



# GREAT YARMOUTH BOROUGH COUNCIL

## Policy and Resources Committee

**Date:** Tuesday, 27 July 2021

**Time:** 18:00

**Venue:** Assembly Room

**Address:** Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

### AGENDA

Open to Public and Press

#### **1 APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

#### **2 DECLARATIONS OF INTEREST**

You have a Disclosable Pecuniary Interest in a matter to be discussed if it relates to something on your Register of Interests form. You must declare the interest and leave the room while the matter is dealt with.

You have a Personal Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

You must declare a personal interest but can speak and vote on the matter.

Whenever you declare an interest you must say why the interest arises, so that it can be included in the minutes.

<b>3</b>	<b><u>FORWARD PLAN</u></b>	<b>4 - 4</b>
	Report attached.	
<b>4</b>	<b><u>ANNUAL ACTION PLAN 2021-22</u></b>	<b>5 - 35</b>
	Report attached.	
<b>5</b>	<b><u>AGILE WORKING POLICY</u></b>	<b>36 - 49</b>
	Report attached.	
<b>6</b>	<b><u>HERITAGE ACTION ZONE - SHOPFRONT DESIGN GUIDE SUPPLEMENTARY PLANNING</u></b>	<b>50 - 109</b>
	Report attached.	
<b>7</b>	<b><u>LOCAL COUNCIL TAX SUPPORT - PERMISSION TO CONSULT ON 2022 SCHEME</u></b>	<b>110 - 111</b>
	Report attached.	
<b>8</b>	<b><u>ANNUAL DEBT RECOVERY REPORT 2020/21</u></b>	<b>112 - 123</b>
	Report attached.	
<b>9</b>	<b><u>NOTICE OF ADJUSTMENT TO SUNDRY DEBTOR WRITE OFF WITHIN REVENUE WRITE OFF REPORT</u></b>	
	The Head of Customer Services to provide a verbal update at the meeting.	
<b>10</b>	<b><u>PUBLIC EVENTS POLICY</u></b>	<b>124 - 153</b>
	Report attached.	

**11     COVID-19 PATHWAY TO RECOVERY - UPDATE**

**154 -  
168**

Report attached.

**12     ANY OTHER BUSINESS**

To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.

**13     EXCLUSION OF PUBLIC**

In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."

**14     AGREEMENT WITH GREAT YARMOUTH PRESERVATION  
TRUST AND NORFOLK CONSERVATION LIMITED**

Details

### Forward Plan for Policy & Resources Committee

	URN	Matter for Decision	Report by	Policy & Resources	Council
1	21-064	GYPT Governance Report	Monitoring Officer	27/07/21	
2	21-067	Revenues Annual Debt Report	Head of Customer Services	27/07/21	
3	21-068	Council Tax Support Scheme 22/23 – Permission to Consult	Head of Customer Services	27/07/21	
4	21-103	Annual Action Plan 2021/22	Senior Performance and Data Protection Officer	27/07/21	
5	21-125	Pathway to Recovery update	CEO	27/07/21	
6	21-129	Agile Working Policy	Head of Organisational Development	27/07/21	
7	21-151	Notice of Adjustment to Sundry Debtor Write Off within the Revenues Write Off Report presented to Policy & Resources Committee 23rd March 2021, Resolved at Section 8 of the minutes – Officer to give verbal update	Head of Customer Services	27/07/21	
8	21-105	Events	Head of Marketing and Communications	27/07/21	
9	21-130	Equinox Companies' Update	Strategic Director (PB)	14/09/21	
10	21-033	GYBS Company Update	Director of Operational Services	14/09/21	
11	21-116	Procurement Strategy	Monitoring Officer	14/09/21	
12		Customer Services - Customer Care Standards	Head of Customer Services	TBC	



**URN:** 21-078

**Subject:** Annual Action Plan 2021-22

**Report to:** Policy & Resources Committee – 13<sup>th</sup> July 2021

**Report by:** Senior Performance & Data Protection Officer

#### **SUBJECT MATTER**

This report introduces the Council's Annual Action Plan for 2021-22.

The Annual Action Plan 2021-22 documents the projects and activities that will be taken forward by the Council during 2021-22, this builds on the previous year's action plan and continues the delivery of 'The Plan 2020 - 2025'.

The Annual Action Plan also includes a suite of Performance Indicators that relate to 'The Plan 2020 - 2025' and on-going service delivery of the Council. This data will be presented to Members quarterly through the various Service Committees.

#### **RECOMMENDATION**

Policy & Resources Committee is asked to consider the Annual Action Plan 2021-22 and the suite of Performance Indicators detailed in Appendix 1, see attached.

### **1. Introduction**

Members ratified the Council's Corporate Plan 'The Plan 2020 – 2025' at a full Council Meeting held on 20<sup>th</sup> February 2020. This plan sets out the strategic vision and priorities for the Council from 2020 – 2025.

To support delivery of 'The Plan 2020 – 2025' the Council has developed an Annual Action Plan for 2021-22, this details the individual activities that will be completed during the year and which will combine to achieve the Council's strategic vision and priorities.

### **2. Annual Action Plan 2021-22**

The Annual Action Plan outlines all of the key projects and activities that will be taken forward by the Council during 2021-22 in order to support the overall delivery of 'The

Plan 2020 - 2025'. All projects and activities have been assigned a Lead Officer(s) who will be responsible for ensuring they are completed during the year.

The Annual Action Plan also identifies key milestones / dates for the activity and links to the Service Committee that progress toward completing the project or activity will be reported, this ensures accountability is maintained whilst supporting Members in their decision-making for the Council.

### **3. Performance Indicators**

A list of Performance Indicators for 2021-22 are included at Appendix 1. The majority of these Performance Indicators have been carried over from 2020-21, however some new Indicators have been added and targets revised for others.

For ease of identification, the newly added indicators and revised targets have been coloured yellow, with a brief narrative included underneath to explain the reason for the addition or revision.

The Performance Indicators along with updates on the Council's Key Project will be reported to Policy & Resources on a quarterly basis. Following this the Performance Indicators will be reported to their relevant service committee, again on a quarterly basis.

### **4. Financial Implications**

None

### **5. Risk Implications**

None

### **6. Legal Implications**

None

### **7. Conclusion**

None

### **8. 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?*

<b>Area for consideration</b>	<b>Comment</b>
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



**GREAT  
YARMOUTH**  
BOROUGH COUNCIL

# ANNUAL ACTION PLAN

2021 - 2022





# INTRODUCTION

Great Yarmouth Borough Council’s vision is to revitalise and regenerate the borough supporting residents to thrive and businesses to recover and to grow back stronger in the wake of the pandemic, producing a dynamic vibrant economy and capitalising on the drive towards a clean growth and net zero economy. We will make innovative investment in our heritage and

tourism economy taking advantage of the growth in the visitor economy generated by growing numbers of people holidaying at home rather than abroad and visiting the area all-year round. We will deliver a quality environment for all and seek to improve the life chances of those who live and work in the Borough.

In order to drive transformative change and achieve our longer-term shared ambition, the Council has adopted a renewed Corporate Plan, “The Plan 2020 – 2025”. The Plan identifies four strategic priority areas through which the Council, working with key partners and communities themselves, will lead positive change over the next five years. These priorities are:

## A STRONG AND GROWING ECONOMY

## IMPROVED HOUSING AND STRONG COMMUNITIES

## A QUALITY AND SUSTAINABLE ENVIRONMENT

## AN EFFICIENT AND EFFECTIVE COUNCIL



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As we emerge from the COVID-19 pandemic it is more critical than ever to drive growth and generate opportunities to help our communities recover from the events of the past year. Guided by the priorities set out in The Plan, the Council's will direct its resources

to maximise the impact it can have on creating opportunities for our residents and businesses as we progress into the new normal.

Detailed within are key projects aligning The Plan with the Council's Business Strategy.

This strengthens the Council's ability to work strategically whilst continuing to deliver great quality services to residents. These key projects have a detailed reporting framework, with clear key performance indicators to ensure consistency

of approach and clear accountability. Updates for these projects will be presented to Councillors quarterly through the Policy and Resources Committee.

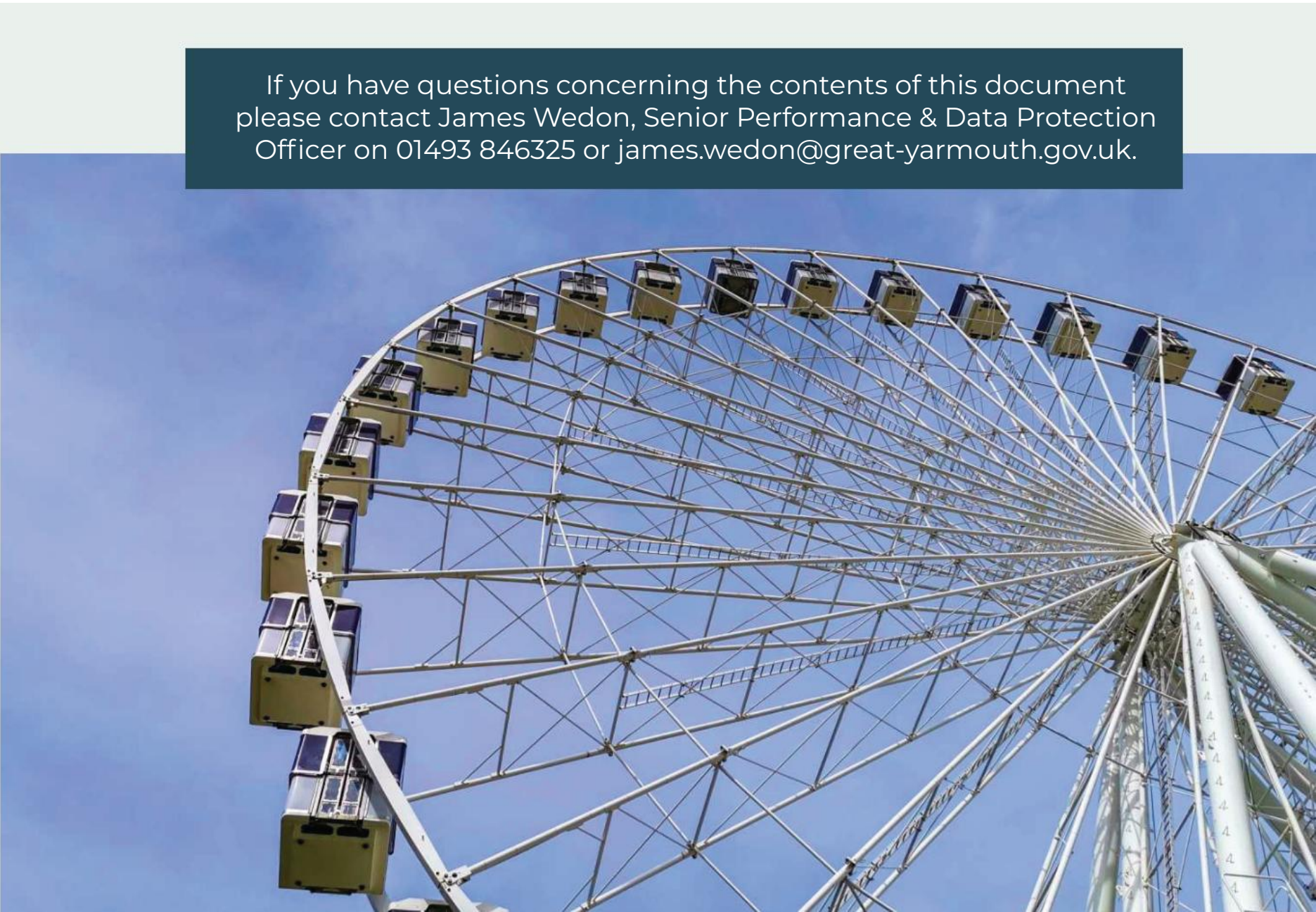
COVID-19 has created future opportunities and challenges however the

Council is well placed to lead the recovery ahead, with innovative thinking and collaboration between the public, private and third sectors our vision for the Borough can be achieved. We will continue to work closely with our partners, including central

Government, New Anglia Local Enterprise Partnership, Norfolk County Council and the local VCSE sector to help our communities and businesses adapt and flourish in the post COVID-19 era.

If you have questions concerning the contents of this document please contact James Wedon, Senior Performance & Data Protection Officer on 01493 846325 or [james.wedon@great-yarmouth.gov.uk](mailto:james.wedon@great-yarmouth.gov.uk).

**“THE PLAN 2020 - 2025”  
IS AMBITIOUS, DIRECTING  
THE COUNCIL’S RESOURCES  
IN A TIME OF CONTINUED  
FINANCIAL PRESSURES.**



## A STRONG AND GROWING ECONOMY

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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"> <li>Undertake preplanning engagement</li> <li>Submit planning application</li> <li>Setup supply chain with procurement</li> <li>Market campus space to potential occupiers.</li> </ul>	Completion March 2022	Director of Planning & Growth  Head of Inward Investment	Economic Development Committee
		Development and delivery of the 'Energy Sector Recovery and Resilience Plan' with partners (All Energy Industry Council, NCC & NALEP)	Plan adopted February 2021 – delivery ongoing	Director of Planning & Growth  Head of Inward Investment	Economic Development Committee
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.	By 30 <sup>th</sup> June 2021	Head of Inward Investment	Economic Development Committee
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	December 2021	Strategic Director (KW)	Policy & Resources Committee
		Construction of a new purpose built six-day market site in the heart of the town centre.	April 2021 – commencement on site	Head of Property and Asset Management	Policy & Resources Committee
		Regeneration and landscaping of the wider market place area to be designed and delivered in conjunction with the town centre regeneration through the Future High Street funding, this is a key part of COVID Recovery planning for the town centre.	March 2022	Conservation, Design and Heritage Manager, GYBC/ GYPT	Policy & Resources Committee
		Extend existing and planned WIFI infrastructure in urban areas of high footfall and install LoRoWAN sensors which enable low cost economic development opportunities	March 2022	Strategic Director (LB)	Policy & Resources Committee

## A STRONG AND GROWING ECONOMY

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
3		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.	March 2022	Funding & Regeneration Manager	Policy & Resources Committee
		Progress the Learning Hub project through RIBA stages.	RIBA stage 2 completion May 2021  RIBA stage 3 completion Oct 2021	Strategic Director (KW)	Policy & Resources Committee
		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.	March 2022	Strategic Director (KW)	Policy & Resources Committee
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)	Procure specialist advice for market engagement (July 2021)	Chief Executive	Economic Development Committee
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	Procure Strategic Partner (November 2021)  Submit Reserved Matters application (March 2022)	Director of Housing  Head of Property and Asset Management	Economic Development Committee



## A STRONG AND GROWING ECONOMY

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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	Completion Summer 2022	Development Director	Policy & Resources Committee
		Carry out Marina Centre operator procurement and award contract	November 2021	Strategic Director (KW)	Policy & Resources Committee
		Deliver Community engagement and activity programme.	Spring 2021 onwards	Strategic Director (KW)	Policy & Resources Committee
		'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.	A range of artistic and cultural activities ranging from small maker workshops to large street performances, visual arts events and music gigs.	Head of Inward Investment	Economic Development Committee
		Develop the Town Wall restoration and repair project through to RIBA stage 4 (Town Deal).	March 2022	Conservation, Design and Heritage Manager	Housing & Neighbourhoods Committee
		Develop Sculpture Trail through project planning and commission and install a number of works	March 2022	Conservation, Design and Heritage Manager	Housing & Neighbourhoods Committee
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.	March 2022	Strategic Director (KW)	Policy & Resources Committee
		Winter Gardens' application submitted to the National Lottery Heritage Fund – Heritage Horizons programme for the restoration and repurposing of the building	March 2022	Strategic Director (LB)	Policy & Resources Committee
		Repurposing of historic buildings working with Great Yarmouth Preservation Trust and other partners (Town Deal)	March 2022	Strategic Director (PB)	Policy & Resources Committee
		Progress green routes, sustainability and connectivity schemes linked to the Town Wall	March 2022	Strategic Director (PB)	Policy & Resources Committee

## A STRONG AND GROWING ECONOMY

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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	Completion March 2022	Director of Planning & Growth	Economic Development Committee
9	Convert greater numbers of planning permissions into developed-out sites.	Adoption of the Local Plan Part 2 in summer 2021.	September 2021	Director of Planning & Growth	Economic Development Committee
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 project.	Completion March 2023	Director of Planning & Growth	Economic Development Committee
		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).	Ongoing	Strategic Director (LB)	Economic Development Committee

IMPROVED HOUSING AND STRONG COMMUNITIES

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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.	Outreach Programme shaped, funding secured & delivery partners in place.	Strategic Directors (KW)	Economic Development Committee
		Evaluate the Kickstart promotion and it's roll out to businesses in GY.	September 2021	Head of Inward Investment	Economic Development Committee
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	March 2022	Strategic Director (KW)	Economic Development Committee

## IMPROVED HOUSING AND STRONG COMMUNITIES

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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.	New Council homes completed (March 2022)	Housing Director	Housing & Neighbourhoods Committee
		Increase the number of Registered Providers actively progressing new sites across the borough	Number of Registered Providers progressing new sites increased (March 2022)	Housing Director	Housing & Neighbourhoods Committee
		Establish a Design Code for Borough and for individual sites/areas where necessary.	December 2021	Director of Planning & Growth	Policy & Resources Committee
		Undertake annual survey of developers for 5-year housing land supply	March 2022	Director of Planning & Growth	Policy & Resources Committee
		Develop portfolio of investment properties for Equinox Property Holdings	Priority list for programme identified (July 2021)	Strategic Director (PB)	Housing & Neighbourhoods Committee
		Plan and deliver via Equinox Enterprises Eastwood Phase 2 and any other infill housing projects.	Design, and planning in place together with procurement of supply chain (December 2021)  Ground broken on Eastwood Phase 2 (March 2022).	Strategic Director (PB)	Policy & Resources Committee

## IMPROVED HOUSING AND STRONG COMMUNITIES

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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).	March 2022	Strategic Director (KW)	Housing & Neighbourhoods Committee
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.	March 2022	Head of Property and Assets	Housing & Neighbourhoods Committee
		Adopt and implement Resident Engagement of Strategy.	July 2021	Housing Director	Housing & Neighbourhoods Committee
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.	Completion of Stage 2 viability work & sign off (July 2021).	Strategic Director (KW)	Housing & Neighbourhoods Committee

## IMPROVED HOUSING AND STRONG COMMUNITIES

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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.	Promotion of empty home options (June 2021)	Housing Director	Housing & Neighbourhoods Committee
		Progress work on the Invest and Lease scheme and consider use of Empty Dwelling Management Orders.	Launch Invest and Lease scheme (December 2021)	Housing Director	Housing & Neighbourhoods Committee
		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.	Ongoing	Housing Director	Policy & Resources Committee
		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.	Recommendation date June 2021	Strategic Director (KW)	Policy & Resources Committee
		Review of impact of increased Council Tax Levy on properties empty over 10 years	Levy increase effective from 1 <sup>st</sup> April 2021	Housing Director	Housing & Neighbourhoods Committee
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.	Ongoing	Housing Director	Housing & Neighbourhoods Committee
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.	Promote the District Direct offer (in line with COVID restrictions).	Housing Director	Housing & Neighbourhoods Committee
		Assess requirements to extend the District Direct service to community hospitals including mental health provision and secure funding for service.	Review of extension and funding of service (October 2021)	Housing Director	Housing & Neighbourhoods Committee

## IMPROVED HOUSING AND STRONG COMMUNITIES

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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	March 2022	Strategic Director (KW)	Housing & Neighbourhoods Committee
		Deliver the Wellesley Recreation Ground into a hub for outdoor physical activity working with key funding partners	Ongoing	Strategic Director (KW)	Housing & Neighbourhoods Committee
		In partnership with Active Norfolk deliver the agreed 2021/22 actions in the Great Yarmouth Physical Activity Framework.	Ongoing	Strategic Director (KW)	Housing & Neighbourhoods Committee
		Launch the Great Yarmouth Community Investment Fund in partnership with the Norfolk Community Foundation.	May 2021	Strategic Director (PB)	Housing & Neighbourhoods Committee
		Establish a community food project as part of 'Nourishing Norfolk'.	September 2021	Strategic Director (PB)	Housing & Neighbourhoods Committee
		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.	Ongoing & part of the Community Hub operating model	Early Help Hub Manager	Housing & Neighbourhoods Committee
		Assist the development of the business case for a new acute James Paget University Hospital in relation to community engagement and economic prosperity	Ongoing	Strategic Director (PB)	Housing & Neighbourhoods Committee
		Complete CCTV infrastructure upgrade in Great Yarmouth town centre.	December 2021	Strategic Director (PB)	Housing & Neighbourhoods Committee

## IMPROVED HOUSING AND STRONG COMMUNITIES

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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.	December 2021	Strategic Director (PB)	Housing & Neighbourhoods Committee
		Engage with the establishment of an Integrated Care System with the CCG and PCNs.	Ongoing	Strategic Director (PB)	Housing & Neighbourhoods Committee
		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	March 2022	Head of Customer Services	Housing & Neighbourhoods Committee
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 Created project under the Creative People and Places programme	Ongoing	Head of Inward Investment	Economic Development Committee
		Establish an Ambassador Programme to promote the Borough	December 2021	Head of Communications & Marketing	Economic Development Committee



