

URN: 24-067
Report Title: 2023/24 Annual Action Plan End of Year Update Report
Report to: Cabinet
Responsible Cabinet Member: Cllr Carl Smith, Portfolio Holder for Governance, Finance and Major Projects
Report by: James Wedon - Information Lead and Data Protection Officer
Is this a key decision: No

SUBJECT MATTER

This report provides an end of year update on the projects and activities detailed within the Council's 2023/24 Annual Action Plan.

RECOMMENDATION

That Cabinet

(1) Review, comment and approve the report.

1. Introduction

The Council's 2023/24 Annual Action Plan was approved by Cabinet on 25th July 2023, 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-three 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 96% 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, in April, the successful launch of Great Yarmouth Services Ltd, a Local Authority trading company now responsible for refuse collection and recycling, street cleaning, public toilet cleaning and maintenance, buildings cleaning, grounds maintenance services, vehicle maintenance, arboriculture, leisure, burial services and pest control.

May, saw the Council partnering with East Coast College to announce the launch of a new supported-internship collaboration with DFN Project SEARCH, building on the success of the scheme's 10-year partnership with the James Paget University Hospital.

In addition, Great Yarmouth Borough Council's legal action relating to the use of hotels to house asylum seekers successfully concluded with a ruling that protects the town's economically vital seafront area hotels from being used as hostels.

In June, work to transform the tennis courts along Gorleston's cliff top completed with the courts open to the public from 1st July. The works included the resurfacing and refurbishment of all six courts, new perimeter fencing and the installation of a 'smart gate', with all bookings now to able be made online.

June, also saw the official reopening of the upgrade Wellesley recreation ground which has been transformed into a state of the art facility with a new floodlit 9 v 9 3G artificial grass football pitch and renovation works to the Grade II listed tennis pavilion building, bringing the building back into use by providing changing and meeting facilities to support the new pitch.

The official opening of largest Council homes project in nearly 20 years took place in July. The development of 18 thoughtfully designed homes were built on land next to the Beach Coach Station car park in Great Yarmouth and created with the needs of the community in mind.

In August, the Council was awarded £6.5 million from the Government's Home Upgrade Grant scheme (HUG), to carry out energy efficiency upgrades to over 300 homes across the borough, making these homes more comfortable and helping to lower their energy bills.

September saw construction work starting at The Place, Great Yarmouth's £17m new library and learning centre which is scheduled to open in October 2024.

In December, the Council and Norfolk Police received an award of £149,000 from the latest round of the Government's Safer Streets Fund. This money will be used to help target areas disproportionately affected by neighbourhood crime, VAWG and ASB.

An award of £12.3 million funding was received in February from the National Lottery Heritage Fund, this funding will enable the Council to deliver its vision for the Winter Gardens, the last surviving Victorian ironwork glass house on a seaside promenade in the UK. The restoration of the Winter Gardens - Reimagining the People's Palace, is a bold and inspiring programme which will restore a unique historic building to its former glory.

At the end of the year, in March, eleven pieces of art were commissioned to create a major new cultural trail for the town. The new public art trail will be an excellent addition to the town that enhances our public spaces for the community and improves our tourism offer.

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 each action into one of the following areas:

	New action for 2023/24
	Planned 2023/24 action completed, further work scheduled in 2024/25 Annual Action Plan
	Project / activity completed
	Progress made towards completing action, but some work carried over to 2024/25
	Action not delivered

