

URN: 21-125

Subject: COVID-19 Pathway to Recovery - Update

Report to: Policy & Resources Committee – 27th July 2021

Report by: Sheila Oxtoby, Chief Executive

EXECUTIVE SUMMARY

This report provides members with an update on the 'Pathway to Recovery' paper approved by this Committee on 23 June 2020. Throughout the last 12 months the Council has continued to respond to the needs of residents and businesses impacted by the pandemic by actively working with NHS health services, the County Council, other districts, NALP, voluntary and community sector, community volunteers, business groups and local partner agencies. The recovery plan has been flexed, adapted and refocused taking account of immediate needs as well as maintaining a medium to long term view of economic and community recovery.

The Council continues to deliver against an ambitious vision as set out within the Council's Corporate Plan. Significant investment has been secured within the last 12 months to drive forward our regeneration plans.

RECOMMENDATIONS

That the Committee resolves to:

- (a) Note and approve the updated Action Plan for the Great Yarmouth's 'Pathway to Recovery Plan' in Appendix 1.**
- (b) Delegate authority to the Chief Executive to sign the Partnership Agreement with Norfolk County Council in regards to the Local Outbreak Management Plan.**

1. BACKGROUND

- 1.1 Our response to the COVID-19 pandemic is part of the Norfolk Local Resilience Forum multi-agency working. The structured Norfolk LRF approach in the response phase was vital. Since then services have morphed and adapted to ensure business continuity and support for the borough's business sector, community groups and residents. Sixteen months on, the council has moved into normalisation and recovery phase whilst still able to respond as and when needed to setting outbreaks and resilience support for our vulnerable residents and those needing to self-isolate.

1.2 The council's action plan continues to be adapted to take account of changing circumstances in responding to the pandemic whilst maintaining a focus on the medium to long term ambitions.

1.3 Vision

Our vision for normalisation and recovery was identified in three stages. Over the last 16 months we have continued to respond, adapt and innovate:

Respond – during this phase we need to reflect and learn from other countries and events as well as gather data and intelligence from the business community as well as understanding needs and concerns within the wider community.

Adapt – prepare businesses and residents to be able to adapt to 'new normals' as well as preparing for different scenarios in lifting of restrictions in respect of social distancing as well as potential future peaks in infection. To help businesses adapt to new technology and methods of working to re-position them competitively within changing economic structures.

Innovate - To grow the economy through innovation, regeneration and direct intervention particularly where the economy struggles to adapt and where there are high levels of deprivation and unemployment.

1.4 Key Workstreams

Our current normalisation and recovery plans are based around three key workstreams which are:

Economy - having the right solutions in place to support our economy to recover and adapt either through direct interventions or through business support and advice. This will require the Council working at both macro and micro levels to ensure our economy is in the best possible position.

Community – to support our communities in building on the social capital generated through this crisis and build on existing and new infrastructure to address social issues and recreate pathways to employment and future career opportunities.

Organisational – Understanding the financial implications of responding to COVID-19 whilst having appropriate strategic and service recovery plans in place which reflect organisational changes to working practices and streamlining of processes. The adaptation and learning from this emergency response need to be captured and inform new ways of working.

1.5 Key Outcomes

Key outcomes for each of the workstreams are as follows:

Economy

- ***Business support***

- To understand the impact at a macro and micro level on our economy and specifically on types of business and sectors – to collate all business intelligence from the LEP, Chamber, Town Centre and Tourism BIDs.
- All businesses will have accessed all available funding and resources to support them in adapting their business to the 'new normal', especially funding streams from key strategic partners such as the LEP "Resilience and Recovery Fund"