## A QUALITY AND SUSTAINABLE ENVIRONMENT

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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.	Trees for Cities Green Recovery Fund application made (May 2021).	Culture, Heritage & Design Manager	Policy & Resources Committee
		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.	Ongoing	Director of Operational Services	Environment Committee
		Review the litter bins on GY seafront and deliver more effective and efficient emptying regime and increase capacity.	December 2021	Head of Environmental Services	Environment Committee
		Undertake route optimisation review for waste and recycling collection services	March 2022	Director of Operational Services	Environment Committee
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	March 2022	Head of Environmental Services	Housing & Neighbourhoods Committee
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.	<p>SME start-ups in place to support a Net Zero circular economy.</p> <p>Interventions installed e.g. Smart bins, recycling, returnable/ reusable packaging, reverse vending, art from waste.</p>	<p>Strategic Director (PB)</p> <p>Head of Environmental Services</p>	Environment Committee

## A QUALITY AND SUSTAINABLE ENVIRONMENT

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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.	March 2022	Strategic Director (KW)	Environment Committee
		Commission additional Electric Vehicle Charge Points across borough car parks.	March 2022	Head of Customer Services	Environment Committee
27	Environmentally sustainable long-term management of our high-quality coastal environment.	Undertake consultation of engineering solutions for Hemsby Coastline	May 2021	Head of Property & Asset Management	Housing & Neighbourhoods Committee
		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.	March 2022	Head of Property & Asset Management	Housing & Neighbourhoods Committee
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.	March 2022	Strategic Director (KW)	Environment Committee
		As part of the Norfolk Waste Partnership undertake an options appraisal for future recycling contracting beyond 2024	March 2022	Head of Environmental Services	Environment Committee

A QUALITY AND SUSTAINABLE ENVIRONMENT

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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.	December 2021	Head of Organisational Development	Policy & Resources Committee
		Deliver the Heritage Action Zone (HAZ) including the various sub projects	Ongoing	Head of Inward Investment	Economic Development Committee
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.	By March 2022	Strategic Director (PB)	Economic Development Committee
		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)	March 2022	Strategic Director (LB)	Economic Development Committee



## AN EFFICIENT AND EFFECTIVE COUNCIL

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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.	8 new start Apprentices and 5 Kickstart placements in the year.	Head of Organisational Development	Policy & Resources Committee
		Conduct benchmarking exercise as part of the Investors in People (IiP) framework and undertake IiP Assessment.	31 <sup>st</sup> March 2022	Head of Organisational Development	Policy & Resources Committee
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	By 30 <sup>th</sup> September 2021	Head of Legal & Governance	Constitution working party & Full Council
		Provide constitutional training for Managers and Councillors	December 2021	Head of Legal & Governance	Constitution working party & Full Council
		Refresh the Council's Procurement Strategy in line with contract standing orders	March 2022	Head of Legal & Governance	Constitution working party & Full Council

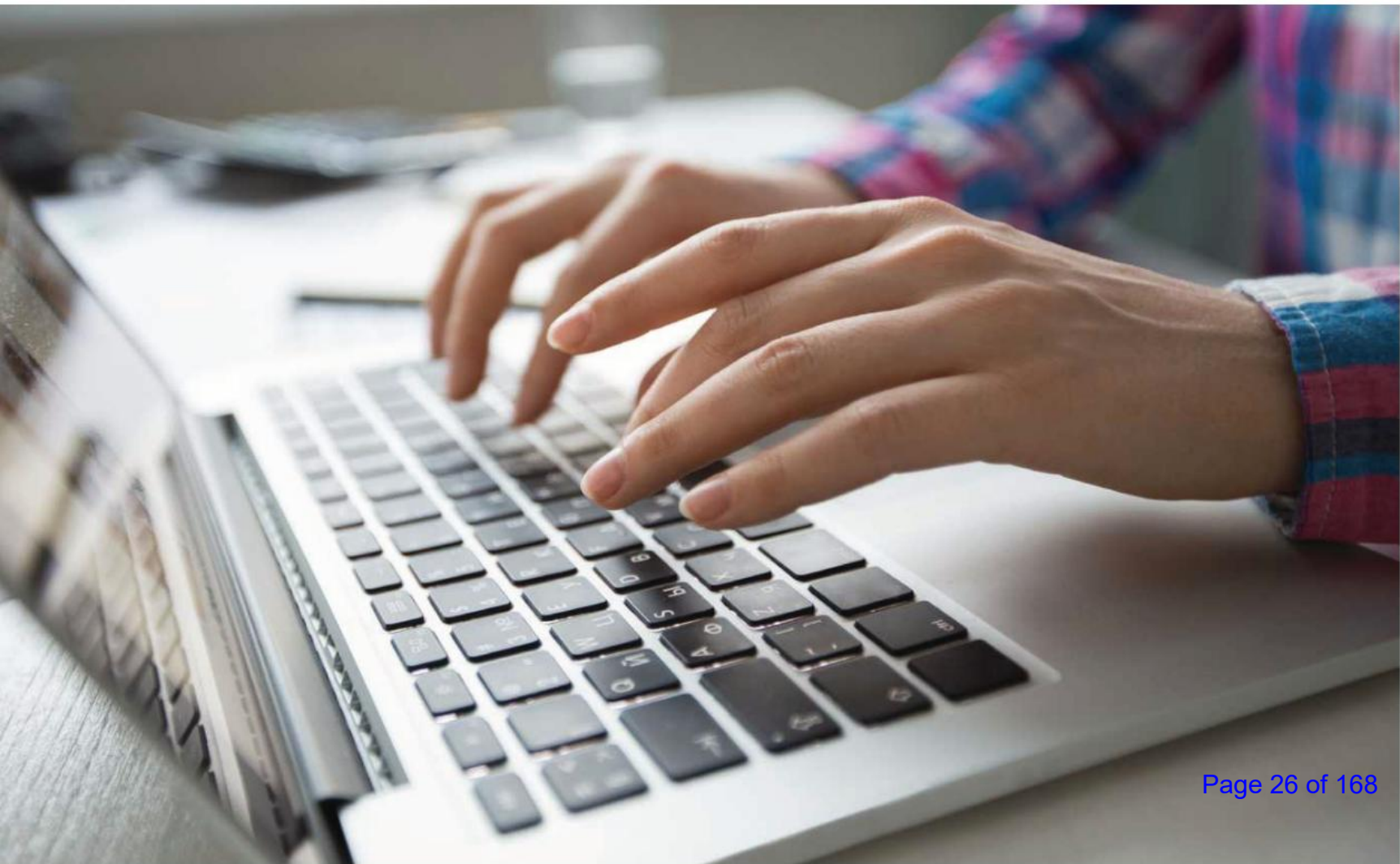


## AN EFFICIENT AND EFFECTIVE COUNCIL

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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	February 2022	Resources Director	Policy & Resources Committee
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	By 30 <sup>th</sup> September 2021	Head of Property and Asset Management	Policy & Resources Committee
		Construction, build, market & launch Tea Room/ function facility at Gorleston Crematorium	November 2021	Head of Customer Services	Policy & Resources Committee
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.	By 30 <sup>th</sup> September 2021	Head of Customer Services	Policy & Resources Committee
		Initiate the procurement of the new IT system and roll-out for environmental, licensing and planning services.	March 2022	Resources Director	Policy & Resources Committee
		Implement agile working across the Council without compromising customer service	September 2021	Head of Organisational Development & Head of Customer Services	Policy & Resources Committee

AN EFFICIENT AND EFFECTIVE COUNCIL

Corporate Plan		Action 21-22	2021/22 Key Milestones / Dates	Lead Officer(s)	Committee
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.	Training programme delivered – November 2021	Resources Director	Policy & Resources Committee
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.	By the end of December 2021	Strategic Director (PB)	Policy & Resources Committee
		Continue to collect & publish equality monitoring data and use intelligently to shape and develop services, removing any barriers to engagement.	Equality monitoring data report annually and key actions identified and included within Equality, Diversity and Inclusion Action Plan.	Head of Organisational Development	Policy & Resources Committee



## PERFORMANCE INDICATORS

The following Performance Indicators are a suite of measures that relate to “The Plan 2020-2025” and the Council’s on-going service delivery. Whilst Performance Indicators on their own do not always give a full picture of the issues, combined with this Action Plan they will help inform decision making and resource allocation. Data will be collected against these Performance Indicators on a quarterly basis and then presented to Members through the various Service Committees.

ECONOMIC DEVELOPMENT COMMITTEE
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)
ED02: Planning applications: Non-Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)
ED04: Percentage of Non-Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)
ED06: Planning Appeals: Percentage of Non-Major Planning applications overturned on appeal over the last 24 months of an authority’s total number of decisions on applications (Quarterly Cumulative)
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)

POLICY AND RESOURCES COMMITTEE
PR01: Average time to assess Housing Benefit & Council Tax Support: New claims (Quarterly Cumulative)
PR02: Average time to assess Housing Benefit & Council Tax Support: Change in circumstances (Quarterly Cumulative)
PR03: Collection rates Council Tax (Quarterly Cumulative)
PR04: Empty Homes a) Number of long-term empty homes (6 months or more) b) Number of long-term empty homes (Over 2 years) (Snapshot at last day of quarter)
PR05: Collection rates NNDR (Quarterly Cumulative)
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)
PR07: Contact centre telephone calls:  Average wait time by customers contacting the Contact Centre (Quarterly)
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)
PR13: Internal Audit recommendations a) Percentage of priority 1 recommendations completed on time b) Number of priority 2 Internal Audit recommendations outstanding
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)
PR15: Corporate Property Portfolio a) % Arrears per annum (Quarterly Cumulative) b) Total Arrears in £'s
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)



HOUSING & NEIGHBOURHOODS COMMITTEE
HN01: Great Yarmouth Housing rent: GYBC rent collection rate
a) Rent collected as % of rent debit
b) Arrears as a % of rent debit
c) Total rent arrears
(Quarterly Cumulative)
HN02: Number of
a) Social housing applicants in allocation pool
b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)
HN04: Average cost of a Void repair
(Quarterly Cumulative)
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)
HN06: Costs – Total Void Works (service provision) as % of Total Repairs Costs (Quarterly Cumulative)
HN07: Costs – total responsive repairs as a percentage of total repairs costs
HN08: DFG adaptations
a) Number of completions
b) Number of calendar days from initial request to works complete in the quarter (All cases):
i) works under £10,000
ii) works over £10,000

ENVIRONMENT COMMITTEE
EN01: Food Hygiene
a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)
b) Number of food premises inspected (Quarterly)
EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly Cumulative)
EN04: Number of Flytips reported (Quarterly Cumulative)
EN05: Number of streets in the Borough meeting street cleanliness levels
a) Litter (formerly NI195a)
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)
EN06: Contamination rate in dry recycling (Quarterly Cumulative)







## Performance Indicators 2021/22

Measure	Lead Officer	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Tolerance	Change from 2020/21
PR01: Average time to assess Housing & Council Tax: Benefit new claims (Quarterly)	Lindsey Andrews	16 days	16 days	16 days	16 days	2 days	-1 day
Decrease of 1 day to processing times to enable claimants to know their entitlement quicker and help them to manage their finances.							
PR02: Average time to assess Housing & Council Tax: Change in circumstances (Quarterly Cumulative)	Lindsey Andrews	10 days	10 days	10 days	10 days	3 days	+1 day
Increase of 1 day to process changes as the number on claims being managed has grown over the last year resulting in a greater volume of changes of circumstances needing to be processed.							
PR03: Collection rates Council Tax (Quarterly Cumulative)	Stuart Brabben	28.9%	55.6%	82.3%	96%	0.5%	- 1%
Collection rates are likely to be challenging again this year, whilst we have some funds left from the Council Tax Hardship pot which will help us to offer further financial support for council tax, uncertainty around employments/businesses sustaining trading and potential further periods of restrictions could still impact collection and recovery action taken in relation of Council Tax							
PR04: Empty Homes a) Number of long term empty homes (6 months or more) b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	Stuart Brabben	Less than 600 Less than 160	Less than 600 Less than 160	Less than 600 Less than 160	Less than 600 Less than 160	50 40	None None
PR05: Collection rates NNDR (Quarterly Cumulative)	Stuart Brabben	18%	49%	81.5%	97%	0.5%	None
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	Deana Brimble/ James Dudley	90%	90%	90%	90%	5%	None
PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly Cumulative)	Deana Brimble/ James Dudley	1 1/2 minutes	1 1/2 minutes	1 1/2 minutes	1 1/2 minutes	15 seconds	None
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	Sammy Wintle	90%	90%	90%	90%	5%	None

Measure	Lead Officer	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Tolerance	Change from 2020/21
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)	Sarah Tate	Monitor	69%	Monitor	85%	3%	None
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	Sarah Tate	2.1 days	4.2 days	6.3 days	8.5 days	1 day	+0.75 days tolerance
<p>Whilst we met the sickness target for 2020-21 it was greatly impacted by COVID and people working from home and it is uncertain if this improvement will be sustained in 2021-22, therefore tolerance has been increased to 1 day. This reflects the national picture.</p> <p>Cold and flu and V&amp;D were significantly reduced during 2020-21, however it is envisaged we will see an increase again over the next 12 months with children back in school, staff returning to work and with everything opening back up. We have already seen an increase in April &amp; May compared to March. The Head of Organisational Development recommends we see the reduction sustained for a further 12 months before reducing the target.</p>							
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	Sarah Tate	Monitor	Monitor	Monitor	Monitor		None
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	Karen Sly/Faye Haywood	0%	33%	66%	100%	5%	Reprofiled
Target reprofiled as delivery as no work will be done in Q1							
PR13: Internal Audit recommendations a) Percentage of priority 1 recommendations completed on time b) Number of priority 2 Internal Audit recommendations outstanding	Karen Sly/Faye Haywood	100%  New Measure	100%  New Measure	100%  New Measure	100%  New Measure	5%	New Indicator
Our Audit Manager has suggested that a new measure be added for priority 2 recommendations to be reported when they are outstanding. Other councils in the consortium currently report on these and they have seen a drop in the level outstanding due to senior management applying the necessary pressure.							
PR14: Corporate Property Portfolio Revenue Growth per annum	Jane Beck	0.63%	1.26%	1.89%	2.5%	1%	None
PR15: Corporate Property Portfolio a) % Arrears per annum b) Total Arrears amount in £'s	Jane Beck Jane Beck	7.5% Monitor	7.5% Monitor	7.5% Monitor	7.5% Monitor	0.5%	None

Measure	Lead Officer	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Tolerance	Change from 2020/21
PR16: Corporate Property Overall Occupancy levels per annum	Jane Beck	90%	90%	90%	90%	5%	
PR17: Payment of Invoices within 30 days (%)	Lorna Snow	90%	90%	90%	90%	5%	
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	Robert Parkinson	75%	75%	75%	75%	5%	
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	Robert Parkinson	80%	80%	80%	80%	10%	Target increased to 80% & tolerance increased by 5%
Target increased to 80%, the nationally set target is 70%. Our target has been increased as our performance should increase as we come out of COVID and return to normal work levels.							
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	Robert Parkinson	75%	75%	75%	75%	5%	
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	Robert Parkinson	80%	80%	80%	80%	10%	Target increased to 80% & tolerance increased by 5%
Target increased to 80%, the nationally set target is 70%. Our target has been increased as our performance should increase as we come out of COVID and return to normal work levels.							
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	Robert Parkinson	9%	9%	9%	9%	1%	
ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	Robert Parkinson	9%	9%	9%	9%	1%	

Measure	Lead Officer	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Tolerance	Change from 2020/21
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	Jody Harrison	100%	100%	100%	100%	5%	
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	Jody Harrison	90%	90%	90%	90%	5%	
ED09: Enterprise Zone: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	Jane Beck	10%	10%	10%	10%	3%	Target reduced by 2.5%
Target reduced from 12.5% of empty floor space to 10% in order to reflect increased performance in this area. As we move out of COVID the aspiration is to decrease this further in future years as opportunities and demand for floor space increase.							
EN01: Food Hygiene a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter) b) Number of food premises inspected (Quarterly)	Grizelle Britton	90%	90%	90%	90%	5%	- 4%
		None	200	300	300	10%	
a) This has been reduced to 90% due to no inspections for approx.1 year and to take into account new businesses and reopening of business that have not been inspected for some time.							
b) Due to COVID inspections have not restarted until June 2021. Inspections will be based on the risk associated with the premises and in line with the Food Standards Agency recovery plan. The Council's focus will be on high risk and new premises.							
EN02: Garden waste service: Number of households taking up garden waste bin service.	James Wilson	11000	11000	11000	11000	250	
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	James Wilson	35%	35%	35%	35%	6%	
EN04: Number of Flytips reported (Quarterly Cumulative)	James Wilson	Monitor	Monitor	Monitor	Monitor		

Measure	Lead Officer	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Tolerance	Change from 2020/21
EN05: Number of streets in the Borough meeting street cleanliness levels a) Litter (formerly NI195a) b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	James Wilson	95% 95%	95% 95%	95% 95%	95% 95%	5% 5%	
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	James Wilson	19%	19%	19%	19%	3%	
HN01: Great Yarmouth Housing rent: GYBC rent collection rate a) Rent collected as % of rent debit b) Arrears as a % of rent debit c) Total rent arrears (Quarterly Cumulative)	Amanda Nugent	97% 3% £645,000	96.4% 3.6% £774,000	96.5% 3.5% £752,500	96.5% 3.5% £752,500	1% 0.75% £25,000	- 2% None -£2500
HN01(a) now measuring rent collected as % of rent debit rather than % of rent & arrears collected. Figures adjusted to take into account of the continuing impact of COVID and based on the rent collectable debit for 2021/22.							
HN02: Number of  a) Social housing applicants in allocation pool  b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	Tanya Rayner	Demand Lead  150	Demand Lead  150	Demand Lead  150	Demand Lead  50	  25	Q4 figure reduced to 50 from 150 & tolerance reduced from 50 to 25
Waiting list reduces in Q4 as the new Housing Allocation Scheme and IT system should be in place which will improve performance.							
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	Justin Gibbs	50 days	35 days	35 days	30 days	3 days	None
HN04: Average cost of a Void repair (Quarterly Cumulative)	Jane Beck	£2,745	£2,745	£2,745	£2,745	£250	None
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	Jane Beck	95%	95%	95%	95%	5%	None
HN06: Costs – Total Void Works (service provision) as % of Total Repairs Costs (Quarterly Cumulative)	Jane Beck	8.1%	8.1%	8.1%	8.1%	0.5%	None

Measure	Lead Officer	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Tolerance	Change from 2020/21
HN07: Costs – total responsive repairs as a percentage of total repairs costs	Jane Beck	22.1%	22.1%	22.1%	22.1%	0.5%	None
HN08: DFG adaptations	Vicky George						
a) Number of completions		Monitor	Monitor	Monitor	Monitor		New Indicator
b) Number of calendar days from initial request to works complete in the quarter (All cases):							
i) works under £10,000		Monitor	Monitor	Monitor	Monitor		New Indicator
ii) works over £10,000		Monitor	Monitor	Monitor	Monitor		New Indicator
The HN08 indicator has been split by cost to allow a better understanding of timescales associated with delivery of DFG's, and to provide context the number of completions has also been included. As these are new indicators and the service is still delivering in a COVID safe way targets have not been set this year.							

**Key**

	No change
	Change of target or tolerance

**URN:** 21-129

**Subject:** Agile Working Policy

**Report to:** Policy & Resources Committee 27 July 2021

**Report by:** Sarah Tate, Head of Organisational Development

**SUBJECT MATTER** – This report presents the new draft Agile Working Policy.

**RECOMMENDATION**

That Policy and Recourses committee agree the new Agile Working Policy.

## 1. INTRODUCTION

- 1.1. The Council recognises the need to develop modern, transformative working practices, focusing on performance and outcomes, to enable the council to continue to deliver its services to the highest standards, have the ability to retain flexibility to meet business needs, to attracting and retaining staff, be able to compete for the best talent and to be an employer of choice.
- 1.2. The Covid-19 pandemic has resulted in staff having to very quickly adapt to new ways of working that has caused in an acceleration in implementing our IT developments and digital strategy and for the majority of staff, having to get to grips with working remotely. This has included embracing new technology, communicating with teams and colleagues in a different way, being more creative in how we deliver our services and has allowed staff to improve their work life balance with a reduction in their commute time and being able to work in a more flexible way.
- 1.3. 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.
- 1.4. During the pandemic our democratic processes were quickly adapted to a virtual way of working to enable work to continue. As restrictions ease and face to face attendance is permitted, and required, we will ensure that our agile ways of working fully support the democratic process.
- 1.5. Whilst we recognise that not all employees are able, or want, to work in a more agile way and that it will not suit everyone, in a survey which was undertaken in July 2020, 70% of staff said



that they enjoyed working from home, felt able and more productive working from home for desk based tasks and meetings, with less interruptions, a better work life balance and flexibility of their working hours to fit in with their work and home commitments, the ability to take regular exercise, eat more healthily, and take breaks, which in turn has led to greater efficiency, productivity and outputs. They also found reduced stress and anxiety, as well as saving them time, and money, on commuting. These results were further echoed in March 2021 when a survey found that nearly 90% of staff wanted to continue to work in an agile way. Our Extended Management Team also highlighted benefits including, greater productivity, more frequent contact with staff and better use of technology.