3. Financial Implications

None

4. Risk Implications

None

5. Legal Implications

None

6. Conclusion

ELT are asked to review and approve the 2023/24 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 2023/24	Lead Officer(s)	2023/24 End of Year Progress 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.	Deliver Phase 1 infrastructure, secure a partner & end user operator for the development of the Great Yarmouth Operations & Maintenance facilities opening 2026. Continue to attract Phase 2 end users.	Executive Director - Major Projects	Great Yarmouth O&M phase 1 planning consent granted. Infrastructure development began in September 2023 with quay piling and pontoon design. RWE engagement ongoing. Operation strategy for the facility to be concluded before the end of 2024. Promotion of the facility ongoing through GENERATE.	
		Ongoing strategic joint working and active engagement with partners and internal, external, and industrial stakeholders to facilitate inward investment opportunities and participate in wider cluster support. In addition, resourcing for GENERATE from 2024/25 onwards will be reviewed and planned for.	Head of Inward Investment	2023/24 progress reported to ELT in Feb 2024, with approval for funding for a reduced-budget GENERATE programme for 2024/25.	
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.	Continue delivery of the GENERATE marketing strategy	Head of Inward Investment	Draft GENERATE 2024/25 Delivery Plan, KPIs and budget drafted by East Suffolk Council, Norfolk County Council and Suffolk County Council.	
		Commence project planning to deliver the “Riverside Gateway” through the regeneration of the North Quay area using the successful £20 million Levelling Up Fund and £5m Town Deal Fund.	Executive Director - Major Projects	Land Acquisition Strategy implemented. Prior Information Notice issued in August 2023 initiating procurement of a strategic development partner.	
		Deliver Year 2 of the Council’s UK Shared Prosperity Fund Programme across its three investment priorities: ‘communities and place’, ‘supporting local business’ and ‘people and skills’ – the latter coming onstream in 2024/25.	Head of Inward Investment	Launched delegated grant schemes in line with eligibility guidance and delegations. Business Advisors’ ongoing provision of signposting and one-to-one support to pre-start, new and established businesses. ‘People & Skills’ reported separately under Item No.11.	
3	Shape our town centres to make them places where people will choose to visit, shop, learn, socialise and live.	Complete covered Market Place redevelopment with all units open and trading.	Executive Director - Major Projects	Completed September 2023	
		Complete the regeneration and landscaping of the Market Place public realm.	Executive Director - Major Projects	Detailed design and Bill of Quantity completed and issued to contractors for pricing December 2023, completion due end 2024.	
		Complete Options Agreement and commission RIBA 1 feasibility incl. business case for Future High Street Fund Densification project to deliver 21 new residential units in the town centre.	Executive Director - Major Projects	The viability assessment proved the delivery of this project was not feasible within the funding available, so our funding partners have agreed to re-allocate funds to other committed projects.	
		Appraise options to deliver digital transformation for Great Yarmouth town centre.	Head of IT, Communications & Marketing	Identified additional areas for free public Wi-fi. Currently being installed and will be complete by May 2024.	
		Continue to deliver and monitor the nine Town Deal Interventions.	Head of Inward Investment	Monitoring & Evaluation submissions made according to contracted schedule and claim submissions filed according to contracted schedule.	

	Corporate Plan	Action 2023/24	Lead Officer(s)	2023/24 End of Year Progress Update	Key
				<p>Officer and Members Working Groups convened and continue managed.</p> <p>Ongoing engagement with, and communication to key stakeholder groups, including the Town Deal Board.</p> <p>Successful approval of Project Variation Request process(es) by DLUCH achieved.</p>	
		Progress the development of the new University Campus & Learning Centre in Great Yarmouth town centre.	Executive Director - Place	<p>RIBA stage 4 Construction commenced on site in November 2023, with a topping out ceremony planned for 29th March 2024.</p> <p>Several Students have undertaken work experience and training opportunities</p>	
4	Continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate redevelopment.	Continue engagement with property owners to prepare for the scheme. (TOWN DEAL)	Chief Executive	<p>Land Acquisition Strategy implemented and land assembly progressed.</p> <p>Levelling Up Funding secured.</p>	
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.	Commission demolition of the south side of The Conge. Develop full planning application.	Executive Director - Major Projects	<p>Vacant possession of all interests on the south of The Conge secured.</p> <p>Utility disconnections initiated and roof structures removed.</p> <p>Strategic development partners procured and Development Agreement concluded.</p> <p>Professional team appointed to commence the masterplanning and preparation of the planning application.</p>	
6	Strengthen our tourism and culture offer to provide greater year-round attractions and facilities for a more integrated visitor experience.	Ongoing delivery of 'Freshly Greated', the Creating People & Places initiative, to continue to build a resident producer network to help residents plan, produce and promote cultural activities on their doorsteps.	Head of Inward Investment	Project completed in Summer 2023	
		Produce specification of works and cost plan for Town Wall restoration and repair. Develop delivery model, training and carry out engagement activities.	Head of Inward Investment	Ongoing repairs conducted to the Town Wall by GY Preservation Trust in partnership with Historic England	
		Develop Wayfinding Sculpture Trail program, establishing governance model and conduct procurement	Executive Director - Place	Commissioning exercise completed with 11 Sculptures chose and approved by Public Arts Panel and Town Deal Board.	
7	To continue to develop our heritage offer through the promotion and development of our own assets across the borough.	Complete Winter Gardens RIBA 3 and submit National Lottery application Stage 2 Permission to Start the delivery phase.	Executive Director - Major Projects	<p>Listed planning consent granted October 2023.</p> <p>Full Heritage Lottery grant awarded for the delivery of the Winter Gardens January 2024.</p>	
		Continue oversight of the redevelopment of 160 King Street, NW Tower & St. John's Church by Great Yarmouth Preservation Trust.	Executive Director - Place	160 King Street and Northwest Tower complete and operational	
8	Extend Beacon Park Enterprise Zone and encourage growth in the South Denes Enterprise Zone	Continue to enact the Local Development Orders for both Enterprise Zones (Beacon Park & South Denes) to attract additional inward investment to the borough. Explore an extension to Beacon Park.	Head of Growth & Capital Projects	Beacon Park and South Denes Local Development Orders both used to encourage inward investment at multiple offshore energy events. Beacon Park extension retained within the review of the Great Yarmouth Local Plan.	