- To ensure our SMEs can adapt and innovate by providing direct business planning advice and technological advice linking in with the wider Local Enterprise Partnership work on supply chains and supporting the development of and acting on business intelligence.
 - To ensure the Council bids for and accesses new funding opportunities to support local economic recovery and local employment.
 - To use our own funding through procurement and regeneration
- ***Sector Support***
 - To support businesses to prepare for different approaches to marketing and promotion of the Borough to maximise economic recovery potential in different scenarios.
 - Businesses will be able to trade 12 months a year, maximising the opportunities for the visitor and tourism sector
 - Ensure the successful delivery of the Culture, Tourism and Heritage strategy as endorsed by the Cultural Board
 - A comprehensive 'All Energy' recovery plan that provides the delivery of the Operations and Maintenance Facility and progresses the Incubation Centre and Enterprise Zone Opportunities.
- ***Employment and Skills***
 - To maximise employment opportunities and complete the work on career pathways to ensure this remains fit for purpose to deliver on social mobility.
- ***Reopening the High Streets***
 - The provision of a safe, clean and enhanced retail environment where businesses and consumers feel confident to trade and shop and which encourages more sustainable access.

Community

- ***Vulnerable and Shielded***
 - To complete comprehensive community support plans beyond the initial response phase to provide a new community development approach (including early help, skills development and career pathways) which builds upon the social capital generated by volunteering networks through the COVID-19 response.
- ***Healthy and Engaged***
 - To have improved health and economic wellbeing for the most disadvantaged in the Borough, following a re-evaluation of the council's outreach and community development work having strengthened links with the DWP and VCSE agencies.
- ***Rough Sleeping and Homelessness***
 - To have a costed transient and homeless strategy and action plan thus continuing to accommodate and provide wrap around services for people with street lifestyles, preventing repeat behaviour.
- ***Housing Market Analysis***
 - To have evaluated the impact on the housing market and as a result provide an updated housing strategy, delivering on new build and brownfield sites as a priority.

Organisational

- ***Financial Planning and Service Impact Analysis***

- To have costed recovery plans for each service area which includes provision of adaptation measures to support new ways of working.
- To have a completed Council financial impact analysis based on the modelling of different scenarios, understanding the impact of COVID-19 on the organisation.
- ***Staff Welfare and Support***
 - Provide and deliver a transitional organisational framework and plan which identifies all the employment and staff welfare issues, which need to be planned for and linked to the various scenario planning for lifting of social isolation measures and normalisation.
 - To have an updated constitution and streamlined bureaucratic arrangements for decision-making linked to potential system change from a Committees to Cabinet form of governance
- ***Advancing Digital & IT***

To have a comprehensive business and technology strategy linked to the financial strategy, delivering organisational investment to capitalise on efficiencies and process improvement demonstrated through the COVID-19 response.

Appendix 1 provides a detailed update against each of these workstreams.

1.6 Risks

The biggest risk remains the unknown in terms of the accuracy of future modelling and long-term social consequences of ongoing restrictions.

During each phase of the action plan, the Council assesses the threats to service provision and puts in place adequate safeguarding measures to mitigate risk to its workforce and thereby protects and maintains service delivery. The Council has been able to do this by fast-tracking its digital improvement plans and investing in remote-working connectivity. The objective of this activity is to ensure that mitigating actions are in place to maintain key service to our customers and risk is contained. The analysis identified the following significant actions to protect services:

- Maximise the number of staff working remotely: this included implementing new contact centre technology which allowed customer call handlers to work from home.
- Working closely with our suppliers to ensure they had response plans in place: a good example of this was GYBS who maintained waste collection during the initial peak of the pandemic.
- Redeployment and flexibility: by working flexibly GYBC was able to backfill services which were under additional pressure, notably the Community Hub and Housing Services.
- Volunteering: using volunteers to support food and medical deliveries reduced the demand on Council Officers. This was particularly important for Environmental Health.

In terms of transitioning to new ways of working key risk mitigation actions will be:

- Maintaining positive benefits of remote working and flexible response, supported by the digital improvement strategy
- Ensuring the Council offices are safe places to work and compliant with COVID-19 guidance

- Community resilience is maintained by the multi-agency approach as part of the Great Yarmouth Community Hub operating model