- 1.6. A customer survey was also conducted for a period of 6 weeks to obtain our customers views and understand their experience of how they had been impacted over the last 12 months with our limited front facing delivery. The Council also asked about their views on potential changes to our face to face service delivery. The survey was conducted via telephone and online.
- 1.7. Headlines are from the survey conducted by telephone (96 participants)
  - 75% said our limited face to face service over the last year **has not** impacted their interaction with us
  - 62% said they had **not noticed** any changes to the standard of our service delivery
  - 90% said they would be **happy to arrange** a pre booked appointment in future for our face to face services
  - 45% said **they would** interact with us via our video call system
  - 59% said **they would** use our online booking facility to make appointments with us in the future (either face to face, video, telephone)
- 1.8. In developing this policy, the Council has looked at business needs, learning from other public sector organisations across the country who are also transforming the way they do business, supporting local residents and businesses, and the need to be flexible with capacity. We have also taken into consideration the staff surveys, feedback from the customer survey, input from extended management team, consulted with Unison, the Staff Engagement Group, the Join Consultative Working Group and has run drop in sessions to enable staff to feed back their views.
- 1.9. Agile working is the idea that work is an activity we do rather than a place we go. It places an emphasis on how we make use of the technology and workspace available to complete our work. It supports a culture of looking at outcomes as the measure of success.
- 1.10. By working in an agile way, we will develop a modern, dynamic workforce that delivers our services from locations other than the traditional working environment of a desk in a council building. The overriding ethos to agile work is that “work is what you do – not where you do it”.
- 1.11. Agile working aims to provide greater flexibility particularly in relation to the time and location employees can work, subject to the requirements of the service and individual jobs.
- 1.12. The key principles of working in a more agile way include:

- **Agile and flexible** working is based on the **business needs**
  - A **commitment** to investment in **technology**
  - Staff are **supported, motivated, engaged** and feel **part of the organisation**
  - To support and **increase opportunities** on recruitment and retention
  - **Productivity, outputs** and **performance** are increased
  - Improved **resilience** and ability to flexibly **deliver** our services
  - Reducing the running costs of the Council through **making best use of our assets**
  - Reducing our **environmental footprint**
- 1.13. Introducing agile working practices will involve developing a new work culture. It is not about doing things in the old way with some new technologies and redesigned offices – it is about new ways of working using new tools, new processes, and new approaches to management and teamwork. The Council will support managers and staff through these changes by helping to identify where changes are needed and provide to tools and knowledge to realise those changes.
- 1.14. To remain competitive in a difficult recruitment market, be an employer of choice, and to continue to deliver in the way it has since the pandemic began in 2020, the Council needs to embrace these new ways of working. This is the starting point of working in a more agile way and will be under constant review. The policy and how we work will continue to evolve over time. The last 15 months have clearly evidenced how well the Council can continue to deliver in one of the most challenging times anyone has ever faced and shown its ability to adapt and evolve overnight. The Council will continue to seek feedback from staff, managers and its customers, reviewing how the new ways of working are impacting on service delivery and staff and adapt as it continues to learn.

## **2. FINANCIAL AND RISK IMPLICATIONS**

- 2.1. The risks of not implementing this policy is that we revert to traditional ways of working, pre pandemic and do not remain able to deliver our services as we have been during the pandemic. Agile working has enabled us to be adaptable, flexible and responsive and has given us additional capacity which has been a consequence of introducing at-pace agile working during the pandemic. Not implementing this policy will also have a negative impact on our ability to recruit and retain good staff and be an employer of choice. We already know the positive impact agile working has had on service delivery, staff health and wellbeing and productivity and we do not want to lose this. The new policy will support and enable maximum efficiency whilst balancing working and needs of customers.
- 2.2. There will be financial implications from this policy. However, they will be balanced against the benefits and tangible savings for example travel expenses, printing costs, time and productivity.
- 2.3. The roll out of the policy will be supported by an action plan which will consider the resources required to implement along with linkages to the wider corporate strategies including the Digital Improvement Strategy and the Medium Term Financial Strategy.
- 2.4. The policy will be subject to regular review in response to changing service delivery needs and with the ongoing development of new technologies.

### 3. CONCLUSION

- 3.1. The new policy will build on the ways of working which have been so successful during the pandemic, it will help shape our future ways of working and enable the Council to continue to deliver to its high standard, be an employer of choice, attracting and retaining the best people for jobs and help us to remain competitive in the market place.

### 4. BACKGROUND PAPERS

Agile Working Policy.

Area for consideration	Comment
Monitoring Officer Consultation:	Considered
Section 151 Officer Consultation:	Considered
Existing Council Policies:	Considered
Financial Implications:	Considered
Legal Implications (including human rights)	Considered
Risk Implications:	Considered
Equality Issues/EIA:	Completed
Crime & Disorder:	N/A
Every Child Matters:	N/A



# Agile Working Policy

Author	Human Resources
Version No.	1
Updated by	Head of Organisational Development
Date of update	July 2021
Description of changes to this version	None – draft V5
Document Status	FINAL

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## Introduction

The Council recognises the need to develop modern, transformative working practices, focusing on performance and outcomes, to enable the council to continue to deliver its services to the highest standards, have the ability to retain flexibility to meet business needs, to attracting and retaining staff, be able to compete for the best talent and to be an employer of choice.

This policy outlines ways in which employees can work in an agile way from varied locations on a temporary basis if and when business need permits or requires this. It provides a framework of consistent and fair practices on issues that need to be taken into account when considering agile working.

The key principles of working in a more agile way include:

- **Agile** and **flexible** working is based on the **business needs**
- A **commitment** to investment in **technology**
- Staff are **supported, motivated, engaged** and feel **part of the organisation**
- To support and **increase opportunities** on recruitment and retention

- **Productivity, outputs and performance** are increased
- Improved **resilience** and ability to flexibly **deliver** our services
- Reducing the running costs of the Council through **making best use of our assets**
- Reducing our **environmental footprint**

## Policy Statement

The Council is committed to supporting employees to operate in a fully agile working culture where it can be demonstrated that the arrangements will work effectively and efficiently, won't affect service delivery and will be of benefit to the Council.

The Council believes that it is important that employees regularly connect with the organisation, supporting colleagues and customers at our primary work locations with visible and accessible leadership.

This policy outlines what the Council expects of its staff and what it, in turn, will provide in terms of equipment, support, health and safety and security. The appendix contains a useful handbook which provides some background information on the principles of agile working and some practical guidance for managers and staff about how it works in practice.

This policy is discretionary and can be suspended or terminated by the Council at any time. However, before such a step is taken, this would be discussed with those concerned and an explanation given of the reason(s) and approach to be taken.

## Definition of Agile Working

Agile working is the idea that work is an activity we do rather than a place we go. It places an emphasis on how we make use of the technology and workspace available to complete our work. It supports a culture of looking at outcomes as the measure of success.

By working in an agile way, we will develop a modern, dynamic workforce that delivers our services from locations other than the traditional working environment of a desk in a council building. The overriding ethos to agile work is that "work is what you do – not where you do it".

Agile working aims to provide greater flexibility in relation to the time and location employees can work, subject to the requirements of the service and individual job roles. The principles of agile working and guidance on where and how you can work is explained in this policy and the Agile Working Handbook.

## How does agile working differ from flexible working?

Agile working incorporates flexible working practices, but its aims and scope are different. Flexible working is a work pattern that has been designed for an individual employee, usually to help that person balance work and personal commitments. Unlike agile working, requests for flexible working needs to be considered in accordance with employment legislation (the Council's [Flexible Working Policy](#)). Agile working is based on the most effective operation of working tasks, hours, work location, technology and is focused on the needs of the position, department and organisation to deliver on performance.

Whilst Agile working often benefits both the employee and the employer, the agreement to work in an agile way is driven by business needs and performance.

## Scope of policy

This policy applies to all employees. Some employees, by virtue of their job role, will have more opportunities than others to work in an agile way than others. The Council has an opportunity to enable a significant proportion of staff the ability to adapt their work environment in terms of either accessing digital solutions and/or being flexible about where and when work can be undertaken, based on business need.

It should be understood that the nature of agile working will depend upon the specific role of the employee concerned. All forms of agile working must be cost effective and not serve to increase the workloads of other members of staff. Considerations of its implementation will take into account business need and the specific requirements of its service/customers.

The ability to work in an agile way is dependent on a number of factors including but not limited to:

- the requirements of the role;
- the service which is being delivered by the employee's service area;
- the organisation as a whole;
- the facilities in place to support the particular employee;
- the welfare of the employee.

Ultimately, the final decision on whether agile working will be permitted in any given situation will rest with the Council. Its length and application will also be set by the Council.

## Work Styles and Flexible Working Options

In many cases, employees may be able to blend different agile/ flexible working options, according to the business need, the tasks in hand and their personal circumstances. This involves a move away from the idea that an individual applies for and is granted a single particular alternative workstyle that is set in stone. It is important to take a considered approach so that agile working arrangements can be planned to cover the service needs as well as promote more flexible working arrangements for employees where possible. Choosing which styles of work are appropriate will depend on:

- Analysing the business need and tasks involved in the job role, in terms of how effectively they can be done at different times and in different locations;
- The potential of the agile working choices to reduce the financial and environmental footprint;
- Any impacts on teamwork and/ or customer service that may arise;
- The preferences of the employee and being able to meet their aspirations.

It is the responsibility of Directors/Heads of Service to determine the work styles of agile working that will apply to specific posts. They will consider all necessary information to determine which work styles the post in question could fall into. Steps will be taken to provide all equipment necessary for employees to undertake their role. Full details of workstyles are defined in the handbook.

Agile working will be permitted on an ad-hoc basis, meaning it will not follow a regular pattern, will be combined with working from the Council's normal workplace and is subject to the prior approval of a line manager. Employees who undertake agile working will still be expected to work their normal core hours.

There will continue to be a requirement for staff to be present in the office and employees main work location will continue to be their contracted office location as found in their statement of main terms and conditions of employment. Employees will be required to attend the office as directed by the work style of their role, the

work task they are undertaking, for example to attend committee and other meetings, and when managers require them to. There will be a need for flexibility to ensure that there is always adequate cover to meet the needs of the service.

## Working from home

Arrangements for home working should be voluntary, mutually agreed between the manager and employee and beneficial to meeting service needs. Any agreement to home working will be on a temporary basis only and could be subject to change to meet business needs.

For some roles, the home is the most effective work location for some work tasks and should be considered as normal as working in an office environment. Staff must consider the right work setting for the task in hand and this may change from day-to-day, hour-to-hour or task-to-task. Many employees view home working as an employee benefit, but it isn't for everyone. For example, some staff may have other family members who work from home or may not have the space which would make it difficult for them to work in this way. If in doubt, the manager and staff member should discuss and agree the right approach to ensure best performance.

When employees are working from home, it is important that the home working environment is set up properly, with a workstation and appropriate chair. It is necessary for everyone to be aware of the regulations that need to be observed and how to optimise their remote workspaces ergonomically. Please refer to the Health and Safety section of the policy, for further information.

It is also important that working from home is not a degraded experience compared to working in the office. When working at home, staff should be fully contactable and able to connect to all office systems and processes. Staff must be able to attend the office when requested to do so by their manager, this may mean coming into the office part way through a day when working at home.

When working from home, caring arrangements for children and other dependents must be in place as they would have been if working in the office. Staff can be called in at short notice (on the day), to cover office duties, for example if there is sudden sickness or customer demand. There may, of course, be an occasional and exceptional circumstance such as a temporary breakdown in usual care arrangements where alternative arrangements need to be made. In this situation managers will work with staff to agree the best approach and may signpost staff to other options such as annual leave or unpaid leave if agile working is not the best solution in the circumstances.

If more structured and/or permanent caring arrangements are sought, these should be requested via the [Flexible Working Policy](#).

## Costs/Tax Relief – Home Working

No direct reimbursement for household bills will be provided. This includes, but is not limited to, internet, heating, lighting, electricity, water, landline connection etc. Government advice (<https://www.gov.uk/tax-relief-for-employees/working-at-home>) makes clear the tax relief that employees can claim if asked to work from home by their employer or the government on a regular basis for all or part of the week. This allowance helps offset costs for utility charges. Employees are responsible for finding out if they are eligible for this tax relief and making a claim, where appropriate to do so.

Many other costs are unchanged by home working such as existing broadband, council tax, rent/mortgage and non-metered water. Tax relief is only available to claim if you have to work at home on a regular basis, either all or part of the week. Agile working does not change the contractual place of work.



## Phone reception and Wi-Fi

Employees must ensure they have an adequate mobile phone reception and an appropriate internet connection to allow them to work seamlessly from home. Employees are advised to contact their internet provider to ensure that the terms and conditions of their internet/broadband package cover provision of internet connection for business use at home and that they have the right usage/allowances in their package to enable home working. Employees who are considering working from home are required to check that no restrictions apply in mortgage or tenancy agreements.

## Insurance

The council's existing liability insurance is not limited to covering a particular place or building and there are no exclusions or limitations in cover for staff working at home or on the go. However, it is important to ensure that reasonable care and precautions have been taken to minimise accident, injury, loss or damage and before any ways of working change. The relevant health and safety policies and risk assessments should be undertaken to ensure that precautions have been satisfied. In terms of personal motor insurance, employees are reminded that if they use their private vehicle for work, they have the appropriate business level of insurance.

If employees will be undertaking any type of home working, it is advisable that they check their own household insurance as it could affect the terms of their own insurance. Some household insurance providers may charge an additional premium if homes are used for business purposes. Each insurance has its own attitude to business use at home and the council will not provide any allowance for personal household insurance.

## Alternative locations

In addition to home working and traditional office spaces, work may be able to be carried out in 'third party locations', for example: organisational partners, neighbouring authorities, shared offices, cafés, libraries etc. Staff must ensure that they adhere to all of the Council's IT policies when working from any location, a list of these can be found at the end of this policy.

External wireless hotspots such as public buildings can also be accessed providing the necessary security standards are maintained. Staff accessing the network via such external Wi-Fi hotspots signals should always use the Captive Portal Helper found on your laptop. This will assist with making the connection. Ensure you use secure websites (denoted with a https).

Be mindful of confidential data – do not leave your screen on full display and be mindful of those over your shoulder. Carefully consider if the environment you are working in is suitable to make and receive confidential calls. Once you vacate the public building ensure you disconnect from the WIFI.

## Considerations for working at multiple locations

The main issues with working on the move relate to confidentiality, security, safety and health. All staff are encouraged to carry laptops and similar devices in an inconspicuous bag to avoid drawing attention to the equipment. If you are ever the victim of crime and challenged for your equipment you should always give this up. Whatever your work style, you should never give out your home address, personal phone number or arrange to meet with customers/clients at your own home. You should also be aware that when travelling on work business, usual lone worker guidance applies. You must ensure digital calendars are up to date and appropriate access to calendar content is provided to colleagues.

Further information on lone working can be found in the relevant documents under [‘Personal Safety and lone working’](#) on The Loop.

## Security of corporate IT equipment and personal usage of equipment and technology

Employees can choose to use some of their own equipment to carry out their activities whilst working from home, remotely or in the office. For example, this may be preferable if the employee already has a suitable workspace, desk and chair in their home. Personal mobile phones may be used if staff do not have a corporate mobile phone. The device should be secured with a PIN and ensure that office.com, and any other application containing corporate information, is not left permanently logged in.

If staff members wish to use their own mobile phone, a call needs to be logged with the ICT Service Desk requesting access so that the relevant licencing can be allocated, and appropriate documentation provided.

The Council will provide laptops and other IT equipment to staff who require them to undertake their job role. Personal laptops should not be used.

If employees choose to use their own equipment for council work, then their own insurance should specifically cover this. In this respect, financial reimbursement for damage or loss of personal equipment will not be provided by the Council.

In the event of ICT equipment (laptop, tablet or corporate mobile phone) being lost or stolen please report this to your line manager immediately who should then inform ICT. ICT are able to remotely block and wipe your corporate laptops to prevent data leakage, loss or network intrusion. Additionally, the Council’s [Data Protection Officer](#), should be informed immediately.

## Data security and information management

Maintaining the security of the information we work with is vital and those working away from a council office are responsible for the security of the data they keep and should comply with all relevant legislation, just as if they were working in a fixed council office. Managers must agree early on with their staff as to how confidential or sensitive information will be handled when working in agile ways.

Principles:

- Confidential or sensitive conversations/work must not be carried out whilst in any public areas or where others can overhear;
- Other individuals (including family members) must not have any access to personal data either on paper or as electronic records;
- All printed or other paper records must be safely locked away when not in use;
- Confidential waste should be brought into the office and disposed of in the normal way;
- All council data stored outside of the council’s network, must only be stored on council systems and/or encrypted council owned devices such as USB Memory Keys.
- Council data must not be stored on any personal devices and/or staff should not send work related emails to their personal email address;
- OFFICIAL-SENSITIVE emails that are sent externally (irrespective of who these are sent to) must be classified as such and sent in-line with council policy;
- If staff are using a laptop or other portable device, they must be aware of the additional security risks if leaving this device unattended, including locking the screen when device is unattended at home;

- If staff become aware of any loss of council data they must immediately report this to their line manager and follow the Council's [reporting procedures](#) for reporting a GDPR breach.

It is the responsibility of all employees to ensure that information is handled correctly and not used for personal benefit or gain. It is a mandatory requirement for all new staff to complete the Data Protection e-learning module and all staff are required to keep updated on good information management and security practice as required and undertake refresher training in line with the Council's requirements.

## Staff Wellbeing

Managing staff wellbeing has been brought into sharp focus during the pandemic as personal and professional pressures increased because of the virus and lockdown measures. As an employer, the council understands the effect this has had on our staff and on the organisation, there are many lessons to be learned from this as we develop new ways of working. The council is mindful that remote working has increased presenteeism and in some cases worsened staff's work life balance as it has improved it for others. The Council will continue to support its staff and managers with an ongoing focus on staff wellbeing.

## Health and safety provisions

The Council will work to ensure that all usual health and safety provisions are adhered to in all locations involved in agile working. This will include conducting risk assessments of the proposed working environments where necessary to comply with legal provisions, such as inspecting the home set-up.

If an employee's health condition or impairment is likely to be within scope of the Equality Act 2020, management will ensure that a risk assessment is undertaken to identify and implement any reasonable adjustments necessary that will assist them in carrying out their role.

The employer's duty of care is the same wherever employees are working, whether in the employer's workplace, at home, on the move or in some other working environment.

Employees' health and safety responsibilities remain the same no matter the work location. All staff must on an annual basis complete the mandatory online DSE assessment including the remote worker element. More details on this can be found in the handbook.

## Working Time

One of the benefits of agile working is that it can help support a positive work-life balance. For example, it can ease the daily commute and/or help employees manage domestic responsibilities during lunch breaks or directly before and after work. Staff should ensure that whilst working from home they do not work excessively long hours on a regular basis and should aim to work their contracted hours. More information can be found on the gov.uk website:

<https://www.gov.uk/maximum-weekly-working-hours>

## Absence and healthy working

Alongside other initiatives to promote a healthy workplace, agile working practices can reduce absence and in particular reduce stress. A significant proportion of absence from work is due to minor ailments that make the thought of commuting and sitting in an office with colleagues not feasible but manageable if working from home – being able to work from home on these occasions can have a significant impact on sickness absence. In these instances, employees should speak with their line manager to agree if working from home is a viable

option; staff should not feel obliged to work from home if they are sick - if the staff member is not well enough to work from home then the normal sickness absence procedure will apply.

Staff should also ensure that annual leave is taken on a regular basis for their wellbeing and to ensure adequate rest.

## Managers responsibility

Managers will make arrangements to keep in regular contact with staff during a period of agile working and, specifically, to encourage them to come forward with any issues they may be having. Agile working may not work for everyone and the arrangement will be regularly reviewed and terminated if necessary.

Managers will work to agree with employees how they will monitor their performance within the period of agile working. This may include setting of key targets, holding of regular meetings and ongoing performance reviews through the 1:1 process.

Managers will also work to ensure that any period of agile working does not interfere with the career development of employees, such as them missing out on key training opportunities. It is the responsibility of managers to ensure all employees are provided fair opportunity in which to take part in these types of activity.

## Employees responsibility

Employees who are working remotely may not be as regularly observed by managers, meaning that an element of trust will need to be maintained between all parties in order for the agile working arrangement to work.

It is the responsibility of employees to make sure any agile working arrangement does not impact upon their productivity and output. If it is found that this is the case, the Council will review the effectiveness of the arrangement and further disciplinary action may be taken. Employees must also ensure that they comply with all of the Council's usual policies.

Employees must ensure that they take rest breaks during the working day in line with the Council's usual policies e.g. flexitime. This is to ensure their continued wellbeing and continued compliance with government Regulations. Again, if it is found that appropriate rest breaks are not being taken, the effectiveness of the agile working arrangement may be reviewed.