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	to support new businesses establishing themselves as well as attracting existing businesses to expand.	The Town Board has reprioritised Town Deal interventions/ projects in response to emerging funding gaps resulting from unprecedented inflationary pressure on capital schemes. Subject to Government approval, the allocated funding for development of a Business Incubator on South Denes under Town Deal Intervention No.1 will be refocused on other priorities and refocused on the preparation of a detailed masterplan and feasibility study.	Head of Growth & Capital Projects	The Business Incubator project in South Denes has reached RIBA stage 3 in terms of design and received Local Development Order certification in December 2023. A South Denes masterplan and associated promotional material are now being progressed, following the opening of the Herring Bridge across the river Yare.	
9	Convert greater numbers of planning permissions into developed-out sites.	Local Plan Part 2 was adopted Dec 2021. An increase in development being implemented has ensured that the Council now exceeds the 5-year Housing Land Supply	Head of Planning	As of December 2023 the Council could demonstrate a 6.34 year supply of housing. The housing delivery test results for 2022 (published December 2023) show that housing delivery in the Borough is at 127% above target over the three year monitoring period.	
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 to project completion.	Head of Growth & Capital Projects	The Herring Bridge opened on 1 st February 2024 to complete the delivery of £121million of bridge investment.	
		Complete Harfreys roundabout capacity improvements. Preliminary works on Vauxhall roundabout underway with full scheme delivery in 2024.	Head of Growth & Capital Projects	The Harfreys roundabout capacity improvements were completed in January 2024 in advance of the new Third River Crossing opening. National Highways have instigated preliminary works on Vauxhall roundabout.	
		Implement land acquisition strategy, & procure a Development Partner, for North Quay Riverside Gateway.	Executive Director - Major Projects	Council approved the Land Acquisition & Early Engagement Strategy 2023 Lambert Smith Hampton appointed as the delivery agents.	
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 £1.26m UK Shared Prosperity Fund award to deliver the investment plan approved on 5 Dec 2022, 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.	Head of Inward Investment	The two primary pieces of research were commissioned and provided. Coordination of the Skills Taskforce and associated stakeholder engagement continues. Mapping and engagement of skills provision and providers is ongoing. The draft Skills & Employability Strategy Action Plan includes the integration of research and stakeholder engagement.	