2. FINANCIAL IMPLICATIONS

- 2.1 Since the start of the pandemic the Council has been allocated emergency Covid funding totaling £2.9m (including £745,722 for the 2021/22 financial year). Furthermore sales, fees and charges funding of £931k has been claimed to offset 75% of lost income from eligible income streams. This funding has been used or committed to mitigate the financial impact of the pandemic to the Council
- 2.2 In addition to the funding allocated by Central Government, the Council along with other districts and boroughs in Norfolk have been able to access Contain Outbreak Management Fund grant via Norfolk County Council's allocation of funding and recently received an allocation direct from Government, taking the total allocation to £1.39million. This has been used in line with the Government's guidance on COMF and locally has been used for example on supporting test and trace, contact tracing and for the deployment of Covid Marshalls for the proactive work on contain the virus
- 2.3 The district partnership agreement provides a framework for the collaborative working across Norfolk to manage and deliver services to control further outbreaks. It outlines the continued service delivery to support outbreak controls. This report is seeking delegation to the Chief Executive to sign the partnership agreement in regard to the Local Outbreak management Plan to enable further funds and support for the COMF to be accessed.

3. RISK IMPLICATIONS

- 3.1 The ability to deliver the Pathway to Recovery Plan and this year's Annual Action Plan 2021/22 continues to rely on the overall resources of the Council which will be dependent on a number of factors including (but not limited to) the income generated from Council Tax, Business Rates, and central Government funding - recognising and responding to the fact that COVID will have a significant detrimental impact on its budgets.

4. CONCLUSION

- 4.1 The Council has used all its local intelligence to support its community & businesses during the last sixteen months. A new operating model of providing council services is in place and remains in place for the current time. Recovery from the pandemic remains a priority and therefore has been incorporated into the council's ongoing business by way of its Annual Action Plan for 2021/22.

5. RECOMMENDATION:

That the Committee resolves to:

- (a) **Note and approve the updated Action Plan for the Great Yarmouth's 'Pathway to Recovery Plan' in Appendix 1.**
- (b) **Delegate authority to the Chief Executive to sign of the Partnership Agreement with Norfolk County Council in regards to the Local Outbreak Management Plan.**

Area for consideration	Comment
Monitoring Officer Consultation:	As part of ELT
Section 151 Officer Consultation:	As part of ELT
Existing Council Policies:	Corporate Plan 2020-2025, Annual Action Plan 2021/22, Economic Growth Action Plan. Great Yarmouth Pathway to Recovery Plan June 2020
Financial Implications:	As detailed in the report and provided by the S151 Officer
Legal Implications (including human rights):	None
Risk Implications:	As detailed in the report
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A