Employees working from home need to ensure a safe working environment that complies with the Council's policies on health and safety. This includes adherence to Display Screen Equipment (DSE) standards.

Employees who are working from other buildings separate to the usual workplace are expected to leave their workspace clean and tidy following use and remove all personal items. Standards of hygiene will be expected to be maintained throughout their period of working in this environment.

Agile workers need to remain fully contactable by management during their working hours and must be prepared to undertake reasonable requests as directed.

Additionally, all confidential information relating to the organisation needs to be kept secure in line with its data protection policies. If it is found that the agile working arrangement has resulted, or has the potential to result in, a data breach, the arrangement may be terminated and those responsible could face disciplinary action.

## About this policy

This policy does not form part of employees' terms and conditions of employment and may be subject to change at the discretion of management in consultation with UNISON.

This policy is discretionary and therefore the Council reserves the right to withdraw agile working at any time for a member of staff/team/service. However, before such a step is taken, this would be discussed with those concerned.

## Links to other Policies/Procedures

This policy should be read in conjunction with the policies listed below, including but not limited to:

- Officers Code of Conduct;
- [Flexible Working Policy](#);
- [Flexitime Policy](#);
- [Information Management Policies](#);
- [Records Management Policy](#);
- [Data Protection Policy](#);
- Email Usage Policy;
- IMT Security Policy;
- Internet Security Policy;
- [Dress Code Guidance](#);
- Mobile Device Policy for Members and Officers;
- Password and Systems Access Policy;
- Removable Media Policy;
- Taking Equipment Abroad Policy;
- [Health and Safety Policies](#);
- [Personal Safety for Lone Workers Policy](#);
- [Sickness Management Policy](#).

**URN:** 21-056

**Subject:** Heritage Action Zone – Shopfront Design Guide Supplementary Planning Document

**Report to:** Policy and Resources Committee – 27 July 2021

**Report by:** Sam Hubbard, Strategic Planning Manager and Lou Robson Heritage Action Zone Project Manager

#### **SUBJECT MATTER**

**Heritage Action Zone – Shopfront Design Guide Supplementary Planning Document**

#### **RECOMMENDATION**

That the Policy and Resources Committee approve the first draft Shopfront Design Guide Supplementary Planning Document (appendix 1) for consultation.

## **1. Introduction**

- 1.1. In 2019 Great Yarmouth Borough Council submitted a successful expression of interest and was invited to develop a programme design for a Heritage Action Zone. In January 2020 it was announced that GYBC was one of 68 high streets which had made a successful bid. Under the scheme, lead partners and Great Yarmouth Preservation Trust (GYPT) will work with Historic England (HE) to develop and deliver schemes that will transform and restore disused and dilapidated buildings into new homes, shops, workplaces and community spaces, restoring local historic character and improving public realm. The Great Yarmouth Heritage Action Zone (HAZ) target area includes Market Place, King St and Market Row
- 1.2. The scheme comprises a series of projects and workstreams which collectively tackle problems of empty, redundant and neglected buildings through repair and re-use, transforming dilapidated properties into new homes, shops and community spaces. Through capital projects, it will repair and restore the historic environment and public realm and encourage property owners to invest in conservation improvements to restore historic character through a scheme of small grants. The project strategically aligns with the Future High Street Fund and Town Deal Investment Plan actions and objectives and will deliver a significant community benefit.
- 1.3. Projects include:
  - Consolidation of Market Place section of the Town Wall
  - Restoration of Railings at St Nicolas Priory School



- Repairs/improvements to building in Market Row
  - Full repairs to 145 King Street make ancillary space for St George's Theatre and residential units
  - Full repair of 6 Market Place to allow for residential use
  - Grants for shopfront improvements
  - Grants for Building repairs
  - Landscaping and public realm improvements at the Market Place.
  - Digital Historic Mapping Project
  - Community engagement
  - Five design guides
- 1.4. The five design guides will cover shopfronts, extensions, repairs and public realm together with an umbrella guide.
  - 1.5. The first design guide to be prepared is the Shopfront Design Guide. It is proposed that the guide will help support the grant system for shopfront repairs but will also be a planning policy document to help determine applications involving shopfronts. Therefore, it is proposed that that the document is adopted as a Supplementary Planning Document (SPD).
  - 1.6. SPDs build upon and provide more detailed advice or guidance on policies in an adopted local plan. They do not form part of the 'development plan' but are a material consideration in the determination of planning applications.
  - 1.7. The Town and Country Planning (Local Planning) Regulations 2012 require two stages of consultation during the preparation of a SPD. Firstly, consultation is required during the initial preparation of the document to inform a draft SPD. The document appended to this report is a first draft of the SPD which will be consulted on as part of this first stage. Following this consultation, changes to the document will be made to reflect comments received. A final draft document will then be subject to a final formal consultation prior to adoption by this committee.

## **2. First Draft SPD**

- 2.1. The First Draft of the Shopfront SPD is appended to this report. The draft SPD provides a detailed background and context about the origin and design of shopfronts. The SPD goes on to provide broad design principles which should be considered for repairs, renovations and developments involving shopfronts. The SPD also includes a detailed analysis of the separate design elements which make up a shopfront. This includes advice and guidance on signage, illumination, colour, materials, pilaster, console brackets, stall riser windows etc.
- 2.2. The draft SPD also helpfully provides a number of case studies on good and bad examples. Finally, the SPD includes legislative requirements and a bibliography of further reading on the subject.

## **3. Next Steps**

- 3.1. Subject to this committee's approval, the first draft SPD will be consulted upon with statutory consultees, other interested groups and the public over the summer. A final draft of the SPD will be prepared in the autumn which will be presented to this committee. It is hoped the SPD can be adopted for planning purposes before the end of the year.

#### **4. Financial Implications**

- 4.1. No implications. The preparation of the design guide is covered by the Heritage Action Zone budget.

#### **5. Legal and Risk Implications**

- 5.1. The risks in producing the SPD are limited. The powers to prepare an SPD are outlined within the Planning and Compulsory Purchase Act 2004 and the Town and County Planning (Local Planning) Regulations 2012. Consultation is a necessity in the preparation of a Supplementary Planning Document and if not done correctly could lead to future scope for challenge.

#### **6. Conclusion**

- 6.1. The Shopfront Design Guide forms part of the Heritage Action Zone programme of work. It will help support the shopfront grant system and will be a material consideration in planning applications involving shopfronts upon adoption. It is recommended that the Policy and Resources Committee approve the first draft of the Shopfront Design Guide Supplementary Planning Document (appendix 1) for consultation.

#### **7. Appendices**

- 7.1. Appendix 1 – First Draft Shopfront Design Guide Supplementary Planning Document

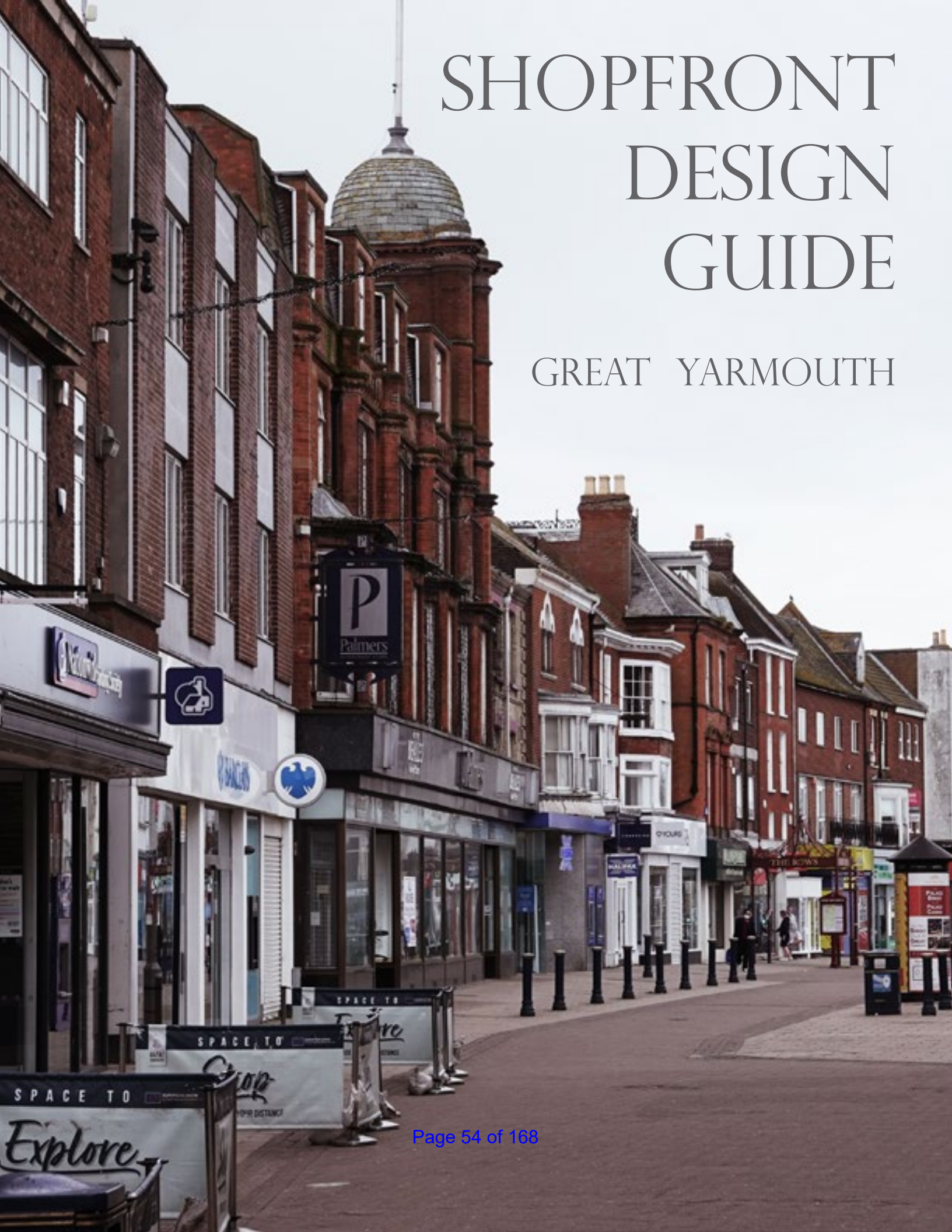
*Areas of consideration: e.g. does this report raise any of the following issues and if so, how have these been considered/mitigated against?*

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Through ELT
Existing Council Policies:	Local Plan Part 1: Core Strategy
Financial Implications (including VAT and tax):	n/a – covered by usual staff operating costs.
Legal Implications (including human rights):	n/a
Risk Implications:	n/a
Equality Issues/EQIA assessment:	n/a
Crime & Disorder:	n/a
Every Child Matters:	n/a



# SHOPFRONT DESIGN GUIDE

GREAT YARMOUTH







# SHOPFRONT DESIGN GUIDE - DRAFT GREAT YARMOUTH

## SUPPLEMENTARY PLANNING DOCUMENT

July 2021



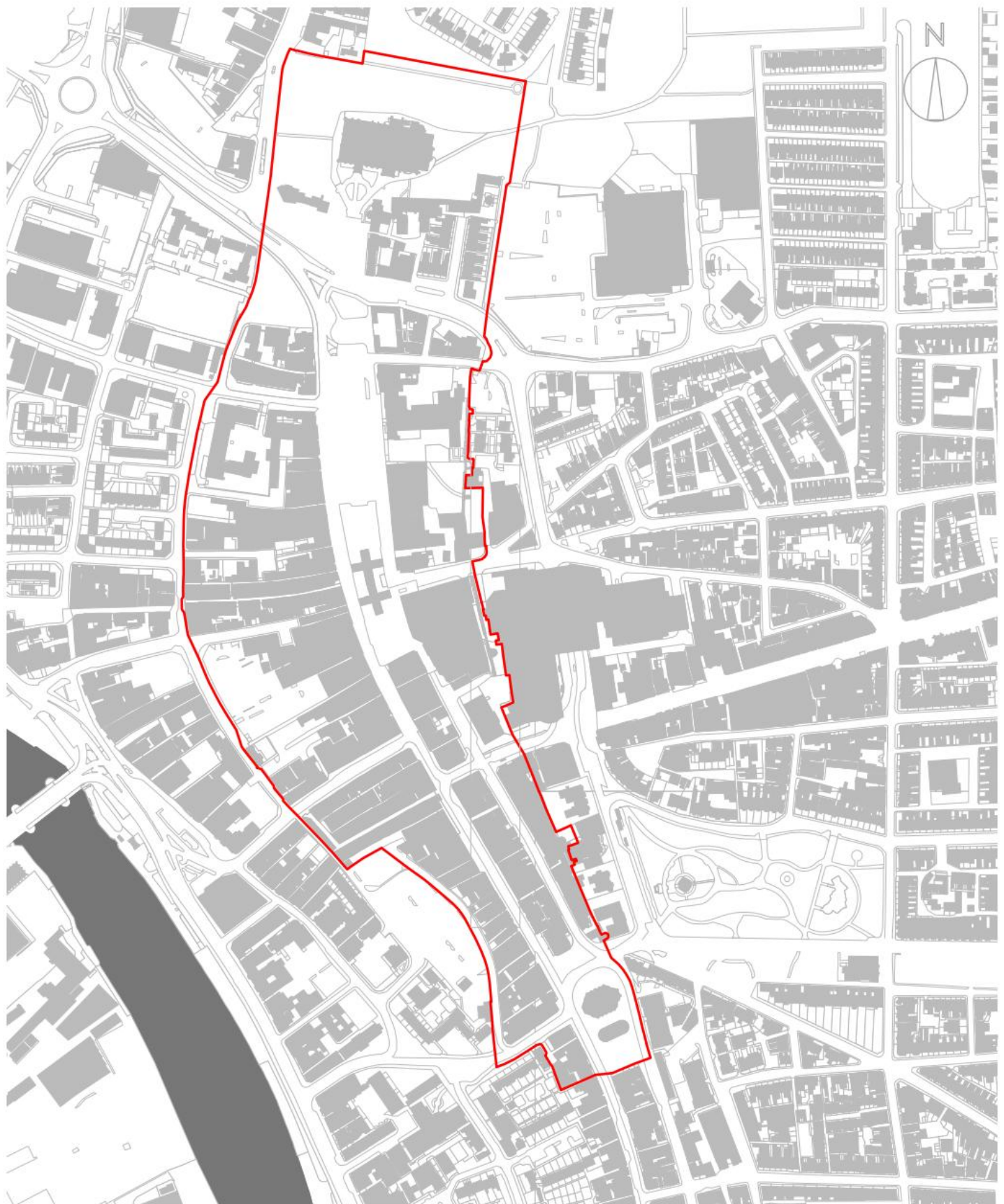


Fig. 001 10 Regent Street, Great Yarmouth

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# INTRODUCTION

This guidance has been produced as part of Historic England's High Street Heritage Action Zone (HAZ) initiative – a four-year scheme (2020-2024) aiming to enhance and better reveal the historic environment in Great Yarmouth's town centre. The scheme also offers opportunities for grants to repair and enhance shop fronts.

While the HAZ initiative is restricted to a specific area in the town centre, this document aims to provide general guidance and sets up design aspirations that can be adopted for shopfronts and advertisements in other historic areas of the town and borough.

The purpose of this document is to promote and encourage good-quality retail architecture (including shopfront and advertisement design) suitable for the character of conservation areas, listed buildings, non-designated heritage assets of local historic interest and historic settings. The guidelines outline general approaches which should be considered when plan-

ning alterations and repairs to existing shopfronts, or when developing new retail spaces and advertisements.

More information about the Heritage Action Zone scheme can be found through the following links:

- <https://www.great-yarmouth.gov.uk/gyhaz>
- <https://historicengland.org.uk/services-skills/heritage-action-zones/great-yarmouth/>
- <https://www.great-yarmouth.gov.uk/article/6147/Great-Yarmouth-to-benefit-from-share-of-95m-heritage-boost-for-high-streets>





# SUPPLEMENTARY PLANNING DOCUMENT

A suite of Supplementary Planning Documents is currently being produced by Great Yarmouth Borough Council. SPDs are documents that add further detail to the policies included in the Local Plan. These documents are usually used to provide further guidance for development on specific sites or particular issues, such as design. Supplementary Planning Documents are capable of being a material consideration in planning decisions but are not part of the development plan.

# 1. HISTORIC GREAT YARMOUTH AND SHOPPING



*Fig. 004 King Street, Great Yarmouth (c.1900)*

The essential human need to exchange goods in order to survive has shaped towns and cities since the medieval period. This resulted in urban centres being moulded by trade which also reflected historic, economic and social values throughout the centuries.

Great Yarmouth's past economic prosperity was inextricably linked to its situation between river and sea. This resulted in the development of a strategic harbour and popular river port which facilitated easy access for transportation and trade.

Great Yarmouth has been a significant market town since the Middle Ages, evi-

dent through its historic built environment and Market Place. It is documented that Great Yarmouth's Market Place has existed since 1385, when it was recorded that the area was partly paved. It is likely, however, that the Market Place was established even before King John's Charter was granted to the town in 1208. Its preservation from the Middle Ages up to the present day further highlights its historic, economic, social and cultural significance.

Close interaction between the trader and the buyer evolved in the late Middle Ages, but the modern understanding of a shop not exist; goods were generally manufactured in warehouses and then trans-



ported to be sold at market. Throughout the Middle Ages most craftsmen – including shoemakers, brush makers, tailors and goldsmiths – sold goods of their own manufacture from their workshops. It is believed that when demand for their goods grew, the craftsmen with premises in town centres found it profitable to take advantage of their location and stock goods manufactured by others as well. This resulted in the transformation of many town centre workshops into shops. In Great Yarmouth, this change mainly occurred in the area around the Market Place, along shopping streets and probably around the Quay.

These initial shops varied in form and function. Some would have been little more than stalls which would have opened on a market day, while others were used by wealthy merchants as showrooms. Nothing

remains of any medieval shops in Great Yarmouth, but there are a number of 16th and 17th-century houses concealed behind later façades. An exceptional example is The Old Merchant's House, which is located on Great Yarmouth's South Quay and designated as a Grade II\* listed building.

Shopping became a leisure activity involving browsing, handling goods and conversation around the mid-17th century, following the establishment of fashionable shopping galleries in London. It was only in the 18th century, however, that glazed shopfronts became affordable. This transformed British high streets and, locally, led to further development of Great Yarmouth's Market Place and other central shopping areas.

*Fig. 005 King Street, Great Yarmouth (c.1900)*



Following 1815 and the Battle of Waterloo, further changes escalated in the country. Bazaars and arcades were introduced as a new form of shopping venue, superseding former showrooms. As standards of living improved in the Victorian era, new methods of retailing developed. These included co-operative stores and multiple or chain stores. The oldest purpose-built department store in Great Yarmouth was Palmers, established in 1837 and in continuous operation until its permanent closure in 2020. The first covered shopping complex in Great Yarmouth was the Marine Arcades adjacent to the south wing of The Empire. These two shopping arcades were built in 1902 and 1904 by A. S. Hewitt for developers Ferrier & Ferrier [Pevsner 1997: 528]. The original twenty shops inside catered for the holiday trade. Presently the

site of the Leisureland amusement arcade, the aluminium portals - which partially conceal the original terracotta gables - are inscribed with their respective dates. More popular and still in use today is the Central Arcade, later renamed the Victoria Arcade which was built in 1925.

The years following the Second World War heralded further changes in consumer behaviour, as shopping became both increasingly democratised and increasingly fragmented. The Market Gates shopping centre was built in the mid-1970s and several supermarkets and retail parks were established, though mostly located outside of town centres.

The principal historic shopping areas which have generally been preserved include Great Yarmouth's Market Place, King Street, Market Row, Broad Row, Hall Quay, South Quay, George Street, Howard Street South, Regent Street, Regent Road and Gorleston's High Street. Some village centres in the Borough also retain individual examples of traditional village shopfronts. These are situated within the commercial centres of conservation areas and include listed buildings.

Trade has played a key role in shaping the historic character of the area. Its evolution over time is reflected in changes in society, technology, social mobility and taste, and Great Yarmouth has developed accordingly. The gradual evolution of Great Yarmouth's principal historic shopping areas is natural, but in some areas the former design, rhythm and integrity of historic retail architecture is endangered. Shopfront design and maintenance particularly influence the character of buildings and their wider historic area.

*Fig. 006 Market Place, Great Yarmouth (c.1926)*





## 2. CULTURAL SIGNIFICANCE OF SHOPFRONTS

Shopfronts are an essential part of the urban streetscape and important character-defining elements in historic towns. Their visual style, appearance and rhythm make a significant contribution to the cultural value of the historic place. Traditional shopfronts create a sense of identity and belonging, interest and variety in historic towns. In addition, contemporary shops blended successfully into their environment can provide diversity and impress with creative solutions and interpretations, varied detail and use of materials.

Shopfronts have an important impact on the locality. Depending on the way the shop is presented this impact can be positive or negative. Well-designed and carefully considered shopfronts can enhance the appearance of the streetscape and add to the visitor experience. They help define public space and promote interesting pedestrian spaces by forming an active streetwall. The proper scale and design of

shopfronts can support an active, engaging, and pedestrian-oriented street life. Quality environment, good design, intriguing displays and balanced composition and colours create a favourable impression for the business. A street with attractive premises is much more favourably perceived by visitors, providing mutual benefits for shop owners.