Improved Housing and Strong Communities

	Corporate Plan	Action 2023/24	Lead Officer(s)	2023/24 End of Year Progress 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.	Complete build and handover of 18 new 1-bed affordable homes on the Beach Coach Station site.	Head of Housing Assets	Project is complete. All 18 homes were handed over in July 2023 and the homes are now occupied. Homes were delivered within budget.	
		Adopt a Design Code for the Borough and individual sites/ areas.	Head of Planning	Design Code adopted in January 2024 as a Supplementary Planning Document.	
		Equinox Property Holdings Ltd to acquire at least ten high quality private sector rental properties.	Equinox Homes –Lead Officer	10 properties have been purchased and tenanted.	
		Equinox Enterprises Ltd to commence construction of 61 sustainable homes known as East Wood Phase 2.	Equinox Homes - Lead Officer	Having tendered for a construction partner in 2023/24 Qtr 1 & 2 without success, due to the instability of market conditions for housing, Equinox Enterprises continues to monitor market conditions with the aim of re-starting procurement for East Wood Phase 2 in Qtr1 of 2024/25.	
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.	Complete business case viability assessment to extend the Selective Licensing scheme.	Head of Environment and Sustainability	<p>The current scheme ended in January 24 with an audit and review of the scheme taking place, findings to be shared with Cabinet.</p> <p>Data compilation has been completed for viability assessment.</p>	
14	Providing decent homes to our existing tenants through a planned programme of improvement works and providing a responsive and quality repair service.	Develop a Housing Investment Plan setting out delivery of strategic priorities for HRA investment.	Executive Director - Property & Housing Assets	Work has progressed well in this area with a full appraisal of Sheltered Housing Schemes, with a view to establishing a Sheltered Housing Asset Standard, as well as the completion of a Stock Condition Survey to assist in the identification of the future housing investment needs of the Council's housing stock. Housing Investment Options are being fully cost modelled, using asset management software and a draft Housing Investment Plan has been developed.	
		Develop a first class, fit for purpose Health and Safety Management regime for the Council Housing Stock and the Corporate Portfolio.	Executive Director - Property & Housing Assets	In the last 12 months, there has been real progress made with developing a highly effective H & S management regime for Council Housing. Firstly, the introduction of a new management system - True Compliance - ensures that all data is held in a singular place - therefore, all safety checks, remedial actions and relevant documentation are maintained in a singular system. The system also provides regular management information reports which report performance across all compliance workstreams. H & S Compliance is now incorporated into the Corporate Performance Framework which will ensure the Council leadership are aware and monitoring performance in this critical area. At an operational level, there is much closer working between the Council and GYN where there has been a review and revision of all processes including enforcement to ensure all safety actions have been complete. Also, the Council and GYN are employing competent contractors to deliver all compliance-related works. These activities and changes led to the Regulator for Social Housing (in January 2024) lifting the Regulatory Notice on the Council which had been in place since October 2022 - a clear sign that the RSH has confidence in the successful implementation of the changes made over the last 15 months.	

	Corporate Plan	Action 2023/24	Lead Officer(s)	2023/24 End of Year Progress Update	Key
15	To understand the issues facing our largest housing estates and where appropriate bring forward regeneration plans.	Continue viability work to understand the costs of Middlegate regeneration and impact on Housing Revenue Account of regeneration. Explore options to develop a pilot regeneration scheme. Conduct discussions with funders re grant funding.	Head of Housing Assets	Work has been progressing to understand the costs of regeneration through the establishment of a baseline cost – the costs of works to homes on the estate if regeneration did not happen. This information is being derived from the Stock Condition Survey and cost modelling from the survey.	
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.	Develop a proposal for an Invest and Lease scheme and consider use of Empty Dwelling Management Orders (EDMO).	Head of Strategic Housing	Under an Invest and Lease Scheme the Council would take a 7-year lease with an owner, renovating the property and letting it for the period of the lease. The renovation costs are recovered through the rental income generated by the property when let. To date, modelling of the Invest and Lease Scheme has shown that it is financial unviable, however, the approval to create the Council's own social lettings scheme, now provides a new opportunity to for a viable solution and therefore needs to be reconsidered. The introduction of Empty Dwelling Management Orders would follow. This is reflected in the draft Empty Homes Strategy.	
		Continue to bring empty homes back into use working with relevant partners.	Head of Environment and Sustainability	During the first three quarters of 2023-24, over 300 empty homes have been brought back into use.	
17	To support residents to live in high quality and warm homes.	Continue delivery of the Social Housing Decarbonisation Fund (SHDF), Homes Upgrade Grant (HUG1) and Local Authority Delivery (LAD3) funded works	Head of Housing Assets	Social Housing Decarbonisation Fund Wave 1 delivery is complete – 123 homes improved. HUG1 delivery complete – 99 homes improved. LAD3 complete – 131 homes improved.	
		Deliver energy efficiency works to off gas network private sector properties, reflecting agreed targeting for funding.	Head of Housing Assets	Delivering Homes Upgrade Grant 2 (HUG2), marketing campaign has supported uptake of grants. Completed installs for 2023/4 funding. Mobilising publicity and identification of eligible properties for 2024/5 delivery.	
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.	Develop a Great Yarmouth Older Persons' Strategy incorporating a review of the Council's 'Be at Home' and Home Improvement Agency offer.	Head of Strategic Housing	'Be at Home' offer was reviewed and re-set with funders' support. Scoping work completed for a Great Yarmouth Older Persons' Strategy pending the NHS Norfolk & Waveney ICS new Ageing Well Strategic Framework	
		Complete a review of the sheltered housing stock to ensure it meets the requirement of a modern, fit for purpose sheltered housing service (including accessibility standards).	Executive Director - Property & Housing Assets	Review is underway with appraisals being undertaken of all schemes. Costings to meet the new sheltered housing standard are now being identified.	
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 Centre facility acting as a hub for both indoor and outdoor well-being programmes	In partnership with Active Norfolk develop and deliver the agreed 2023/24 actions in the Great Yarmouth Physical Activity Framework.	Executive Director - Place	GY identified as a Sport England Place Expansion area and as a result of this the physical activity framework needs to be incorporated into a wider sports and physical activity strategy for the borough which will be done during 24/25.	
		Deliver Year 3 of the Great Yarmouth Community Investment fund in partnership with the Norfolk Community Foundation	Executive Director - People	Facilitated by the Norfolk Community Foundation, the Great Yarmouth Community Investment Fund awarded £74,000 to 8 community organisations delivering projects that support Great Yarmouth's Locality Strategy four priorities.	