Action Table as at 27 July 2021

Theme	Key actions																																										
Economy																																											
Business Support and Advice	<p>Respond:</p> <ul style="list-style-type: none">A summary of the financial support provided direct to businesses to date is shown in the table below: <table><tr><th>Business Grant Type - Summary to 30 June 2021</th><th>Number of Grant Awards</th><th>Amount Awarded £</th></tr><tr><td>National Business Rates Grants</td><td></td><td></td></tr><tr><td>Small Business Grants Fund</td><td>1,904</td><td>19,040,000</td></tr><tr><td>Retail, Hospitality and Leisure Business Grants Fund</td><td>917</td><td>12,530,000</td></tr><tr><td>Local Restrictions Support Grant, Open, Closed & Addendums</td><td>6,434</td><td>10,299,809</td></tr><tr><td>Business Support Package Lockdown (Jan 2021 lumpsum)</td><td>1,490</td><td>6,629,000</td></tr><tr><td>Christmas support/ Wet-led pubs Grants</td><td>77</td><td>77,000</td></tr><tr><td>Restart Grants</td><td>1,361</td><td>10,414,743</td></tr><tr><td></td><td></td><td></td></tr><tr><td>Local Discretionary Business Grants</td><td></td><td></td></tr><tr><td>Local Authority Discretionary Grant</td><td>201</td><td>1,710,000</td></tr><tr><td>Additional Restrictions Grant (ARG)</td><td>400</td><td>2,876,227</td></tr><tr><td></td><td></td><td></td></tr><tr><td>Total</td><td>12,784</td><td>£63,576,779</td></tr></table> <ul style="list-style-type: none">In addition to the provision of grants directly allocated to the council, officers have been working hard to promote all available resources for businesses, in particular those provided by the LEP. Results of this facilitation, signposting and general promotion, take up of the LEPs schemes have increased by 6 times previously approved during 2019/20. Whilst Great Yarmouth accounts for just 4.5% of all businesses across the New Anglia area, it accounted for 8% of all funding applied for through these schemes, 10% of grant value approved, 8% of grant value claimed and 10% of all the private co-investment realised. <p>Adapt:</p> <ul style="list-style-type: none">Seafront regeneration plans and master planning considered in light of pandemic, recovery and £20.1m Town Deal national government investment funding. <p>Marina Centre project in construction phase, ensuring health and wellbeing is prioritised as part of the Boroughs recovery.</p> <p>The Wider Business Support package now in place reflects the broad themes agreed at the Economic Development Committee meeting – Digital transformation and e-commerce, sector specific grants and business recovery and start-up support. Members</p>	Business Grant Type - Summary to 30 June 2021	Number of Grant Awards	Amount Awarded £	National Business Rates Grants			Small Business Grants Fund	1,904	19,040,000	Retail, Hospitality and Leisure Business Grants Fund	917	12,530,000	Local Restrictions Support Grant, Open, Closed & Addendums	6,434	10,299,809	Business Support Package Lockdown (Jan 2021 lumpsum)	1,490	6,629,000	Christmas support/ Wet-led pubs Grants	77	77,000	Restart Grants	1,361	10,414,743				Local Discretionary Business Grants			Local Authority Discretionary Grant	201	1,710,000	Additional Restrictions Grant (ARG)	400	2,876,227				Total	12,784	£63,576,779
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Theme	Key actions
	<p>were also keen to ensure that businesses also received continued grant support a) for business adaptation and efficiency measures in enterprises operating in the visitor economy, and b) to contribute to start-up costs for new enterprises. This scheme is due to launch in the summer 2021. ensuring activities and initiatives are developed as a response to the demands and needs of the borough's businesses in partnership with other councils and organisations.</p> <p>Innovate:</p> <ul style="list-style-type: none"> Now approved the Town Deal Investment Plan and Future High Street programmes will ensure complete strategic regeneration of Great Yarmouth town centre and seafront.
Sector Support	<p>Respond:</p> <ul style="list-style-type: none"> Economically the hardest hit businesses within the Borough are those within the visitor economy. VisitBritain has projected a downturn in tourism spending of 48% in 2020, reflecting unprecedented supply-side and demand-side challenges arising from the pandemic. This highlights the particular susceptibility of accommodation and food services, arts, entertainment and recreation/leisure to any disruption to trade during the peak summer season, with around 70% of trade occurring between April and October. The impact of pandemic from the cancellation of cultural, artistic and tourism provision in Great Yarmouth, alone, will be around £11M, extending the economic impact far beyond those enterprises directly servicing the relatively fragmented tourism sector. Given the impacts of this, the council has put into practice a number of schemes to respond to the immediate financial impact of the pandemic at the levels of both individual tourism and culture-focused enterprises and the local economy, and build longer-term capacity within relevant sectors to facilitate the adaptation to emerging tourism trends and visitor expectations – particularly catering for increased experiential and out-of-season visitor spend. <p>Adapt:</p> <ul style="list-style-type: none"> The Economic Growth Action Plan has been updated and provides sector specific plans as part of the wider recovery work, for example – the Visit East of England and Visit Norfolk strategies for the Tourism Sector. The Culture, Tourism and Heritage Strategy has been agreed with partners and is supporting the evolution to an all-year round visitor destination. The Council's capital investment in a winter programme titled <i>See Great Yarmouth in a Different Light</i> is providing decorative lighting, floodlit buildings and light projection to support outdoor experiential trails. The 'all energy industry council' and East of England Energy Zone brand 'GENERATE' has been developed and implemented <p>Innovate:</p> <ul style="list-style-type: none"> Works are on-site for the preparation of the new Operations and Maintenance facility in the Outer Harbour and land assembly area thereby establishing Great Yarmouth as a Centre of Excellence for offshore renewables.