Poor shopfront appearance, however, can lead to disintegration, detracting from the wider qualities of the area, erosion of the visual qualities of the streetscape and can deter shoppers. Poor design, low-quality materials, bad workmanship, inappropriate colour schemes, intrusive lighting, excessive signage and advertising all do little to create positive first impressions and entice customers.



Fig. 007 General view, Market Place, Great Yarmouth

# 3. A FEW EXISTING DOCUMENTS IN RESUME

## **Shopfronts and Advertisements in Historic Towns** (English Historic Towns Forum, 1991).

The booklet published by the English Historic Towns Forum in 1991 covers principles and details of good design, as well as planning permission requirements. The document is not specific to a locality but covers broad topics and variations in brief. Although published three decades ago, it could still be useful for establishing a broader perspective on the subject.

## **Details of Good Practice in Shopfront Design** (English Historic Towns Forum, 1993).

The documents include a good practice section that covers conservation advice on shopfronts produced from different materials – timber, stone and cast iron. The booklet presents a number of examples and details for new shopfronts in a historic environment:

a. Stratton, Winchester by Powell Design Partnership.

b. 34 the Bull Ring, Ludlow by Boots Retail Construction and Engineering.

c. Cannon Street, Dover by Dover District Council Architects Department.

d. The Children's Bookshop, Oxford by The Oxford Architects Partnership.

e. Corpus Christi, Cheltenham by Bayleys.

A solution for one place is not necessarily an option for another, but becoming familiar with good examples is a positive approach to any new shopfront task.

## **The Shops of Great Yarmouth** (English Heritage, 1999).

The fieldwork and desk research done by Kathryn Morrison and Katherine d'Este Hoare covers Great Yarmouth's general historical background, shopping in the town and a rapid survey of historic shops from Broad Row, George Street, Hall Quay, Howard Street South, King Street, Market Place, Market Row, Regent Street and Regent Road. The document is a positive start for a better understanding of the shops in Great Yarmouth.

# 4. CLASSICAL ARCHITECTURE

Familiarity and understanding of classical architecture are essential preparation for surveying existing shopfronts or designing new shopfronts in a historic area. Classical architecture begins in Antiquity and has always been bound with harmony, proportion, and balance.

An architectural order consists of specific tectonic and decorative forms, proportions, and elements. The most basic of these are the column (base, shaft and capital) and entablature (architrave, frieze and cornice).

The classical architecture of Ancient Greece uses Doric, Ionic and Corinthian orders. The Romans developed their own version of the Doric, used the Tuscan, and invented the Composite order. Mannerist and Baroque tendencies since Roman times deviated from the canonical use of the classical orders of architecture long before the Victorians.

In the design of shopfronts, the full and elaborate use of classical orders was not always present. In some cases, astylar or simplified classicism was applied. Later on, loose variations of classical themes were established, and dominated in the second half of the 19th century.

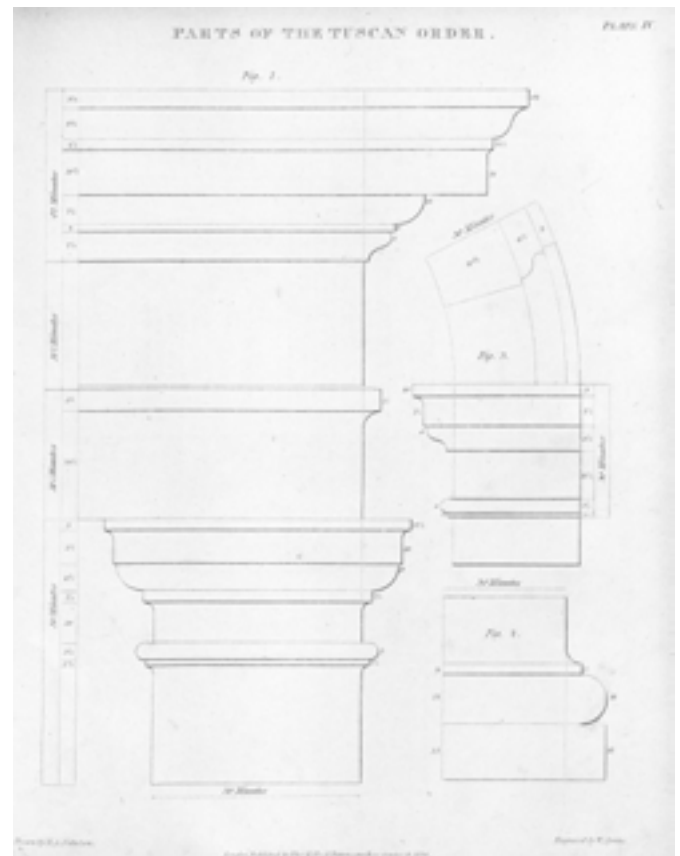
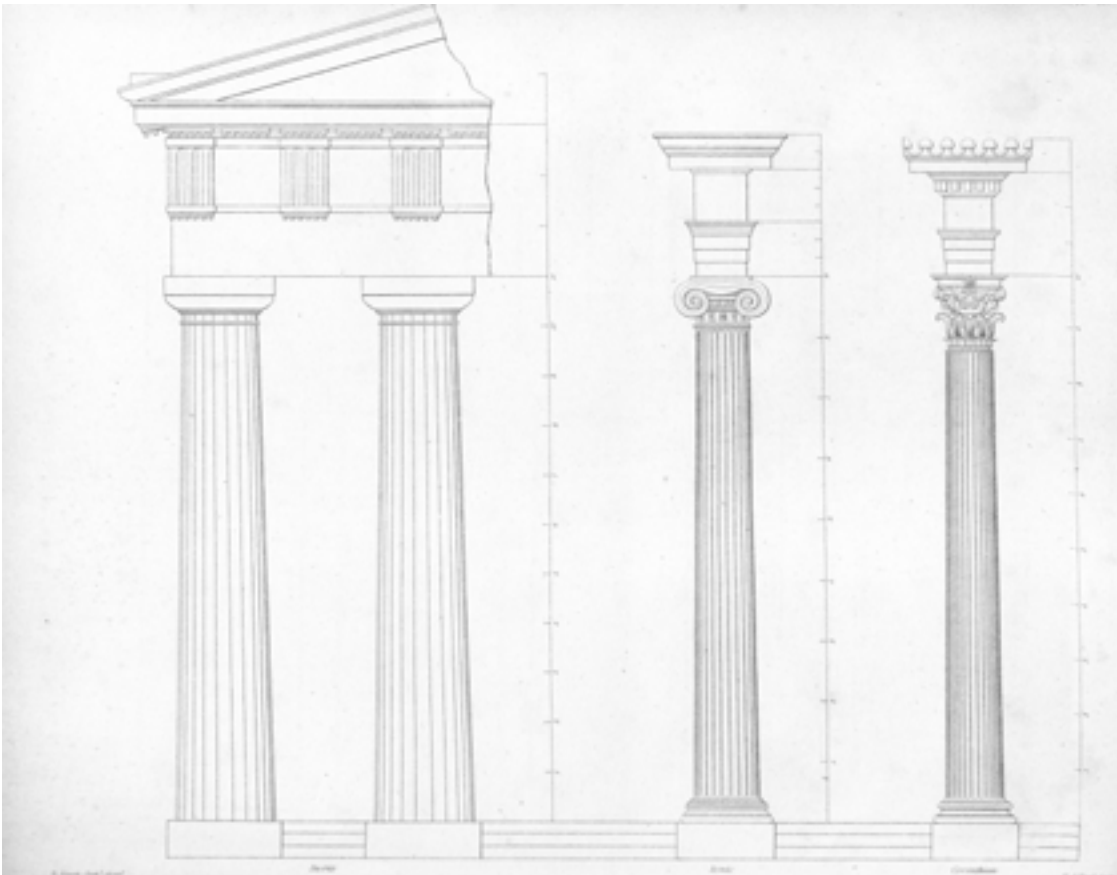


Fig. 008 Parts of the Tuscan Order





*Fig. 009 Architectural Orders of Ancient Greece*



*Fig. 010 Architectural Orders of Ancient Rome and Italian Renaissance after Vignola*

# 5. SHORT HISTORY OF SHOPFRONT DESIGN

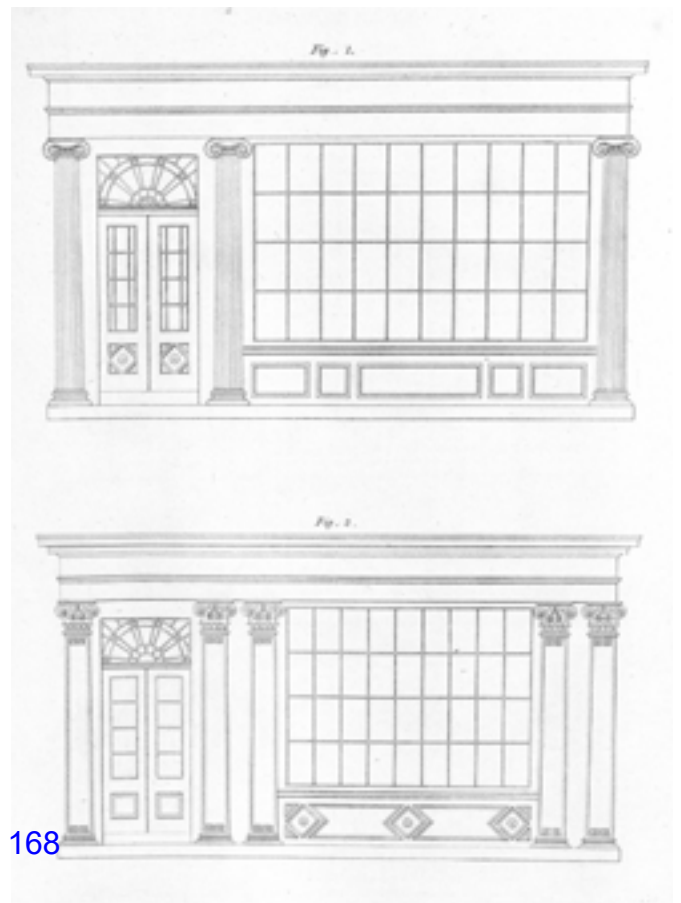
It is important to understand the overall historical development of shopfront design. In theory, we could distinguish between use and appearance, and utilitarian and decorative elements. More often than not, however, they present a form of unity.

In a shopfront design, we may distinguish the utilitarian elements established very early on:

“A shop front consists of a door and a window, and the earliest examples were little more than that, the window having shutters which formed a counter and a canopy, so that the wares could be laid out in the light, and transactions made through the window.” [Alan Powers. *Shop Fronts*, 1989, p. 1].

A traditional shopfront presents a well-established balance between a set of elements. Vocabulary and grammar rely (sometimes loosely) on classical architectural principles that gained popularity in Georgian times and, more or less, have been present ever since. As Mark Girouard confirms:

*Fig. 011 Ionic and Corinthian orders in use for a shopfront design (1820s)*





“The basic form [of the shop-front] had been established in the mid-eighteenth century, as a result of a creative use of the language of classicism.”

[Mark Girouard. *The English Town*, 1990, p. 225]

A utilitarian or formal approach might dominate in different preserved examples:

“[T]he usual eighteenth-century [shop’s] arrangement was to have a couple of bow-windows with a door in the centre, the whole with an entablature, and with a door at the side giving access to the rooms above [...]. When the Neo-Classical taste dictated greater simplicity, shop-fronts became flat, divided by means of pilasters or columns, with a fascia over”. [James Stevens Curl. *Georgian Architecture*. 1993, p. 144]

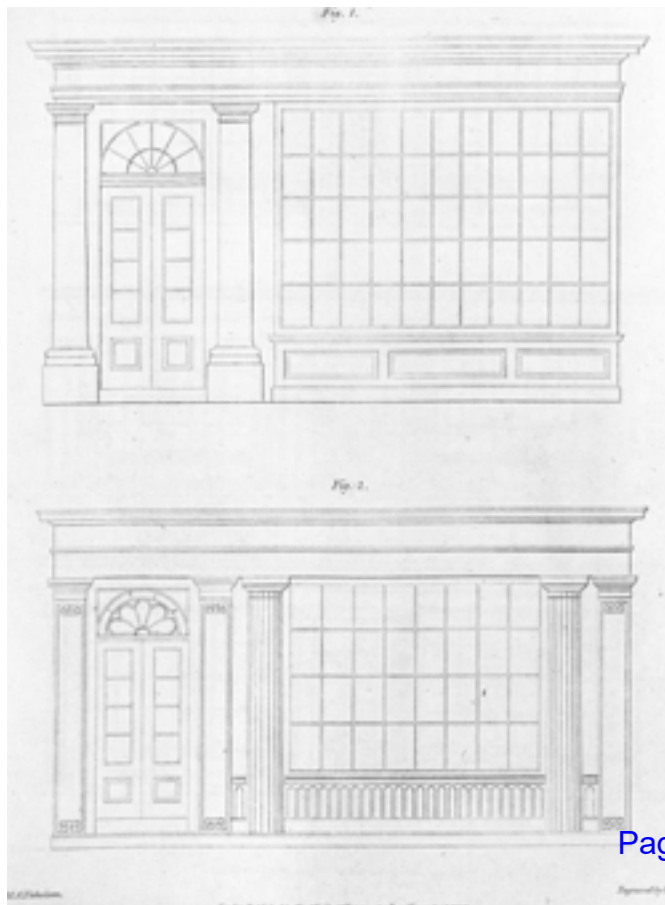
The present-day shopfront fascia developed from the classical frieze. This again demonstrates the matter of understanding, scale and proportion:

“Later in the eighteenth century, the frieze of shop entablatures began to be inscribed with the name of the shopkeeper. The columns, following the taste of the time, became spindly and elegant, dwindled to pilaster strips, or disappeared altogether; delicate fanlights appeared above the doors, and sometimes above the windows. Occasionally the formula was translated into Georgian Gothic”. [Alan Powers. *Shop Fronts*, 1989, p. 5].

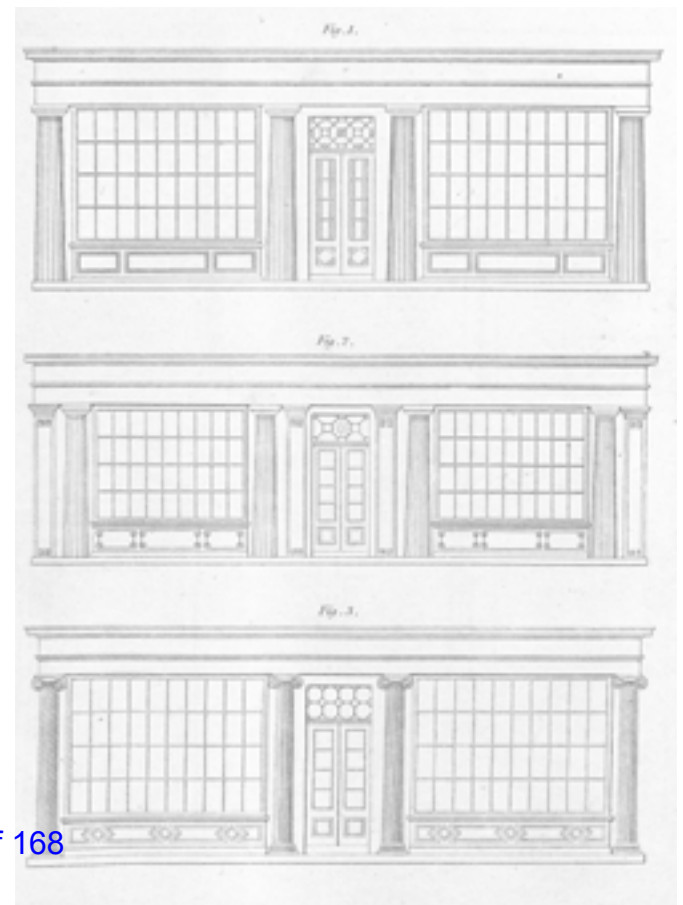
The early 19th century relates again to the rise of stricter Neoclassicism:

“Around 1830, taste changed again, and substantial columns and heavier detail came back into fashion.” [Mark Girouard. *The English Town*, 1990, pp. 224-225].

*Fig. 012 Tuscan and Doric orders in use for the shop-front design (1820s)*



*Fig. 013 Variations of Doric and Ionic orders, larger shopfronts with a central entrance (1820s)*



During the mid- and late-19th century and the Victorian age, more Mannerist variations of classical shopfronts were established:

“Thin pilaster strips, surmounted by consoles, and a vigorously modelled cornice acted as a frame to the glass. The cornice was finished off by a palisade of cast-iron ornament. Curving glass, consoles, and cast-iron trim were to become favourite elements of Victorian shopfronts.” [Mark Girouard. *The English Town*, 1990, p. 227].

In the interwar period, shopfronts were dominated by modern materials and aesthetics:

“Favoured materials were Vitrolite, a self-coloured glass, usually black, pale green or orange, and chrome metalwork and lettering. Stall risers were often of mottled Aberdeen Granite, high-

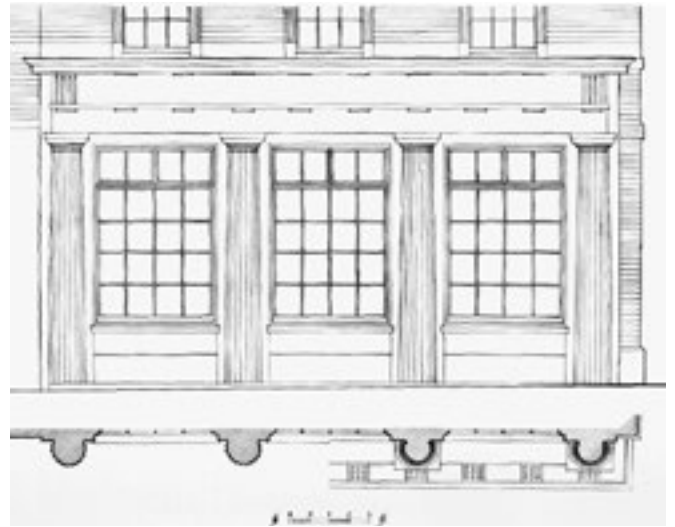
ly polished. Other stone and marble veneers were also popular. The shop front was intended to shine by day and night, with the assistance of back-lit letters or internally illuminated facias.” [Alan Powers. *Shop Fronts*, 1989, p. 31].

After the Second World War, some of the earlier tendencies and materials were still present, but generally shopfront designs were further simplified. During the 1970s, aluminium shopfronts and plastic box signs become standard, interfering with much of the town’s historic character.

*Fig. 014 Late Victorian console brackets on King Street, Great Yarmouth*



# 6. CLASSICAL TRADITION, SHOPFRONT DESIGN AND ELEMENTS



*Fig. 015 37 Soho Square, London*

In shopfront design, the use of the classical orders of architecture varies. During some periods it is strict, in others we find looser interpretations. More recently, orders and elements of classical design may be avoided altogether or even interpreted in a post-modern manner. These facts are of high importance. Any shopfront design, existing in itself, newly designed in its context, should be understood in depth. This could not be achieved without at least a basic understanding of classical architecture. For example, when we analyse a specific piece of architecture, we should be able to suggest if what we see is an original intention, later interpretation, poor restoration attempt, a lapse of fabric or something else that may have occurred over time. We could look at a few examples and try to analyse them.

At 37 Soho Square, London (c. 1820) we see the classical Greek Doric order accommodated to suit the needs of a shopfront. As we see with other classical examples, the frieze becomes the shopfront fascia. Using the Doric order, this is hard to accomplish, as the frieze contains a series of triglyphs and metopes. In this example we see the triglyphs omitted, but all related elements from the architrave and cornice are kept in place. If we are to analyse such an example, we could ask if it was designed as built or whether it was adapted at a later (still historic) date.

If we look at the early 19th century Doric porch of 20 South Quay, Great Yarmouth (Customs House, Grade II listed building) we see a deviation from the classical ideal. Triglyphs are omitted from the frieze and guttae are applied





*Fig. 016 20 South Quay, Custom House, Great Yarmouth*

regularly at the top end of the architrave. For any of these deviations, we could ask why they are present. One possibility is the accommodation of a building name, currently, “Great Yarmouth Port Authority”.

Other uses of the Doric order could be altogether simplified with clear architrave and frieze, as is the example of 8-10 George Street, Great Yarmouth.

If we compare these examples with 7 Church Plain, Great Yarmouth (Grade II listed building) [Fig. 00] we find the classical articulation of the Doric, and an actual shopfront fascia is absent. That is a specific line of the character and therefore preserved. We should ask if there is a reason for this. Research shows us the ground level of this building used to be a public house. Naturally, in any conversion or adaptive re-use, box signs over classical or other decorative elements should be avoided, as they affect the character and significance of the building.

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If we ask the questions “what it is”, “what it was”,

“what it was supposed to be”, we might not necessarily find answers or achieve a reasonable level of certainty for restoration of a specific detail, for example. But questions should always prevent us from interference with historic fabric and significance if we lack understanding.

