programme delivery has paused. Work is ongoing to create a suite of engaging content and materials for members and officers to use when meeting community members, businesses and other key audiences.	

A Quality and Sustainable Environment					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
23	To ensure all year round we have a clean and attractive borough, including our streets, green spaces and beaches.	Secure external funding for investment in green landscaping e.g. trees.	Culture, Heritage and Design Manager	Funding of £261,800 has been secured by the Council working in partnership with Trees for Cities from The Urban Tree Challenge Fund and Green Recovery Fund to plant 500 trees in the urban area of Great Yarmouth. A planting masterplan had been prepared and planting was undertaken at Blackfriars Road, Trafalgar Road, Mariners Road and York Road. The remaining trees will be planted winter 2022/23 at sites including South Quay.	
		Review hit squad work of delivering visible improvement in the cleanliness of the Borough's towns and pull together proposal for the future use and work of the team.	Director of Operational Services	Hit squad continue to complete work issued by GYBC, looking at funding for 2022/23	
		Review the litter bins on GY seafront and deliver more effective and efficient emptying regime and increase capacity.	Head of Environmental Services	Review completed and funding obtained for new bins through FACET project, bins to be installed during April / May 2022. The bins will increase the capacity and also include recycling for the first time on Great Yarmouth seafront.	
		Undertake route optimisation review for waste and recycling collection services	Director of Operational Services	New routes went "live" 18 October with Communications Plan. Updates reported to Environment Committee. Project completed with no issues.	
24	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 of Anti-Social Behaviour Strategy and Action Plan	Head of Environmental Services	Draft Strategy now ready for comment, anticipated completion early in 2022/23.	
25	To have implemented successful campaigns to generate civic pride and responsible citizenship.	Deliver 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	Smart bins, reuse cup scheme, community fridges launched and in place. Bottleship designs and planning consent in development, and post-consumer plastic remanufacture study in place.	

A Quality and Sustainable Environment					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
26	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)	First draft received. Currently being reviewed.	
		Commission additional Electric Vehicle Charge Points across borough car parks.	Head of Customer Services	Further locations put forward for review and consideration to establish viability of location based on Power Supplies and connections – Currently with UKPN for power information and quotes.	
27	Environmentally sustainable long-term management of our high-quality coastal environment.	Undertake consultation of engineering solutions for Hemsby Coastline	Head of Property & Asset Management	Planning application for the preferred solution of a rock berm submitted and awaiting consideration (Apr 2022). Funding strategy being developed in anticipation of planning approval.	
		As part of Coastal Partnership East (CPE) tender for a Consultant to identify a potential long-term solution to the failing seawall which will enable a bid for funding.	Head of Property & Asset Management	Consultant appointed to undertake appraisal, report due for consideration by P&R summer 2022.	
28	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 (KB)	Carbon footprint work completed. Action plan to reduce now being developed.	
		As part of the Norfolk Waste Partnership undertake an options appraisal for future recycling contracting beyond 2024	Head of Environmental Services	Work ongoing, new contract principles and pricing agreed by full Council. Awaiting full countywide sign off.	
29	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.	Undertake audit and secure Disability Confident Employer Level 3 status supported by the DWP.	Head of Organisational Development	Application submitted to DWP for review, some amendments to be made to application which will be re-submitted by the end of February 2022.	

A Quality and Sustainable Environment					
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		Deliver the HAZ including the various sub projects	Head of Inward Investment	Work under way on 17 individual projects in Y2 of the scheme. Major projects including Town Wall repairs and St Nicholas School railing repairs under way and due to complete in first quarter of 2022-23. Grants awarded for phases 1 & 2 (of 3) of 145 King St project and CPO completed. HE funding contributed to first tranche of Market Place Landscaping project. First design guide (shopfronts) completed. Community archaeological dig delivered and community engagement and training embedded in all projects. HAZ Zone extension approved.	
30	Working with local tourism businesses to improve the sustainability of our visitor economy and promoting our green credentials to visitors.	Develop and deliver the 'See Great Yarmouth in a Different Light' Winter Programme in 2021/22 and identify funding plan for 2022/23 Programme.	Strategic Director (PB)	Floodlighting installations commissioned. Fire on Water event took place in Oct/Nov 2021. Christmas in the Parks event delivered in Dec. 21. Lit place name signage installed along with Hemsby selfie sign. Projection and walking trails agreed.	
		Rollout of E-Scooters as part of 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 to November 2022	

An Efficient and Effective Council					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
31	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 and Kickstart Programmes.	Head of Organisational Development	Kickstart placements successfully started in December and January. Work continues with apprentices, 3 new starts in Q3 with 1 planned in Q4 so far. Working with colleagues across Norfolk to look at local government apprenticeship offering.	
		Conduct benchmarking exercise as part of the Investors in People (IIP) framework and undertake IIP assessment.	Head of Organisational Development	Preparatory work undertaken to support assessment criteria in readiness for benchmarking exercise	
32	A constitutional system and processes which support sound governance which are widely understood and support transparency and accountability.	Conduct a review of the partnership register and review CMIS and public accessibility to Council and Democracy information	Head of Legal & Governance	The review of the partnership register and partnership governance framework has been put on hold, as a review of Outside Bodies required completion first in order for it to feed into this review. The review is now scheduled to be completed during 2022/23.	
		Provide constitutional training for Managers and Councillors	Head of Legal & Governance	This has been delayed due to COVID, however sessions have now been booked and will be held during June 2022.	

An Efficient and Effective Council					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
		Refresh the Council's Procurement Strategy in line with contract standing orders	Head of Legal & Governance	Initial draft of revised Procurement Strategy created, this will be further refined and submitted for approved during 2022/23.	
33	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	The outcomes of the review and timeline for the introduction have not yet been confirmed, as announcements are made the MTFS will be updated accordingly.	
34	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.	Identify and procure new and innovative visitor attraction opportunities for the Borough	Head of Property and Asset Management	Planning applications submitted for consideration of additional concession sites based at both Great Yarmouth and Gorleston. Expressions of interest for new opportunities in Great Yarmouth tendered	
		Construction, build, market & launch Tea Room/function facility at Gorleston Crematorium	Head of Customer Services	Considerations of most effective operating model in progress in readiness for completion of fit out and launch.	
35	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 is relevant, up to date and complete helping to increase self-serve and electronic or virtual contact.	Head of Customer Services	Customer Service Team are actively engaging with other council services to update webpages where missing or incorrect information is identified.	
		Initiate the procurement of the new IT system and roll-out for environmental, licensing and planning services.	Finance Director	There has been some initial delays, however a project update is due to be taken to the IT Investment Group with commencement in 2022/23.	
		Implement agile working across the Council without compromising customer service	Head of Organisational Development & Head of Customer Services	Agile working implemented with regular reviews in place to ensure it works well as new way of working.	
36	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 and governance across the organisation and to deliver an internal finance training programme.	Finance Director	A programme of training has been scheduled for the Extended Managers group in 2022/23.	

An Efficient and Effective Council					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
37	Meet our equalities responsibilities by ensuring that equality sits at the heart of our decision-making.	Equality, Diversity and Inclusion Strategy and Action plan to be reviewed and agreed.	Strategic Director (PB)	Strategy and Action Plan approved for consultation at P&R Committee Nov. 21. Year 1 of the Action Plan underway. Reporting taking place.	
		Continue to collect & publish equality monitoring data and use intelligently to shape and develop services, removing any barriers to engagement.	Head of Organisational Development	Work integrated into ED&I Strategy & Action plan. Annual reporting in place. Gender pay gap reporting published in line with annual requirement.	