Theme	Key actions
	<ul style="list-style-type: none"> • The council is benefitting from Norfolk CC's Interreg Project EXPERIENCE from inclusion in a new circular Norfolk Art Trail which will include a commissioned public art sculpture as part of the new covered market. • Hospitality, leisure & food businesses are able to participate in Norfolk CC's Interreg Project FACET which looks to establish a circular economy and avoid waste – ensuring sustainable tourism is at the heart of the local visitor economy. • Construction is underway on the new covered market for Great Yarmouth together with improvements to connected open spaces and places to dwell in the public realm. • Great Yarmouth & East Suffolk Councils have entered the UK City of Culture 2025 competition to enable residents and communities to engage with and benefit directly from the investment in the arts, health, & creative sectors and for the borough as a visitor destination.
Employment and Skills	Respond: <ul style="list-style-type: none"> • The council continues to engage with partners such as the DWP, and local Job Centre Plus to ensure residents at imminent risk of redundancy and align activities with the Communities team to ensure swift response for those experiencing health, wellbeing and poverty issues as a result of unemployment.
	Adapt: To date, the council's support for businesses has included: <ul style="list-style-type: none"> • Search and contact team – reached out to over 1,200 businesses who were potentially eligible for the grants but had not applied (making around 9,330 calls in total) • Business guidance over the dedicated business support phone line, dealing with over 1,700 calls from businesses in the Borough seeking support or guidance, many with complex needs. • Providing a Daily FAQ with reviews and appropriate updates on the dedicated council business pages. • Issued £63.5 million in business support grants making 12,784 awards to eligible businesses (see section 3.3) • Developed a Norfolk-wide business survey which sought local level business intelligence to support the development of local schemes, including: <ul style="list-style-type: none"> ▪ £410k by way of a tourism and hospitality scheme to support businesses ▪ Launched local adaptation grants to assist businesses to become COVID secure. 46 businesses accessed £42,773 of grants, averaging £930 a business ▪ Launched a winter adaptation grant valued at £100k for the hospitality and tourism sectors, providing support for 26 businesses ▪ Delivered an EU grant to 'Reopen the High Street Safely' investing £87,488 in COVID secure measures such as barriers, signage and other social distancing measures.

Theme	Key actions
	<ul style="list-style-type: none"> ▪ Designed and delivering the ‘Welcome Back Fund’ scheme from £145,500 of EU funds. Providing animations and events, COVID marshalling and additional CCTV for the safety of the Borough’s returning visitors ▪ Development of a Wider Business Support Package of measures of £250,000, providing support for e-commerce, business recovery schemes and start up grants. • Developing a “Good Practice Guide” and supporting practical “Reopening Toolkit” to assist businesses in reopening safely. • Developing and administering the discretionary grant scheme’s programme with a total allocation of £4,586,000 • Revisiting, prioritising and where possible accelerating major regeneration programmes and projects. <p>Innovate:</p> <ul style="list-style-type: none"> • The Council has submitted a comprehensive skills programme known as ‘OpportunityGY’ as part of the government’s Community Renewal Fund scheme which will establish a Skills Taskforce. • The Skills Taskforce will co-ordinate interventions to improve access to and enhance the visibility & uptake of numerous local learning, upskilling, re-skilling interventions to maximise social inclusion and the accessibility of local opportunities, ensuring that the jobs that employers need to fill are aligned to pathways for residents to access them.
Re-opening the High Street	<p>Respond:</p> <ul style="list-style-type: none"> • Continue to work with the Town Centre and Tourism BIDs, local business representatives (e.g. Chambers of Commerce, Federation of Small Businesses and traders associations) to ensure businesses operate safely in line with government guidance and continue to assist public realm adaptation measures. <p>Adapt:</p> <ul style="list-style-type: none"> • COVID Marshals continue to provide support and guidance to visitors, businesses and residents in town centres, support Contact Tracing and door-to-door welfare calls. • Town Deal and Future High Street Funding capital investments together with the Heritage Action Zone plans are supporting businesses to improve their shop frontage, prepare for re-opening and an increase in footfall. <p>Innovate:</p> <ul style="list-style-type: none"> • In addition to COVID Marshals continuing to support the pandemic response, their ambassadorial visible presence enables visitors to be informed about the borough and its regeneration schemes.
Community	