	Corporate Plan	Action 2023/24	Lead Officer(s)	2023/24 End of Year Progress Update	Key
		Complete land transaction for a new acute James Paget University Hospital.	Head of Property & Asset Management	Legal documentation has been shared between parties; land sale has been held up awaiting funding approval from JPUH. Following further valuations on the land from JPUH we are holding firm on our previous valuations and awaiting a response from JPUH	
20	To continue to develop our partnership approach to Early Help and preventative services to support our most vulnerable residents.	Implement the Great Yarmouth Locality Strategy Action Plan in collaboration with multi-agency partners as part of the Great Yarmouth Health and Wellbeing Partnership.	Executive Director - People	Great Yarmouth Health & Wellbeing Partnership's collective funding and collaborative working across HWP partners is delivering the Great Yarmouth Community Hub operating model, eight HWP workstreams funded by Norfolk Public Health, and a pilot Community Falls Prevention scheme funded by iBCF.	
		Develop plans with multi-agency partners for a co-funded integrated neighbourhood / locality team to deliver on prevention and inequalities outreach.	Executive Director - People	Scoping meetings undertaken led by East Coast Community Health. Great Yarmouth Community Hub continues to strengthen offer to residents and partner practitioners. Family Hub for Great Yarmouth (at Shrublands, Gorleston) now in place led by NCC Children's Services.	
		Work through the Great Yarmouth & Waveney Place Board to understand the ICB Community Services Review and opportunities that present for further co-working and integration in council delivery.	Executive Director - People	ICB Community Services Review remains underway.	

A Quality and Sustainable Environment

	Corporate Plan	Action 2023/24	Lead Officer(s)	2023/24 End of Year Progress Update	Key
21	To ensure all year round we have a clean and attractive borough, including our streets, green spaces and beaches.	Commence Trees for Cities Phase 2 planting and identify further planting sites to ensure all trees are planted in line with contracted outputs.	Executive Director - Major Projects	The Trees for Cities project was completed in QTR 1 2023.	
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.	Complete a refresh of the Anti-Social Behaviour Strategy and Action Plan and implement upon ratification.	Head of Environment and Sustainability	ASB Strategy drafted and going to April Cabinet.	
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.	Continue trial of E-Scooters in line with Department for Transport regulations. Monitor usage and increase fleet size, parking bays to be monitored and added/removed when required. Report ongoing operation of trial to the Great Yarmouth Transport & Infrastructure Members Working Group. In addition, completion of the approvals process for an expansion and extension of the scheme with Government, local stakeholders and the provider, Ginger.	Head of Growth & Capital Projects	E-Scooter trial in Great Yarmouth has been a success with Ginger (on a national scale) in terms of the number of users and carbon emissions saved. The fleet size has been increased and parking bays monitored / adapted. The Department for Transport have extended the trial period, which has been a challenge for the current operator who ceased operation at 11.59pm 31st January 2024.	
		Continue collaboration with NCC to agree final locations to increase Electric Vehicle Charging Points in coastal, rural and tourism areas across the borough to be funded from the NCC led Office of Zero Emissions LEVI Pilot scheme.	Head of Customer Services	Initial locations identified and in scope for identification of existing power supplies to upgrade (where required) pending sign off 'Plug-in Norfolk' Terms & Conditions	
		Conduct investigation to identify suitable solution/supplier to further expand Electric Vehicle Charging Points across the Borough, initially focussing on GYBC car parks and on-street tourism/commercial locations. This includes a potential pilot for solar powered car port charging on a seafront car park funded through the Norfolk Investment Fund, Office of Zero Emissions LEVI Main Scheme.	Head of Customer Services	Initial locations identified and in scope for identification of existing power supplies to upgrade (where required) pending sign off 'Plug-in Norfolk' Terms & Conditions in relation to GYBC owned land	
		Continue investigation with NCC into suitable location and Supplier for installation of an EV Charging Hub funded by a combination of Norfolk Investment Fund/Supplier Contribution and potential landowner	Head of Customer Services	Discussions ongoing between GYBC and NCC Officers to locate suitable site near to Herring Bridge Crossing	
24	Environmentally sustainable long-term management of our high-quality coastal environment.	Continue to identify opportunities for financing of the full rock berm scheme for Hemsby. Work on development options for adaptation solutions for the coastline.	Head of Property & Asset Management	Emergency Works were completed in March 2023, full scale scheme is currently on pause to agree long term solutions and limited funding to be able to implement anything substantial. Adaptation working group are working towards identifying a long-term solution for Hemsby.	
		Obtain approval of business case and identification of funding to deliver the recommended scheme of repair for the South Denes sea wall.	Head of Property & Asset Management	High level assessment was completed by Atkins, application for funding for studies to inform the outline business case were completed.	