*Fig. 017 8-10 George Street, Great Yarmouth*





*Fig. 018 7 Church Plain, Great Yarmouth*

The single-unit retail shopfront is the most common element of the high street, although department stores, public houses, purpose-built restaurants and banks might all relate to the same architectural form. Some examples derive from the same design logic and are close enough to be included in a study or further research .

Both uniformity and diversity are important in a conservation area and historic environment. As separate elements, they could be discussed at length from a historical or aesthetic perspective. In practice, they should be studied in context and

balanced. Regarding shopfronts and their traditional development, James Curl points out:

“Uniform groups of shop-fronts [...] were unusual, because the tendency has always been to allow the Nation of Shopkeepers to do what it likes at the expense of architectural order. At Regent Street [in London] there was a brave try at the imposition of such order, but it gradually gave way to a free-for-all [...] frightful mayhem has replaced the order intended by the original designers.” [James Stevens Curl. *Georgian Architecture*. 1993, p. 144]

Alterations to shopfronts sometimes result in the disjointed appearance of a building or lost cohesion across a group of buildings in the street scene. Focusing only on the ground floor shopfront should be avoided and consistency of architectural lines and design features of the building itself (including upper stories) and any adjacent buildings should be considered. Historic analysis, a proposed design, scale, proportions and materials should be carefully reviewed to achieve good results. A few key design principles are set out below, to incorporate the main design issues.

*Fig. 019 Lloyds Bank Limited, Hall Quay, Great Yarmouth*





# 7. DESIGN PRINCIPLES AND GOOD PRACTICE

The design principles noted in this guidance aim to provide general advice.

The retail units throughout the borough of Great Yarmouth have a diverse character which is derived from their specific locations, historic function, layouts, design traits and development. Historic shopfronts along King Street, for example, significantly differ from the character and appearance of historic retail units along the Seafront. The individual identity of each building should be protected and further enhanced.

A standardised and utilitarian shopfront design approach can result in a poor built environment and the loss of local distinctiveness. The traditional shopping streets where retail and leisure activities have been taking place for decades and even centuries are usually protected by Conservation area designations. Each Conservation area has a distinctive character and appearance which should be considered whenever a development is being planned.

Even if the building is not listed or is not located in a Conservation area, its distinctive character should be considered both individually and as part of the specific location, history and environment.

Historic buildings and associated shopfronts should be researched to provide a clear starting point for designing and justifying new interventions.

Any proposed work should aim to preserve the historic character and enhance the appearance of heritage assets and their surrounds. This approach would achieve an individual solution based on appropriate design principles and existing context. Adopting a pastiche approach based on simple copying of historical shopfront elements should be avoided.

The style of the shopfront should consider the age and character of the building as a whole. According to some conservation professionals, the shopfront and fascia should correspond to the character of the building (proportions, dimensions, style).

*Fig. 020 4 Greyfriars Way, Great Yarmouth*







Fig. 021 155-156 High Street, Gorleston

In some cases, this might be understood as “close to the original” period, in others, “no earlier than” the specific building period.

Historically, shops, shopfronts and fasciae (along with other elements) may be an original element of a building. In other cases, they are introduced later, and the streetscape becomes a picturesque mixture of architectural styles. This could result in a distinctive street character and may be considered as an element of significance.

High quality materials should be used to support the overall character. The use of unsympathetic materials such as uPVC, acrylic sheets and other plastics, perspex, laminates should be avoided.

If a traditional shopfront has been replaced by an inappropriate and unsympathetic one, the Council encourages improvements of the design to ensure enhancement and preservation of the building’s character and its surroundings.

If there is no evidence of the former traditional shopfront design, or the building is modern, a contemporary design that is sympathetic, distinct to its time and well integrated within the existing context would be supported. Appropriate use of traditional and sustainable materials in a contemporary style is encouraged.

Complete reinstatement of a historic shopfront would be supported if there is sound historical analysis and contextual evidence.





Fig. 022 Grade II listed buildings, Church Plain, Great Yarmouth

Sewell House (in the centre) sympathetically converted into a tea room.



*Fig. 023 170 High Street, Gorleston*

All elements are relevant to each other. A shopfront to the building, the building to the street. A stallriser to a window display, a pilaster to the console and fascia. Even if they provide diversity, they should speak to the specific historic character.

Buildings on the street establish an architectural pattern or a grid. Shopfronts should obey that rhythm and correspond to size and dimensions. Even if multiple shops are merged into one, shopfronts should preserve the historic architectural pattern and fabric. It is recommended that neighbouring properties are included on

*Fig. 024 Street rhythm. Broad Row, Great Yarmouth*



elevation drawings so the impact of the proposed development can be assessed.

The scale and proportion of the shopfront should be relevant to the rest of the building.

Existing shopfronts that contribute to the character and appearance of a building or an area should be retained and conserved, repaired or refurbished, rather than replaced.

Any original features which have been removed or are in a state of disrepair should be restored in a like-for-like manner to enhance the appearance of the shopfront.

Illumination of shop signs, if used or introduced, should be carefully designed, and give consideration to the overall design and the surrounding area. Transparency between the street and the interior of the shop should be promoted.

Modern construction techniques could present us with historically unachievable states and outlooks. If change is considered, a question could be asked if such an intervention would have been possible historically, and therefore whether the outcome would preserve the building's historic character. For example, the insertion of steel or concrete beams could result in less visual support and a more modern character. Suspended ceilings could relate to oversized fascia and signage.

New developments should aim to improve accessibility for everyone and comply with the Equality Act 2010. Any chosen approach or specific design proposal should be backed by sound architectural, conservation and character arguments.

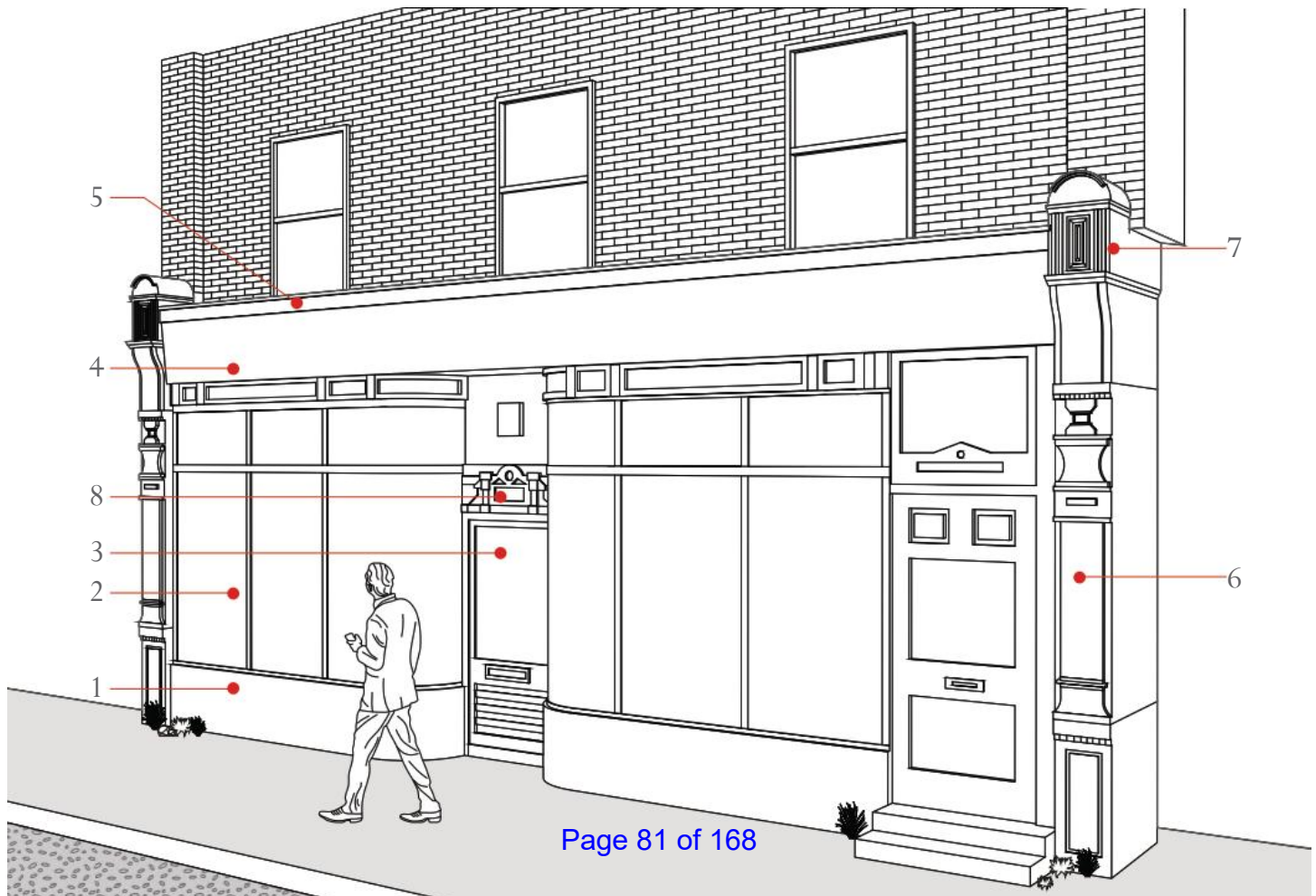


# 8. ELEMENTS AND CHARACTER

KEY:

- |                               |                     |
|-------------------------------|---------------------|
| 1. STALLRISER                 | 5. CORNICE          |
| 2. WINDOWS AND WINDOW DISPLAY | 6. PILASTERS        |
| 3. DOORS AND ACCESS           | 7. CONSOLE BRACKETS |
| 4. FASCIA                     | 8. FANLIGHT         |

*Fig. 025 Shopfront elements visual glossary*



# STALLRISER

From ground level towards the street, in most Victorian and Georgian cases, a stallriser is used as a base or pedestal for the window. It could serve a number of purposes: protection from damage at a low level; raising the stallboard to a higher level, closer to viewers; concealment of ventilation lattices.

*Fig. 026 Timber panelled stallriser*



*Fig. 027 Timber panelled stallriser*



Traditional and contemporary materials could vary; however, an effort should be made to correspond to the overall historic character of the street. For example, rendered or timber panels could be acceptable. Stretcher brick bond or cladding should be avoided.

*Fig. 028 Ornamented stallriser, Broad Row*





## WINDOWS AND WINDOW DISPLAY

The windows and window display are the most important elements, as they serve the purpose of the overall shop and shopfront. They visually connect the street and pavement to the interior of the shop. Through the window, we see the goods and identify what we need or like and are enticed to walk in. Shopfront windows must be transparent to ensure that the historic character of the street and traditional use of the building are conserved.

Bright and large scale window posters can result in a cluttered and unwelcoming appearance. Excessive amounts of posters

and notices usually weaken the message and negatively affect the appearance of the shop.

The general guidance is that advertisements, window transfers and posters should not obscure more than 20% of the overall shop window and display, but this figure may vary in different cases. It is recommended to avoid or reduce the scale and visual impact of any window stickers as far as is practicable.

Other attributes of the shopfront window are the grid and the size of the glass. The overall size of the glass varies through historical periods and this should be considered.

*Fig. 029 Shopfront with transom lights.  
Victoria Arcade, Great Yarmouth*



Glazing bars, mullions (vertical members) and transoms (horizontal members), may have a specific profile relevant to a historic period. They could subdivide the window into smaller elements that could resonate better with the overall building, street character and specific shopfront. Historical horizontal emphasis is rare and does not characterise architectural development before the 20th century. Size, shape, and proportions should be carefully considered and augmented.



*Fig. 030 Colonnnette mullions with spandrels.  
Gorleston*

Transom lights sometimes obscure false shop ceilings, and should be preferred to an oversized fascia. Horizontal elements of the shopfront are the stallriser panels or lattices, but any of these are secondary to the generally vertical window divisions.

*Fig. 031 Bow fronted shopfront.  
High Street, Gorleston*





# ACCESS, DOORS, TRANSOMS AND FANLIGHTS

Historically, doors matched the overall design and division of the shopfront. The lower panel follows the stallriser, and a transom or fanlight above the door corresponds to the transom lights of the display window. All elements are bound by an appropriate style, relevant to the overall historic character and appearance.

Authentic details should be preserved, including decorative mosaic or marble entrances.



*Fig. 033 Entrance lobby mosaic*



*Fig. 034 Tiled entrance lobby.*

*Fig.032 Entrance lobby tiled in chequerboard pattern.*



## METALWORK

When a design for a new shopfront is considered, steps should be avoided where possible. All proposed schemes must comply with the Equality Act 2010, Building Regulations and associated guidance and standards.

Existing metal fittings preserving historic character (including handles, door plates, letter boxes etc.) should be retained. Any new fixtures and fittings should aim to match the style of the existing shopfront.

*Fig. 035 Shopfront entrance - recessed doors with fan-light in line with the transom lights.*



*Fig. 036 Hanging signs along Victoria Arcade, structural and decorative metal elements.*







*Fig. 037 Skipplings Gallery 133 King St,  
Great Yarmouth*

## FASCIA

The fascia is used to display the name of the shop. It corresponds to the logic of the frieze in the classical orders of architecture. The fascia should not be confused with the architrave divided in fasciae.

The fascia is a separate element, as is the overall shopfront within the building façade. The design should provide enough space between the elements of the elevation. For example, between fascia and first-floor sills.

Traditionally the fascia is not too large, well balanced and proportional to all other elements. It is an element of the overall shopfront and usually should not exceed 400mm, but this figure may vary on a case-by-case basis. Sometimes, when a modern fascia is extra-large it conceals a false ceiling. This should be avoided. The design proposal should explore transom lights in such a case.

The traditional fascia is not a box-like element projecting over the street. It is a flat surface, vertical or tilted outwards (post-1840s) with the top edge projecting over the street. Traditionally, it is found between shopfront windows, with transom lights underneath and a cornice above.



Internally illuminated box fascias should be avoided. In some cases standardized branding, corporate fascias and logos may not be appropriate and amendments to scale and appearance might be necessary to complement the character of the shopfront, the building and the area.

## CORNICE

The cornice is the moulded projection along the top of the fascia. The cornice has historical precedents in classical architecture (above the architrave, and often, the frieze) and serves a utilitarian purpose to protect the rest of the building or shopfront from the elements. A traditional shopfront cornice is topped with lead flashing, which should also be used in modern interventions. A cornice is an element of most shopfront designs.

*Fig. 038 Hand painted lettering onto the fascia board is the most appropriate form of fascia signage.*



*Fig. 039 Fascia angled towards the street - a traditional approach.*



*Fig. 040 Cornice*





*Fig. 041 Edwardian pilaster*



*Fig. 042 Victorian console brackets*

above the end pilasters of the shopfront. In some cases, these axes correspond to the overall building width.

## PILASTERS

The pilaster is a flatter variation of a classical column or pier. Traditionally consisting of a base, shaft and capital. During 19th-century shopfront development, looser interpretations could be seen. They may relate to structural members or may be purely decorative. They could visually support the fascia or the consoles aside from it.

## CONSOLE BRACKETS

In Victorian shopfront design, consoles normally frame the fascia and are found

## MATERIALS

Many historic shopfronts in Great Yarmouth use timber. Some use brick and some have metal frontages. In a small number of cases, stone is used for more elaborate designs or as major elements of new buildings.

Glossy or reflective materials should be used sparingly, if at all.



# COLOUR

The colours of shopfronts are important for the shops, the buildings and the overall historic streetscape. This topic should be approached with caution. If a historic shopfront has been surveyed and would be conserved and repaired, an analysis should be made of the existing colours, normally visible as different layers. These should be documented and could serve as arguments for a specific colour or nuance.

In general, particularly bright colours or a selection with too high contrast should

be avoided. In general, fluorescent, overly bright and harsh colours or a selection with too high contrast should be avoided. The use of corporate branding colour schemes regardless of the location can sometimes result in erosion of historic character. In such cases minor variations or the use of smaller proportions of corporate colours may be necessary.

Rich colours in darker and muted tones are usually preferable for most historic contexts, but this should be approached on a case-by-case basis. It is recommended that the chosen colour is based on historic analysis, is harmonious with the building's surroundings and is appropriate to the design and period of the building.

*Fig. 043 Traditional timber shopfront with curved glass window. High Street, Gorleston*





*Fig. 044 Hanging sign*



*Fig. 045 Hanging sign*

## SIGNAGE

The fascia's purpose is to bear the name of the shop. Traditional hand-painted lettering should be used.

If a fascia is not present, individual letters forming the shop name could be applied directly on to the wall.

A hanging sign in a traditional manner and restricted scale could be installed on, or beneath, fascia level. The display of advertisements should be avoided.

A matt or satin finish is encouraged. Glossy paints should be avoided.

## ILLUMINATION

Traditionally, lighting is contained within the shop windows.

Internally illuminated box signs should be avoided. If illumination is required, high-quality, subtle lighting should be installed.

*Fig.046 Hand-painted lettering*







*Fig. 047 An example of integrated lighting, which is sympathetic to the fascia and doesn't dominate visually*

## SECURITY AND SHUTTERS

Before the introduction of roller shutters in the 1840s, the traditional solution was wooden shutters. Today, wooden shutters are among the limited reasonable options to enclose the shopfront windows from the outside.

Historic purpose-made grilles should be preserved. New “open” type grilles could be explored as a security option.

External steel shutters and grilles should be avoided. Regardless of the quality of their design, they have a negative effect on the appearance of the street and undermine the traditional character of the shop-

front and the overall building. External shutter boxes also add to the visual clutter.

Where security requires intervention, toughened glass should be used. Depending on the case, rolling type transparent metal grilles may be acceptable, if they are located on the inside of the shop windows and allow clear visibility into the shop.

Any security alarm fittings should be carefully located to avoid obscuring decorative details or architectural features.

*Fig. 048 Internal open lattice grilles.*





## BLINDS AND CANOPIES

If blinds or canopies are considered, these should be integral to the design of the shopfront, preferably retractable, of good quality materials and appropriate for the architectural style of the building and area. Traditionally, the blinds should be of straight awning type. When not in use, these are concealed in a blind box designed carefully as part of the fascia. For historic shopfronts and listed buildings, a decision should be made on a case-by-case basis.

The bottom of new awnings projecting over the pavement should be at least 2.40 m above pavement level.

Dutch-style nonretractable canopies should be avoided. These are usually made of metal frames and canvas and cannot be concealed in a blind box. They often hide architectural details and can interrupt the elevation of a building. They introduce a prominent shape out of character with the



*Fig. 049 Integrated blind box with a sprung roller housing a retractable canvas awning. Metal arms allow the blind to extend out and storm chains prevent movement.*

traditional qualities and appearance of the area.

The use of plastic 'wet-look' stretch fabric should be avoided.

*Fig. 050 Traditional awning.*





Fig. 051 Minimum height of the bottom of new awnings.



## CASH MACHINES/ AUTO-MATED TELLER MACHINES (ATMS)

The installation of an ATM should be justified by the shop's use – bank, building society etc.

Cash machines integrated into shops should be located in places where they will not disturb the architectural integrity of the facade or interrupt pedestrian passage. In some cases, ATMs are a significant visual obstruction to the external appearance of the shopfront. The placement of ATMs should be carefully considered, following the basic principles of proportion, scale, and materials.

ATMs could be installed in an internal lobby.

If cash machines have to be located on the main facade, their design should be simple - excessive advertising or bright signage should be avoided.

*Fig. 052 An example of an ATM, poorly integrated in the shopfront. King Street, Great Yarmouth*





## CONTEMPORARY DESIGNS

*Fig. 053 12 Hall Quay, Great Yarmouth*

Any period in history could produce shopfronts worthy of preservation, contributing to the character and cultural significance of the street. Existing and contemporary shopfronts of interest should be preserved.

A good, simple, contemporary design that reflects and blends in with the historic environment can help enhance the historic character of the building. In some cases, a contemporary interpretation and a new intervention is encouraged in place of imitation or reproduction of a historic period. New materials can be used in moderation, following the principle of contrast. Any new intervention should, however, be carefully considered in terms of its relationship with the host building and the surrounding streetscape. A minimalist approach to materials, colour and design should be taken when considering new interventions.