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Supporting Vulnerable Residents	Respond: <ul style="list-style-type: none">The community helpline and support for vulnerable residents and those needing to self-isolate continues. A summary of the community support is shown in the table below: <table><tr><td>Great Yarmouth</td><td>23 March to 31 May 2020</td><td>1 June 2020 – to date</td><td>Total</td></tr><tr><td>Support calls made – proactive & reactive</td><td>3,063</td><td>1,884</td><td>4,947</td></tr><tr><td>Vaccinations calls made on behalf of JPH</td><td>-</td><td>5,466</td><td>5,466</td></tr><tr><td>General guidance & advice</td><td>355</td><td>3,151</td><td>3,506</td></tr><tr><td>Track & Trace, Contact Tracing & Welfare Checks</td><td>1,151</td><td>1,296</td><td>2,447</td></tr><tr><td>Food Parcels organised</td><td>392</td><td>707</td><td>1,099</td></tr><tr><td>Loneliness & Isolation requests</td><td>4</td><td>95</td><td>99</td></tr><tr><td>Medication deliveries</td><td>1,519</td><td>256</td><td>1,775</td></tr><tr><td>Assistance with Pets</td><td>112</td><td>5</td><td>117</td></tr><tr><td>Other requests</td><td>202</td><td>1,848</td><td>2,050</td></tr><tr><td>Case referrals for early help support</td><td>-</td><td>811</td><td>811</td></tr><tr><td>Requests for financial support e.g. help with heating, hot water, utility bills</td><td>506</td><td>115</td><td>621</td></tr><tr><td>Hardship / Fuel Grants issued (since 13 January 2021)</td><td>-</td><td>196</td><td>196</td></tr></table>	 Great Yarmouth	23 March to 31 May 2020	1 June 2020 – to date	Total	Support calls made – proactive & reactive	3,063	1,884	4,947	Vaccinations calls made on behalf of JPH	-	5,466	5,466	General guidance & advice	355	3,151	3,506	Track & Trace, Contact Tracing & Welfare Checks	1,151	1,296	2,447	Food Parcels organised	392	707	1,099	Loneliness & Isolation requests	4	95	99	Medication deliveries	1,519	256	1,775	Assistance with Pets	112	5	117	Other requests	202	1,848	2,050	Case referrals for early help support	-	811	811	Requests for financial support e.g. help with heating, hot water, utility bills	506	115	621	Hardship / Fuel Grants issued (since 13 January 2021)	-	196	196
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	Adapt: <ul style="list-style-type: none">The work of the Community Hub continues to support NHS partners including Norfolk & Waveney Clinical Commissioning Group, Great Yarmouth & Northern Villages Primary Care Network, Gorleston & Southern Parishes Primary Care Network, and GPs. In particular, the council has been supporting the roll-out of vaccination services and outreach work with harder-to-reach communities in terms of disseminating key public health information from trusted sources.The Council supports Norfolk Public Health as part of the ‘Local Zero’ Track & Trace services. This involves trained COVID Marshals working in pairs to undertake face-to-face door knocking, telephone calls and welfare checks on residents needing to legally self-isolate.																																																				
	Innovate: <ul style="list-style-type: none">In January 2021, the Council was awarded funding as part of the Government’s Community Champions’ Programme which has enabled outreach and other focused work to be undertaken to support the NHS with key messages about COVID and access to vaccinations.The Council is also undertaking ‘contact tracing’ of those testing positive living in the borough together with follow-up welfare calls and the organisation of either a self-isolation payment or access to volunteer services to undertake shopping and other household needs which are hindered from needing to self-isolate.																																																				