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25	Play an important local role in enhancing environmental sustainability, using resources more efficiently, recycling more and promoting the use of 'green energy'.	Implement Year 2 of the Council's Sustainability Strategy towards a pathway to net zero by 2035 including a pilot Net Zero Community.	Head of Environment and Sustainability	Officer working group setup and review of actions takes place on regular basis.	
		Introduce and promote a commercial waste recycling service via GYS Limited.	Director of Operational Services	Holiday Let owners to be written to March/April. Further to being awarded GYBID Business Recycling tender, GYBID and Visit Great Yarmouth have sent a questionnaire to all of their members.	
		Implement Bio-Diversity Net Gain requirement of the Environment Act 2021. Government response to consultation on new Regulations published Feb. 2023.	Head of Planning	Biodiversity Net Gain introduced by Government for large sites from 12th February 2024. Addressed through determination of planning applications.	
		Complete audit of communal waste to inform future collection rounds.	Director of Operational Services	Project team working through workstreams since June 2023, infrastructure funding request submitted for approval Cabinet 22FEB24. Roll out plan being worked through for April 2024 go live.	
		To agree data requirements in preparation for the introduction of national policy changes for waste.	Head of Environment and Sustainability	DEFRA have released a deadline for delivery of weekly food waste collection. This is set for April 2026. They have released capital funding proposal for this scheme which is currently being challenged by the Council as it will not cover our costs.	
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.	Deliver the final Heritage Action Zone (HAZ) year, including the completion of key projects 145 King Street, and Town Wall restoration.	Head of Inward Investment	Project now completed, ongoing liaison with delivery partners and Historic England (HE) to address historic mismatch between HE and match funding to enable formal closure.	
		Develop and review the Council's website to comply with new WACG 2.2 accessibility guidelines.	Head of IT, Communications & Marketing	Accessibility has improved considerably, moving from being ranked 227 th to 13 th of the most accessible council owned websites. Accessibility training is underway for web authors.	
		Explore measures to increase digital inclusivity and ensure services are available to all.	Head of IT, Communications & Marketing	Focus groups undertaken to understand barriers to engagement and to ensure website is accessible to our communities, further groups planned to 2024.	
27	Working with local tourism businesses to improve the sustainability of our visitor economy and promoting our green credentials to visitors.	Promote Circular Economy opportunities for businesses to prevent, reduce or reuse waste as a resource e.g., reusable cups, re-manufacture, reuse and recycling of plastics and food waste reduction services.	Head of Sustainability & Environmental Services	FACET project all completed and assets all projects delivered.	