*Fig. 054 Contemporary shopfront to a historic building, Norwich.*



# 9. CASE STUDIES

## CASE STUDY 1

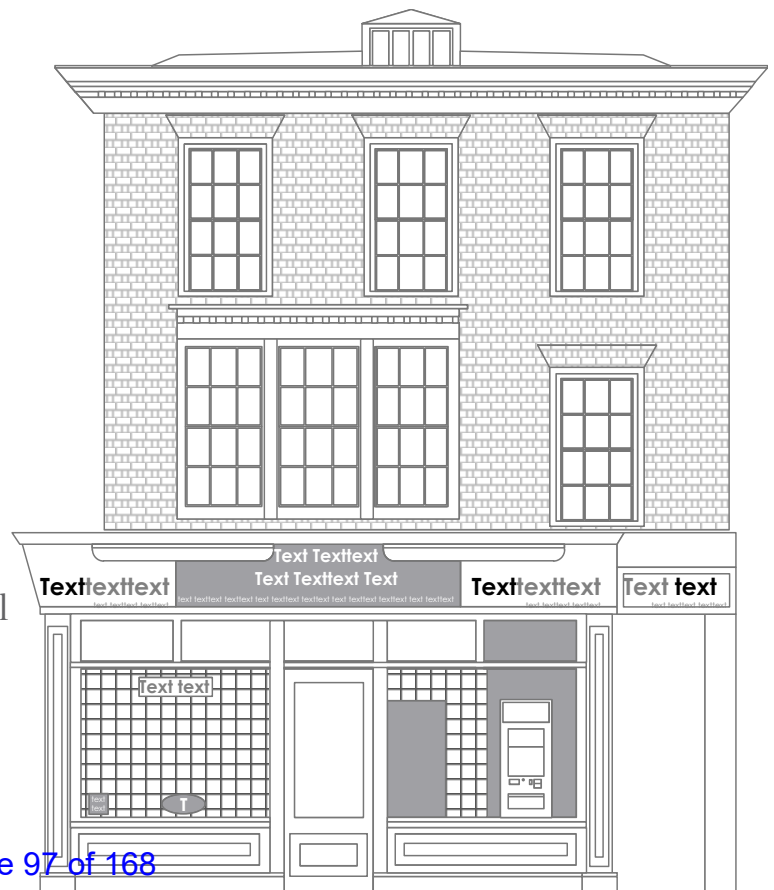
### SIGNAGE AND ADVERTISEMENTS

*Fig. 055 Unsympathetic alterations to a historic building*

A Georgian building with a later shopfront which has been unsympathetically altered. There is a passageway (Row) next to the shop.

Harmful interventions include:

- Automated Teller Machine (ATM) is installed to the window glass at the right
- Excessive lettering and signage result in visual clutter
- Additional signage and advertising material installed to windows resulting in poor appearance
- Fluorescent tube lights are installed to the fascia contributing further to the visual clutter





To improve the appearance of the heritage asset and the effect of the shopfront on the surrounding Conservation area, it would be recommended to restrain the amount of advertisements and eliminate any additional elements which detract from the character and appearance of the building.

- ATMs should ideally be located in internal lobbies or in the least obtrusive location.

- A hand-painted fascia sign of appropriate scale is optimal. Signage should appear as an integral part of the shopfront design. As an alternative to hand-painted signage, individual lettering could be mounted onto the fascia. In this example, there is a single sign displaying the name of the business and the fascia is not overloaded with additional information.

- Lighting units are discrete and well-integrated to prevent interference with the appearance of the building.

- If window graphics are needed to provide additional information, these should not cover large areas of the glazing and be proportional to the windows, the shopfront and the building as a whole. Obtrusive designs are recommended to be avoided.

*Fig. 056 Proposed improvements*





*Fig. 057 Poor shopfront alterations*

## CASE STUDY 2

### STREET SCENE

This case study looks at common issues along historic shopping streets where there is an established visual rhythm.

The image above displays a street scene with:

- Continuous fascias across several buildings, resulting in loss of visual rhythm.
- Oversized signage which has a negative impact on the character and appearance of the historic area.
- Inconsistency with the established vertical rhythm on the first and second floors of existing historic buildings.



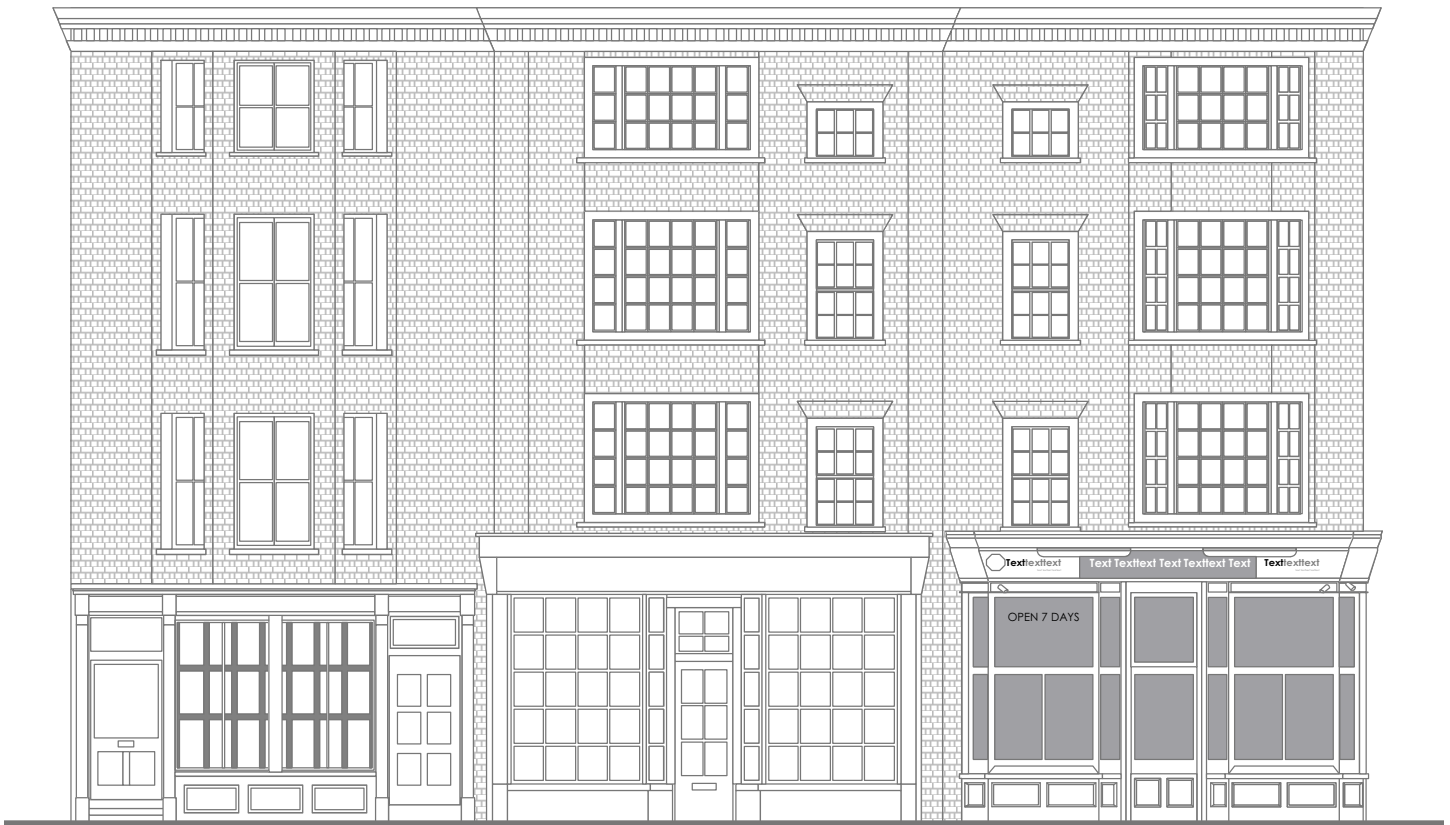
*Fig. 058 Proposed improvements*

Some of these issues are resolved in the above image.

- Shopfronts visually relate to the building, to the existing streetscape and the area. Their design and layout is not considered in isolation but as a part of the entire elevation of the building, its appearance and the wider rhythm and architecture of the street.

- Subdivision of individual shopfronts reinstates the vertical rhythm of the buildings and street.

- Size of signage is proportional to the scale of the fascia.



*Fig. 059 Poor shopfront design*

## CASE STUDY 3

Listed buildings with 20th century shopfronts to ground floor and accommodation above:

- Shopfront to the left (20th century) with additional metal grilles resulting in visual clutter.
- Shopfront in the middle (later 20th century)
- Shopfront to the right (early 20th century) with window graphics to entire glazing covering up mullions and transoms; visually intrusive signage to fascia.





*Fig. 060 Proposed improvements*

To improve the street scene:

- External security grilles are removed and positioned internally or toughened glass is installed.
- Signage is of appropriate size proportional to the existing fascia
- Window graphics are removed or kept to a minimum. Existing glazing bars are revealed and original features enhanced.

# 10.

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Peter Nicholson, *The New Practical Builder and Workman's Companion* (Thomas Kelly, 1823).

# 11. LIST OF FIGURES AND SOURCES

Figures 001, 003, 007, 014, 016-024,  
026-050, 052-054 [Azalia Sargsyan, Lenko  
Grigorov, GYPT]

Figures 004-006 [Great Yarmouth Local  
History and Archaeological Society]

Figures 008-013 [Nicholson, The New  
Practical Builder and Workman's Compan-  
ion, 1823]

Figure 015 [[british-history.ac.uk](http://british-history.ac.uk)]

Figures 002, 025, 051, 055-060 [Antonina  
Tritakova]

# APPENDIX A

## LEGISLATIVE REQUIREMENTS

Listed Building Consent is needed whenever you wish to alter anything to the exterior or interior of a listed building. Alterations to buildings that are adjacent to or adjoin listed buildings also require Listed Building Consent.

Planning Permission is required for any alterations or changes which would materially affect the character and appearance of a commercial building in a conservation area.

Like-for-like repairs and restoration may not require Listed Building Consent or Planning Permission. Any alterations should be discussed at the earliest stage with Development Control, Great Yarmouth Borough Council. Accurate working drawings of the proposed work should be submitted for inspection and assessment.

The display of advertisements is subject to a separate advertisement consent process within the planning system. There are a number of classes of advertisement that have either deemed or express consent under The Town and Country Planning (Control of Advertisements) (England) Regulations 2007 No 783 (for example, advertisements which are incorporated into the fabric of a building for which planning permission was obtained, or an

advertisement relating to a local government election).

Any advertisements not falling within these classes will require advertisement consent. Advertisements are controlled with reference to their effect on amenity and public safety only, so the regime is a lighter touch than the system for obtaining Planning Permission or Listed Building Consent for development.

The full list of Planning Application Forms, Guidance Notes and Validation Check Lists are published on the Council's website:

<https://www.great-yarmouth.gov.uk/article/2439/Planning-forms>

More information on Advertising boards and display of goods on the highway in Great Yarmouth can be found following the link below:

<https://www.great-yarmouth.gov.uk/guide-to-advertising-boards-and-highway-displays>

A summary on Advertisement Consent and Heritage has been published by Historic England: <https://historicengland.org.uk/advice/hpg/consent/advertisementconsent/>

Guidance on advertisements has been published by the Ministry of Housing, Communities and Local Government:

<https://www.gov.uk/guidance/advertisements#requirements-for-consent>

To check if your building is Listed, you can search the National Heritage List for England (NHLE). The following link will



direct you to Historic England's online search: <https://historicengland.org.uk/listing/the-list/>

To check if your building is in a conservation area, you can visit Great Yarmouth Borough Council's website or search the interactive map.

A link to the GYBC conservation areas webpage:

<https://www.great-yarmouth.gov.uk/conservation-areas>

A link to the GYBC conservation areas interactive map:

<https://gybc.maps.arcgis.com/apps/InformationLookup/index.html?appid=d8814b-16f530420892bd45b860723f09>

To check if you need advertisement consent, please contact the Council's Development Control team.

If you have doubts about whether your property is a designated or non-designated heritage asset, whether it is adjacent to, or affects historic settings, whether it is located within the Heritage Action Zone, or if you have any other questions, please contact the Council's Conservation Team.

# APPENDIX B

## USEFUL CONTACTS

### **Development Control Team**

For enquiries relating to planning permission, please contact the Development Control Team:

[plan@great-yarmouth.gov.uk](mailto:plan@great-yarmouth.gov.uk)

Phone: 01493 846662, 01493 846695,  
01493 846169

### **Conservation Team**

To obtain advice on Conservation issues, please contact the Conservation Team:

[conservation@great-yarmouth.gov.uk](mailto:conservation@great-yarmouth.gov.uk)

Phone: 01493 846761

### **Heritage Action Zone Project Manager**

To obtain advice for grants, please contact the HAZ Project Manager:

Lou Robson

[lou.robson@great-yarmouth.gov.uk](mailto:lou.robson@great-yarmouth.gov.uk)

Phone: 07425621842

### **Building Control Team**

For advice relating to Building Regulations, please contact the Building Control Team:

[buildingcontrol@great-yarmouth.gov.uk](mailto:buildingcontrol@great-yarmouth.gov.uk)

Phone: 01493 846650, 01493 846396

# APPENDIX C

## POLICY FRAMEWORK

**The relevant policies from the Great Yarmouth Local Plan are as follows:**

Policy CS1 - Focusing on a sustainable future

Policy CS2 – Achieving sustainable growth

Policy CS6 – Supporting the local economy

Policy CS7 – Strengthening our centres

Policy CS8 – Promoting tourism, leisure and culture

Policy CS9 – Encouraging well-designed, distinctive places

Policy CS10 – Safeguarding local heritage assets

Policy CS15 – Providing and protecting community assets and green infrastructure

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## TEAM

Lenko Grigorov, GYPT

Azalia Sargsyan, GYBC

Lucy Howson, GYPT

Antonina Tritakova, on behalf of GYPT



**URN:** 21-068

**Subject:** Local Council Tax Support – Permission to Consult on 2022 Scheme

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

**Report by:** Miranda Lee, Head of Customer Services

#### **SUBJECT MATTER**

To seek permission to consult on Great Yarmouth Borough Council's Local Council Tax Support Scheme for 2021.

#### **RECOMMENDATION**

That Policy & Resources Committee:

- 1) Grant permission to consult on retaining the current scheme for 2022 as set out in section 4.1 of the report

## **1. INTRODUCTION/BACKGROUND**

- 1.1 On the 1<sup>st</sup> April 2013 the Council introduced a new Local Council Tax Support Scheme which replaced Council Tax Benefit following the Government announcement in the Spending Review 2010 that financial support for council tax would now be localised.
- 1.2 In designing a local scheme the council had to consider:
  - The amount of funding provided to local authorities to run a localised scheme would be approximately 10% less than was spent on the previous Council Tax Benefit scheme.
  - Support for pensioners must be protected and would not be affected by the local scheme meaning that the rules around a localised scheme would only apply to those customers of working age.
- 1.3 The Great Yarmouth Borough Council Scheme for 2021 was introduced following a consultation with customers, stakeholders and other organisations. The scheme was decided by Council on the 26<sup>th</sup> November 2020.

## **2. CURRENT SCHEME**

- 2.1 With minimal changes to the scheme since its first introduction, financial assistance for those classed as working age customers is limited to a maximum of 91.5% of their council tax liability. Those customers of pension age are unaffected by the Council Tax Support Scheme and continue to receive the same financial level of assistance as they did under the Council Tax Benefit Scheme.

### 3. REQUIRMENTS FOR FURTHER CONSULTATION

- 3.1 There is a legal requirement to conduct a further consultation where the Council is considering changing the Council Tax Support Scheme for future years. Even where only minor changes or no changes are made, it is considered best practice to consult each year.

### 4. OPTIONS TO CONSIDER FOR CONSULTATION

#### Recommended Option

- 4.1 This proposal is to continue with the existing overall scheme subject to including any relevant minor adjustments to the scheme in order to keep the scheme up to date and aligned to other welfare benefits/financial assistance should changes in legislation come into force.

### 5. FINANCIAL IMPLICATIONS

- 5.1 The cost of the Local Council Tax Support Scheme is split amongst the Norfolk precepting authorities and takes the form of a local discount in the local authority's tax base.

The overall cost of the 2021 scheme is currently forecasted as: £10,110,808

The cost to Great Yarmouth Borough Council is forecasted as: £909,972

### 6. Recommendations

- 6.1. The Committee is asked to grant permission to consult on retaining the existing scheme for 2022 as set out in section 41 of the report.

*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:	Yes, consultation of the scheme, legality and regulation
Section 151 Officer Consultation:	Yes, financial cost of scheme, discretionary funding
Existing Council Policies:	
Financial Implications (including VAT and tax):	Yes, as outlined in the report
Legal Implications (including human rights):	S13A and Schedule 1a of the Local Government Finance Act 1992
Risk Implications:	No
Equality Issues/EQIA assessment:	Yes
Crime & Disorder:	
Every Child Matters:	

**URN: 21-067**

**Subject: Annual Debt Recovery Report 2020/21**

**Report to: Executive Leadership Team – 23<sup>rd</sup> June 2021  
Policy and Resources Committee – 27 July 2021**

**Report by: Stuart Brabben, Revenue & Benefits Service Manager**

### **SUBJECT MATTER**

This is an annual report detailing the council's collection performance and debt management arrangements for 2020/21. The report includes a:

- A summary of debts written off in each debt area showing the reasons for write-off and values
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

### **RECOMMENDATIONS**

To approve the annual report giving details of the Council's write-offs in accordance with the Council's Recovery Guidelines and performance in relation to revenues collection

## **1. INTRODUCTION**

1.1 The Annual Debt Recovery Report is one of the performance management measures to provide members with outturn figures for 2020/21 for the following:

- A summary of debts written off in each debt area showing the reasons for write off and values
- Collection performance for Council Tax and Non - Domestic Rates (NNDR)
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

1.2 Writing off bad debts is a necessary function of any organisation collecting money. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered

for write off. The Council views such cases very much as exceptions and this report identifies those debts.

1.3 The COVID-19 pandemic has had a very significant impact on collection of Business Rates, Council Tax and Sundry Debts during 2020/21. The reasons for these can be summarised below;

- At the instruction of Executive Leadership Team and Members, no recovery action was taken until July 2020. In July 'gentle' reminders were sent out to businesses
- No further action was taken until a second issue of reminders were sent in October 2020
- The Magistrates Courts were closed for most of the year and the first Court Hearing we were able to book was December 2020. Normally at that point we would have had 8 hearings by that time
- Enforcement Agent visits were suspended for most of the financial year to reduce the risk of the spread of the virus
- Mindful of the impact of the pandemic on businesses from the Court Hearing in December, no further recovery action was taken in respect of Business Rates except for the issue of reminders

## 2. **PERFORMANCE**

### **Summary of collection rates and reductions in arrears**

#### 2.1 Business Rates

2.1.1 This year's collection has been significantly affected by COVID 19 due to some businesses ability to pay with uncertain financial situations, reduced revenues and the impact of lockdown. It should be noted that it was decided to delay the normal process of recovery action and whilst gentle reminders were sent, formal recovery was not able to commence until the Magistrates' Court confirmed they would begin to schedule Liability Order Court Hearings again. The first Liability Order Court Hearing date was on 4 December 2020. However, it should also be noted that due to the continuing effects of COVID 19 and lockdowns it was decided not to continue with any further Liability Order Court Hearings and any enforcement action for businesses since this Hearing, although reminder notices have continued to be sent.

2.1.2 Whilst the suspension of recovery action and the closure of the Courts was in place the Council still sought to help people pay in a variety of ways. The communication of this help was via bills, reminder notices, and our website and media communications.

- We offered very flexible payment arrangements and will continue to do so in 2021/22 in order to help businesses get back up to date
- Business Rates payers with businesses in the Retail, Hospitality and Leisure sectors were awarded a 100% Business Rates Discount via funding from central



government. This discount has now also been extended to 30 June 2021 at which point it will change to a 66% discount

- Through our website pages and communications businesses were also signposted to other help available to them, such as the business grants
- During 2020/21 a large part of the Business Rates Team resource was used for the administration of the various governments COVID Business Grants that were available all through the year

## 2.2 Sundry Debts

- 2.2.1 The overall arrears for Housing Benefit Overpayments continue to reduce and £159,249 more was collected than raised in 2020/21. However, although the overall debt for Sundry Debt has increased by £1,993,823, £1,749,989 of that was newly raised invoices during February and March 2021 with three individual invoices of £1,365,396 accounting for that value.

## 2.3 Council Tax

- 2.3.1 This year's collection has been significantly affected by COVID 19 due to some resident's ability to pay with uncertain financial situations, reduced incomes and impact of lockdown. It should also be noted that it was decided to delay the normal process of recovery action and whilst gentle reminders were sent, formal recovery was not able to commence until the Magistrates' Court confirmed they would begin to schedule Liability Hearings again. The first Liability Order Court Hearing date was on 4 December 2020. Normally the first Liability Order Court for the year would be in June and monthly thereafter. Three further Liability Order Courts Hearings have since been held between January and March and enforcement action options are being carried out on the Liability Orders that were obtained.

- 2.3.2 Whilst the suspension of recovery action and the closure of the Courts was in place the Council still sought to help people pay in a variety of ways. The communication of this help was via bills, reminder notices, benefit notifications and our website and media communications.

- A discretionary Council Tax Hardship Scheme was developed using funding given by central government. The first part of the scheme awarded all Council Tax Support claimants a maximum of £150 on their Council Tax account. This award meant that over 4,000 of claimants didn't have anything to pay for the whole year. The second part of the scheme allowed those above to apply for a top up award if the £150 still left an amount to pay. It also allowed other people to apply for an award who were not on Council Tax Support, but were experiencing hardship caused by the impact of the pandemic. Of the £1.3m received from this scheme we awarded £900,000. The remaining £400,000 will be used to support helping

Council tax payers with payment arrangements where they now have last years bill and this years to pay

- Promotion of other benefits (such as Universal Credit) that people might be entitled to was communicated to those who received reminder notices, amended bills and benefit notifications
- We offered very flexible payment arrangements and will continue to do so in 2021/22 in order to help people get back up to date
- After a very disruptive year the actual outturn for Council Tax was only 0.9% below last years

## 2.4 Future Plans and initiatives

In year collection rates should improve in 2021/22 if the economy recovers satisfactorily and there is no more suspension of recovery action during the financial year. However, the reduction in arrears is likely to take more time to get back to pre-pandemic levels, as we try to balance achievable payment arrangements whilst ensuring that the current year is paid in full and therefore to prevent overall arrears rising.