Theme	Key actions
Healthy and Engaged	Respond: <ul style="list-style-type: none"> The council continues to support community and voluntary groups to access grants (e.g. Sport England, Norfolk Community Foundation and Active Norfolk) to support long term survival.
	Adapt and Innovate: <ul style="list-style-type: none"> Great Yarmouth Locality Strategy has been agreed across all community-facing partner organisations with a deep dive into health inequalities taking place jointly with Norfolk Public Health, N&WCCG, East Coast Community Health and the council. Great Yarmouth Community Hub is operational with two physical multi-agency spaces available subject to social distancing requirements.
Rough Sleeping and Homelessness	Respond: <ul style="list-style-type: none"> Emergency response provided for rough sleepers under 'Everyone In'. In total the Council has accommodated 173 individuals under Everyone In, with 2 individuals remaining in emergency accommodation at July 2021. The Council worked with all those accommodated to identify support needs, ensure registration with GP, access health services and to support moves to settled accommodation.
	Adapt: <ul style="list-style-type: none"> The Council made successful bids in 2020/21 to the MHCLG for £468,167 additional funding – funding emergency accommodation, support staff and initiatives to support access to the Private Rented Sector. The Council's bid for Rough Sleeping Initiative (RSI) Funding (Year 4 – 2021/22) reflected a significant increase in the Council's ask for funding in light of the scale of rough sleeping demonstrated by the pandemic and the need to deliver a sustained reduction in rough sleeping. As a consequence, the Council was awarded a total of £529,970 of RSI funding. In addition, the Council has bid for Rough Sleeping Accommodation Programme capital and revenue funding to support the delivery of a Transitional Housing Scheme, providing supported housing for rough sleepers and those at risk of accommodation for up to year, providing a transition to independent housing.
	Innovate: <ul style="list-style-type: none"> Norfolk wide approach to eradicating rough sleeping and homelessness is under development.
Housing Market Analysis	Respond: <ul style="list-style-type: none"> Continuing to work to evaluate the impact on the local housing market using an estate agents survey and national intelligence.
	Adapt: <ul style="list-style-type: none"> Housing Strategy has been updated in response to market intelligence.

Theme	Key actions
Organisation	
<i>Financial Planning and Service impact analysis</i>	<p>Respond:</p> <ul style="list-style-type: none"> During the summer of 2020, the Town Hall was safely reopened to the public allowing pre-arranged appointments to be conducted face-to-face as needed. This was successfully delivered and has enabled our communities to access services as required through a number of delivery channels, including face-to-face. The IT provision has continually developed during the crisis and has allowed the Council to carry out virtual committee meetings to minimise the risk of spreading the infection, whilst allowing the Council to continue to deliver its services. Staff continued to be redeployed during the summer of 2020 supporting communities and businesses. During August 2020 a team of COVID Marshals, funded by Norfolk Public Health, were recruited to support local residents and businesses to prevent and minimise the spread of Coronavirus in line with Government COVID-19 legislation. The role is advisory and supportive, offering friendly and approachable help to local people to help commercial areas and public spaces safe to visit and to shop, offering local people and communities suitable reassurance and confidence and responding to needs and issues arising with community problem-solving. The role has been incredibly popular with an overwhelming response rate to the recruitment campaign. The Council has successfully recruited in excess of 40 Marshals, not only providing jobs to the local community where people may have lost their jobs, or having been furloughed during the pandemic, but also has been successful in supporting our communities with this highly visible and flexible role. The Council has continued to successfully deliver its services, support its communities and business, drive major projects forward and respond to the pandemic whilst working in an agile manner. Without the ability to work in this way we would not have achieved everything that we have during the pandemic and the Council wants to build on this by embracing a more agile way of working. This rapid change in a short space of time has given us an opportunity to reflect on how and where we work and to evaluate our overall approach to agile working so we don't simply revert to the way we worked previously once all restrictions have been lifted. The pandemic has provided us with a unique opportunity to work differently whilst continuing to deliver to a high standard and as we move towards the future we are looking to embrace the positive developments in our ways of working to help shape our future workforce. <p>Adapt:</p> <ul style="list-style-type: none"> The Council's Medium Term Financial Strategy has been updated and government financial returns continue to be completed. Service Impact Analysis completed including updated financial projections / budgets. Workforce analysis is undertaken to inform future business planning and new agile working policy has been developed to ensure productivity from smarter ways of working is maintained. <p>Innovate:</p>