An Efficient and Effective Council

	Corporate Plan	Action 2023/24	Lead Officer(s)	2023/24 End of Year Progress 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	Continue development and roll out of apprenticeships and the National Graduate Development Programme (NGDP). Deliver the People Strategy Action Plan.	Head of Organisational Development	Apprenticeships continued throughout 2023/24 with 14 on programme as at 20/02/2024, and 4 successful completions throughout the year. Unfortunately, despite participating in the NGDP this year we had no suitable candidates. Apprenticeships are well embedded in business as usual now. All actions scheduled for 23/24 are either completed or well under way. Following results from the Best Employers Survey, work is ongoing, taking into consideration staff feedback, on actions for 24/25 and a refresh of the people strategy in 25/26.	
29	A constitutional system and processes which support sound governance which are widely understood and support transparency and accountability.	Create new website pages to increase public accessibility and promote the Council's new model of governance.	Head of Legal & Governance	New website pages created explaining the Council's new model of governance. Webpages designed to make the democratic processes of the Council more understandable and accessible to the Public.	
		Improve procurement support via an external service and build officer awareness and understanding of procurement processes and contract management.	Head of Legal & Governance	East Suffolk Council have been secured as the new procurement service provider. Bespoke guidance on procurement processes and contract management has been commissioned from an EELGA consultant and will be published on the Council's intranet. Lead officers are now required to submit planned procurements as far in advance as possible for inclusion in a procurement pipeline document shared with ESC and to create a procurement plan for submission to ESC ahead of the instruction.	
30	Continue to develop a robust approach to business planning and project management which underpins good decision-making.	Conduct a detailed review of all base budgets and income opportunities to deliver a sustainable budget from 2024/25. Actively lobby the Government for fair funding in response to the inflationary funding pressures.	Executive Director – Resources	The 2024/25 budget was approved with the inclusion of £1.7million additional income and savings to be delivered in the 2024/25 and future years. The Council has continued to actively lobby for a fair allocation of resources both individually and jointly with other organisations.	
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.	Finalise upgraded asset management database and deliver the Operational Asset Management Plan.	Head of Property and Asset Management	Implementation of Concerto has begun, all assets have been updated and data cleansed and now located within Concerto. Aquisition's and disposals will be defined by condition reviews in 2024.	
		Conduct feasibility study and produce a report considering options for the location of GYS depot.	Executive Director - Place	Feasibility study complete. Tender for consultant to identify locations and cost to deliver.	
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.	Continue to increase online transactional services and proactively encourage customers to use these services where provided. Proactively work with IT & Digital Improvement Manager to review and improve current customer website platform and 'my account' provision for a more user-friendly and effective customer experience.	Head of Customer Services	Expanded Revs & Bens Customer Portal with more online transaction services relating to Council Tax, Business Rates and Benefits now available. Initial discussions underway to consider user friendly and effective solutions.	
		Carry out the phased implementation of a new IT system for Environmental Services & Licensing.	Head of Environment and Sustainability	Soft market testing completed and business case to be signed off for procurement in early 24/25. Some delays to the project due to now including planning and building control.	

	Corporate Plan	Action 2023/24	Lead Officer(s)	2023/24 End of Year Progress Update	Key
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.	Executive Director - Resources	Some training provided in relation to the use of the Centros system, wider training programme to be delivered. PDR objectives included for all managers covering good governance around financial management.	
		Develop a HRA Income Management Strategy incorporating a link to a HRA Business Plan for 2023/24 to 2027/28 focusing on housing priorities and financial position.	Head of Housing Assets	Draft HRA Income Strategy developed. This action also relates to work on the housing investment plan is in hand - see above.	
34	Meet our equalities responsibilities by ensuring that equality sits at the heart of our decision-making.	Continue with delivery of year 1, review and update the Action Plan and deliver Year 2 of the Equality, Diversity and Inclusion Action Plan.	Head of Organisational Development	<p>Significant progress on ED&I was reported to Cabinet October 2023. The report identified success in accessibility within the Borough and to events, a revitalised strategy & policy, as well as a good understanding of our Borough and workforce profile, development of an Equality Impact Assessment tool which is being used across the council, training for our staff, achieving Disability Confident Leader status, one of only 2 in the Borough, and the launch of project search.</p> <p>Key achievements so far include sector-defining work to contribute to the Government's ambition to make the UK the most accessible tourism destination for disabled people in Europe.</p> <p>The report included a summary of the Council's workforce profile. There is good evidence that the workforce represents the local population, particularly in relation to ethnicity. This is an excellent indicator that recruitment practices promote race equality, and it also means that the Council performs strongly on workforce representation compared to other UK local authorities.</p>	