Theme	Key actions
	<ul style="list-style-type: none"> • Opportunity to revisit business and financial strategy and commercial investment approach • Organisational governance has been reviewed recommending an updated constitution and streamlined bureaucratic arrangements for decision making – committee system to continue to 2021.
Staff Welfare and Support	<p>Respond:</p> <ul style="list-style-type: none"> • Safe working arrangements have been put in place including home working wherever possible and safe office working where required. • During the autumn 2020 and into the winter months the Council worked in partnership with NHS colleagues, the Fire Service, local, district and county councils, across the county, providing mutual aid support to the James Paget University Hospital and local GP surgeries. Staff supported vaccination calls, booking thousands of appointments for local residents, on-site support for vaccination centres, working in the hospital as pharmacy runners and supporting the hospital with recruiting temporary staff. • Staff briefings have been able to continue virtually during the pandemic keeping staff up to date and informed and providing them with opportunity to keep in touch with one another whilst remaining at home. The Council rolled-out an updated one-to-one meeting process to help enable staff and managers to continue to review staff performance and to regularly check in on each other to make sure they are ok. Training was delivered to staff and managers to help them get the best out of their virtual performance meetings. Objectives continued to be set and reviewed as part of this process, enabling the PDR process to continue in a virtual world.
	<p>Adapt:</p> <ul style="list-style-type: none"> • The Council's Staff Engagement Group ran its first virtual Staff Conference in November 2020 focusing on health and wellbeing. The conference ran for a whole week and included a staff briefing, a health and wellbeing update from the Staff Engagement Group and sessions run by external providers including helping with sleep problems workshops, developing resilience and prioritising workloads workshops, exercise and lunch with colleagues and mindfulness sessions. The conference was well attended and received very positive feedback from staff.
	<p>Innovate:</p> <ul style="list-style-type: none"> • The opportunity to redefine the way the council works to maximise flexibility, resilience, ensure responsive customer access, reduce the footprint of buildings and costs will be enabled through a new Agile Working Policy. • Adaptation of office buildings to support virtual working and increase productivity.
Advancing ICT	<p>Respond:</p> <ul style="list-style-type: none"> • Remote working solutions continue to enable meetings virtually.
	<p>Adapt:</p> <ul style="list-style-type: none"> • IT technology will enable business solutions and hybrid meetings to continue as 'business as usual' thereby maintaining productivity.

Theme	Key actions
	<ul style="list-style-type: none"> The new Council Chamber will allow committee meetings to be in-person, virtual attendance and streamed online.
	Innovate: <ul style="list-style-type: none"> To have an updated business and technology strategy linked to the financial strategy prioritising organisational investment to capitalise on efficiencies and process improvement demonstrated through the COVID-19 response is now in place.
Communications	
	Respond: The key communication and engagement activities have included: <ul style="list-style-type: none"> Design of business support packs to assist retail and leisure businesses to re-open safely. The packs included clear guidance and practical items such as posters and floor stickers. Use of COVID Marshals to assist in engaging with businesses and communities. Support for NHS Vaccination Services locally, encouraging residents to take-up the offer of vaccination including specific targeted communications and face-to-face door-knocking in areas of the borough where vaccination take-up has been lower than expected. Publicising Vaccination Service walk-in and appointment clinics locally in association with the Norfolk & Waveney Clinical Commissioning Group. Consistent messaging around COVID testing, clearly communicating the locations where residents could access a Lateral Flow Test, pick-up home test kits, order online, how to book and where to go for a PCR test. Targeted campaigns as and when issues are identified. For example, ensuring take away food and drink were taken away and groups did not congregate near to premises, ensuring businesses understand the 'Click and Collect' guidance. Targeted campaigns for visitors, encouraging them to visit the borough safely and responsibly.
	Adapt: <ul style="list-style-type: none"> Roll-out an Ambassador Programme working with community and business leaders.
	Innovate: <ul style="list-style-type: none"> Develop a multi-channel destination marketing campaign, inspired by Great Yarmouth's fun brand and "personality", to attract/encourage responsible visiting to the borough's tourism and retail hotspots, working with the two Business Improvement Districts. Reposition the Borough as an all-year round visitor destination supported by the Culture, Tourism Heritage Strategy, and the Business Improvement Districts. Implement a UK City of Culture 2025 communications & engagement plan working with East Suffolk council and all partners supporting the bid.