The main initiatives and improvements to be undertaken to maximise in year collection rates and reduce arrears are as follows;

- Through a reorganisation in the Revenues and Benefits Team during 2020/21 there is now a dedicated Recovery Team to prioritise work and have a greater expertise in this area
- Funding from Norfolk County Council for a Court Officer has been approved for a further two years. This post will work on the higher-level debt cases
- Use of the remaining funding from the Council Tax Hardship Fund to enable achievable payment arrangements for those with difficulties paying arrears and current year council tax
- Work more closely with debt agencies such as DIAL and CAB to engage with hard to reach customers who are finding it difficult to pay
- Changes to the Council Tax Support Scheme for 2021, will make claiming for Council Tax Support easier for Universal Credit claimants to do. When a customer makes a claim for universal credit they are asked if they also want to claim council tax support. If the customer answers yes, we receive an electronic copy of their Universal Credit details. From this year we will now assess their claim for Council Tax Support based on this information without the requirement for a separate application.
- Utilise and maximise the governments funding for discretionary reliefs for council tax and business rates to help payers meet their obligations
- To continue to use high level debt enforcement activity where appropriate.

## 2.5 Appendix 1 shows a summary of the Council's three main income streams and the level of debt associated with each and write offs, for the last three financial years

### 3 RECOMMENDATIONS

The Committee is asked to note and approve:

- (I) The annual debt report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.

Area for consideration	Comment
Monitoring Officer Consultation:	No
Section 151 Officer Consultation:	Yes, Performance, financial collection and write off of debt
Existing Council Policies:	Yes, Debt Recovery Guidelines
Financial Implications:	Yes, as outlined in the report and Bad Debt Provisions
Legal Implications (including human rights):	Yes, Local Government Finance Act 1992
Risk Implications:	No
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

## Appendix 1

### 1. Collection Rates and Arrears Position

Table 1 shows the level of Council Tax and Business Rates outstanding at the year end

**Table 1**

Income Area	Year/Date	Total Arrears at 31 <sup>st</sup> March All Years (after write offs)* (£)	Current Years Arrears (after write-offs) ** (£)	% of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
Council Tax	2018/19	4,755,585	2,214,271	4.5%	2,210,915
	2019/20	5,397,019	2,352,338	4.5%	2,508,519
	2020/21	7, 113,464	2.864,585	5.3%	2,685,182

Income Area	Year/Date	Total Arrears at 31 <sup>st</sup> March All Years (after write offs)* (£)	Current Years Arrears (after write –offs) ** (£)	% of Current Arears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
Business Rates	2018/19	1,380,479	592,740	1.9%	409,170
	2019/20	2,173,555	1,111,556	3.5%	630,556
	2020/21	2,799,910	1,418,567	9.6 %	659,594

\*This is the cumulative arrears (excludes court costs) for all years including 2020/21.

\*\* This is the arrears figure for 2020/21 as at 31/3/2021.

Collection of the all arrears is ongoing and for 2020/21 a further £480,000 Council Tax has been collected between April and May against previous year's arrears giving a collection rate of 95.5%.

Collection of the all arrears is ongoing and for 2020/21 a further £262,000 Business Rates has been collected between April and May against previous year's arrears.

Table 2 shows the level of sundry debt outstanding at the year end and the element of that debt which is attributable to Housing Benefit Overpayments being collected by invoicing customers.



**Table 2**

<b>Income Area</b>	<b>Year</b>	<b>Total Arrears at 31st March All Years (after write offs) (£)</b>	<b>Net Debit Raised End of Year (£)</b>	<b>% outstanding against debit at year end (£)</b>	<b>Provision for Bad/Debt for all years (£)</b>
Sundry Income  (includes HB Overpayments)	2018/19	* 3,318,689	9,344,002	35%	592,516
	2019/20	** 3,071,503	9,735,031	31%	557,811
	2020/21	*** 5,065,327	13,707,742	37%	505,760

\* 2018/19 – Housing Benefit Overpayments value = £1,848,665

\*\* 2019/20 – Housing Benefit Overpayments value = £1,709,163

\*\*\* 2020/21 – Housing Benefit Overpayments value = £1,600,928

The overall arrears for Housing Benefit Overpayments continue to reduce and £159,249 more was collected than raised in 2020/21.

Although the overall debt for Sundry Debt has increased by £1,993,823, £1,749,989 of that was raised in February and March with three individual invoices of £1,365,396 accounting for that value.

Table 3 shows the Aged Debt Analysis for Sundry Debt (Not including Housing Benefit Overpayments)

**Table 3**

<b>Age of Debt</b>	<b>Amount £</b>
0 to 90 days old	1,820,710
90 to 180 days old	268,332
181 to 365 days old	278,568
Over 1 year old	1,096,789

Table 4 shows the Aged Debt Analysis for Housing Benefit Overpayments

**Table 4**

<b>Age of Debt</b>	<b>Amount £</b>
0 to 90 days old	9,266
90 to 180 days old	3,612
181 to 365 days old	44,262
Over 1 year old	1,543,788

Table 5 shows the total value raised for each revenue area and the total value of arrears as at the end of each of the last three financial years

**Table 5**

<b>Income Area</b>	<b>Year/Date</b>	<b>Net Collectable Debit (£)</b>	<b>Number of Accounts</b>	<b>Average Amount per Account (after adjustments) (£)</b>	<b>Total of all Years Arrears (£)</b>
Council Tax	2018/19	49,257,000	47,964	1,027	4,755,585
	2019/20	52,044,945	48,203	1,079	5,397,019
	2020/21	53,449,782	48,631	1,099	7,113,464
Business Rates	2018/19	31,641,000	5,010	6,315	1,380,479
	2019/20	31,638,496	5,253	6,022	2,173,555
	2020/21	* 14,641,927	5,327	2,748	2,799,910
* The net collectable debit was reduced during 2020/21 by the reliefs the government put in place to help businesses affected by lockdown. Local authorities were fully compensated for these reliefs by central government					
Sundry Income	2018/19	12,458,032	8,827	1,411.35	3,318,689
	2019/20	9,735,031	8,719	1,116.53	3,071,503
	2020/21	13,707,742	6,285	2,180.96	5,065,327

Table 6 shows the in-year collection rates for Council Tax and Business Rates over the last three financial years

**Table 6**

Income Area	2018/19	2019/20	2020/21	Target 2021/22
Council Tax	95.9%	95.5%	94.6%	96%
Business Rates	98%	96.5%	90.3%	97%

Table 7 shows the current overall collection rates for Council Tax and Business Rates since 2013, which shows that collection rates are actively being collected and recovery of debt is ongoing.

Whilst it is recognised that there is need to speed up the cash flow of these eventual collection rates to reduce the overall arrears, this demonstrates the ongoing collection and reduction of debt within the respective billing year.

**Table 7**

Year	Council Tax % (as at 3 March 2021)	£ of debt outstanding	Business Rates % (as at 31 March 2021)	£ of debt outstanding
2013/14	99.2%	136,457	99.2%	45,228
2014/15	99%	187,556	99.3%	48,990
2015/16	98.8%	271,914	98.9%	55,328
2016/17	98.6%	413,472	98.8%	78,627
2017/18	98.2%	762,365	98.7%	163,254
2018/19	97.7%	1,154,375	98.5%	327,305
2019/20	97%	1,685,508	97.8%	569,187

## 2. Write-Offs

Table 8 shows in summary the amounts of debts that have been written off over the last three years.

**Table 8**

<b>Income Area</b>	<b>2018/19 (£)</b>	<b>2019/20 (£)</b>	<b>2020/21 (£)</b>
Council Tax	298,551	454,339	81,218
Business Rates	336,797	2,229	246,837
Sundry Income (includes Housing Benefit write-offs)	201,578	89,825	6,623
Housing Benefit element of Sundry Income Write Offs shown above	130,691	73,171	1,425

Table 9 details the category of debts that have been written off over the year 2020/21 for all years.

**Table 9**

<b>Category</b>	<b>Council Tax (£)</b>	<b>Business Rates (£)</b>	<b>Sundry Income (£)</b>
Unable to collect Uneconomic/ bailiff unable to collect	14,333	21,522	2868
Debtor deceased	6,629		1,997
Debtor absconded	14,096		738
Debtor in bankruptcy or liquidation or other Insolvency proceedings	51,545	225,364	3,673
Undue hardship	9,988		
Appeal	470		
Write off write back	-15,843	-49	-2,653
Totals	81,218	246,837	6,623

Table 10 shows the breakdown of Sundry Debt written off (Excluding Housing Benefit Overpayments) into types of Invoice.



**Table 10**

<b>Debt type</b>	<b>£ as at 31<sup>st</sup> March 2021</b>
General/Misc	460
Property	861
HRA	436
Yare Care	121
Housing & Neighbourhoods (Homeless)	2,463
Environment	861
Tourism	-4

Table 11 details the amounts above that have been written off for Council Tax and Business Rates over the respective financial years during 2020/21.

**Table 11**

<b>Year</b>	<b>Council Tax (£)</b>	<b>Business Rates (£)</b>
Pre 2010	3,638	0
2010	160	0
2011	-135	-32
2012	353	270
2013	1,030	-17
2014	473	1,085
2015	2,354	25,721
2016	-640	50,382
2017	10,201	69,339
2018	24,630	92,472
2019	26,310	7,617
2020	12,844	0
<b>Total</b>	<b>81,218</b>	<b>246,837</b>

The level of Business Rates written off has increased in value from last year. The main reason for this is that a report that was due to be taken to this committee in March 2020 was not tabled because of the COVID lockdown. With the extra work within the Revenues Team during the last year write offs have not been a priority area of work and therefore the amounts written off have in general reduced from last year.

Table 12 is the Analysis of Business Rates Arrears Financial Year 2020/21 where the Ratepayer has lost the right to pay by Instalments

**Table 12**

<b>Property Description</b>	<b>Debt outstanding (£) occupied properties</b>	<b>Debt outstanding (£) unoccupied properties</b>	<b>Total debt outstanding (£) occupied and unoccupied</b>	<b>Total number of occupied premises with debt outstanding</b>	<b>Total number of occupied premises with debt outstanding</b>
Workshop Factories and Warehouses	317,625	125,691	443,316	34	20
Advertising Rights	3,582	0	3,582	12	0
Café and Restaurants	0	52,401	52,401	0	9
Car parks	1,393	0	1,393	4	0
Holiday Accommodation	0	15,715	15,715	0	7
Storage Land	35,943	0	35,943	6	0
Offices	93,131	76,141	169,272	26	16
Pubs	0	10,856	10,856	0	3
Shops	0	96,720	96,720	0	31
Miscellaneous	32,097	19,724	51,821	12	5
<b>Total</b>	<b>483,771</b>	<b>397,248</b>	<b>881,019</b>	<b>94</b>	<b>91</b>

**URN:** 21-015

**Subject:** Public Events Policy

**Report to:** Policy & Resources 27<sup>th</sup> July 2021

**Report by** Clare Dyble, Head of Marketing and Communications



## EXECUTIVE SUMMARY

This report presents an overview of public events & festivals currently supported by Great Yarmouth Borough Council and looks to seek approval for an Events Policy to steer the development of future public events.

It provides context around the Borough's programme of public events and sets out the direction for future development.

## RECOMMENDATIONS

**That Committee resolves to:**

- a) **Formalise the partnership between Great Yarmouth Borough Council, the Town Centre Partnership and Great Yarmouth Tourism and Business Improvement District**
- b) **Approve the Events policy with a view to it being further developed with the above partners.**
- c) **Note the forthcoming public events & festival programme for the next twelve months to July 2022.**
- d) **Work with the above partners to develop the events programme and invite partners to a future Policy and Resources Committee to present their collective proposals for events for the next 3 years with an aim to support the bid for City of Culture 2025.**

## 1. CONTEXT

- 1.1** The borough of Great Yarmouth has a rich heritage of performance and entertainment. The council seeks to nurture and promote this as it shapes the destination for the future, as highlighted in the Culture, Heritage and Tourism Strategy which has a core theme of 'Our Place is Your Stage'.
- 1.2** Events enable communities to feel connected and proud of where they live, work and play, as well as encouraging visitors to the borough. Great Yarmouth Borough Council supports and enables a diverse programme of events on an annual basis in order to support the local and visitor economy.
- 1.3** During 2020 and 2021, the Covid-19 pandemic has been challenging for the tourism industry and government restrictions to keep the public safe meant that the vast majority of events were unable to take place. Once restrictions are eased, it is important to ensure a comprehensive programme of exciting events is planned and delivered to bring communities together and support the businesses of the borough as they recover from a difficult period.

- 1.4** The events programme is strategically aligned to the Council's objectives as set out in the Corporate Plan and Culture, Heritage and Tourism strategy and supports the Economic Growth Strategy. In particular, priority areas within the Corporate Plan 2020-2024:

**A strong and growing economy** – Events can support the local economy by attracting increased footfall and additional spending in a defined area.

**High-quality and sustainable environment** – A regular programme of quality and engaging events can make an area more attractive to live, work and visit. It can also positively impact on the wellbeing of residents and visitors who engage in events.

It also picks-up the themes from the Culture, Heritage and Tourism Strategy agreed by members in July 2020; namely:

- **Experiences – a greater diversity of people experiencing and creating culture in the borough** – By staging and supporting a culturally diverse events programme, the council can attract a diverse visitor group to the borough.
- **Open for business year-round - Great Yarmouth is open 12 months of the year** – Events can attract visitors to an area at times when they would not normally visit, thus extending the traditional visitor season and increasing footfall and spending.

## **2.0 TYPES OF EVENTS AND SUPPORT**

The type of events and support that the Council facilitates can be categorised as follows:

### **2.1 Community Events**

Community events are small events organised by the local community and targeted at a local audience. They are designed to bring the community together. Many of these events are self-sufficient and council involvement is minimal. For larger community events, the role of the council is to ensure that they are well planned and safe. Event organisers are required to complete an event management plan along with risk assessments which go through the Great Yarmouth Events Safety Advisory Group (ESAG) for approval.

### **2.2 Council-led Events**

- 2.3** The Council has a limited amount of funding to directly deliver an engaging public events programme. Such events may be fully or partly funded. The Council's in-house marketing and events team may either work to a client brief from another part of the Council, for example from the Civic Working Party or produce and manage an event directly, ensuring key objectives and outputs are met. These events are carefully planned to include resourcing which may include the need for additional funding from partners and sponsors. As per community events, an event management plan and full risk assessments must be completed and submitted to ESAG for approval.
- 2.3** Examples of these events include the all events within the Civic Programme, the Easter Fair, Wheels Festival and the 'See Great Yarmouth in a Different Light' Programme which includes Christmas in the Parks, lighting & other experiential trails, a series of markets and activities in Great Yarmouth and Gorleston.
- 2.4** Officers within the events and marketing team will lead on planning, promoting and delivering these



events, ensuring success factors are measured. However, the team will often work closely with key partners, particularly where sponsorship has been obtained, to ensure that the events deliver against the wider objectives for the borough and visitor economy. For example, the Council has worked with the Visit Great Yarmouth (formerly called the Great Yarmouth Tourism and Business Improvement Area Bid (GYTABIA), Out There Arts, the Town Centre Partnership (TCP) and other stakeholders in the planning of the '*See Great Yarmouth in a Different Light*' Programme. The Council also works with the TCP to create a programme of entertainment and activities designed to increase footfall in the town centre. It would be beneficial to formalise a partnership between the council and the two BID companies to ensure events in the borough are aligned with the Events Policy.

- 2.5 The public events & festival programme in 2021/22 has been severely affected by the COVID-19 pandemic and subsequent government restrictions. It has been difficult to effectively plan larger events due to the uncertainty of whether they may be able to go ahead. As a result, the difficult decision was taken to postpone July's annual Wheels Festival, an event that attracts up to 50,000 visitors to the seafront each year, until 2022.
- 2.6 There is a small revenue budget available from the Property budget of £6,000 to deliver the Christmas market annually. However, in 2021/22, funding has been made available from the '*See Great Yarmouth in a Different Light*' project to supplement this and other events to aid recovery throughout the year. Details are included in appendix B.
- 2.7 Events such as Wheels and the Bowls Festival have a small revenue budget to cover any initial outlay, however, these events are expected to be self-funding through sponsorship and advertising revenue. The COVID-19 pandemic may make sponsorship more difficult to source going forwards.
- 2.8 Partners, such as Visit Great Yarmouth, can support events that generate economic benefit to its members. Similarly, commercial event planners and operators will be expected to at least break even in terms of budget planning. Proposals for public events & festivals will therefore be evaluated on a case by case basis.

## **2.9 Externally-led events**

These are events that are led by other organisations, including commercial operators, that take place within the Borough of Great Yarmouth. As such they typically require facilitation, help and advice from the Council. This may include the use of Council-owned land and assets for which permission is sought. These events include public events and festivals such as the Out There Festival and Gorleston Cliff Top Festival. For these events, the Council will offer advice in terms of event planning and safety through the ESAG. The Council may also offer assistance in seeking permissions, road closures and facilitating relationships with other partners.

## **2.10 Civic Events**

The Council plans and delivers a comprehensive annual Civic Programme aimed at encouraging a sense of civic pride within the Borough. The programme encompasses activities of the Mayor, civic functions and celebrations. The Council takes great pride in its civic programme and actively encourages the local community to take part.

The independent role of the Mayor as a community leader allows the Council to acknowledge the thriving work of local community and charitable groups across the Borough. Appendix B illustrates a

typical annual programme of civic events. There is a small revenue budget to deliver the Civic Programme of £14,500 for 2021/22.

## **2.11 Commercial Events**

- 2.12 On behalf of the Council the marketing and events team is responsible for managing the Council's function rooms and other assets that can be utilised to derive commercial income from weddings, private functions and corporate events. The Council actively promotes the Council's own function rooms to the general public and other organisations that may wish to hire the facilities for their events. Customers include local businesses, colleges, community organisations and Norfolk County Council's Registrar's office.
- 2.13 The majority of events are planned, developed and delivered, in conjunction with the client, by the in-house team. Examples of bookings already secured include Comic Con 2021 and several ticketed events such as Mother's Day afternoon tea. Furthermore, two Christmas party evenings are planned for December 2021. This revenue forecast should grow throughout the year as more commercial events are secured.
- 2.14 Competition in the area for weddings and function rooms is reasonably strong, therefore pricing must be competitive. The Council has a unique proposition in terms of its historic and impressive venues which will be a strong selling point.

## **3.0 FUTURE PLANNING**

- 3.1 Officers propose to work to expand the portfolio of public events & festivals for the Borough and will specifically look to increase the number of events outside the traditional visitor season in alignment with the Culture, Heritage and Tourism Strategy.
- 3.2 To aid steer the direction of future potential and prospective public events, members are asked to consider and agree an Events Policy (Appendix A) which sets out a series of criteria and considerations aligned to the Council's strategic objectives. This includes ensuring events provide value – social, environmental &/or financial to the residents and businesses of the borough and safeguards the place as a whole. If agreed, the policy will be developed with key partners to ensure alignment to the Culture, Heritage and Tourism Strategy and wider ambition of City of Culture 2025.
- 3.3 Officers will work to increase partnership working with organisations in the arts and culture space to improve the cultural diversity of the events programme and maximise funding opportunities that may not be directly available to the council. Events will be benchmarked against those of other destinations to seek to ensure Great Yarmouth's resorts stand-out and can compete in terms of being known and renowned for performance, entertainment and engaging public/visitor events.
- 3.5 The Council will seek-out commercial organisations that provide engaging, profitable events at no cost to the council, and to seek out new funding streams to enable an expansion of the events programme.

## **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The revenue budget for each current planned event is as set out in the event listing (Appendix B). Wherever possible the council will look to secure match-funding from partners, work with

commercial partners who provide events at no cost to the council or attract sponsorship for events and festivals.

- 4.2 Each event's budget includes marketing and promotion costs where required but does not account for officer time. The council's events programme seeks to be cost neutral wherever possible with a view to revenue covering any costs laid out by the council. However, should a new signature event be identified that would bring huge benefits to the borough in line with the criteria laid out in the events strategy, a business case may be made to members to provide council funding.

## 5.0 RISK IMPLICATIONS

- 5.1 The risks and mitigations of the events programme are set out in the table below:

Risk	Mitigation
Some events may not generate enough revenue to fully cover the costs. It is noted that sponsorship is increasingly difficult to secure.	The council will ensure key events are attractive and meet the objectives of the council and key stakeholders, encouraging headline sponsorship.
COVID-19 restrictions may remain or come back into place making some events unviable.	Events will be planned in a COVID safe way where possible and will avoid financial commitment in advance.
It is unlikely the events programme will be fully self-funding.	Careful monitoring of funding streams and active seeking of new funding will be carried out.

## 6.0 CONCLUSIONS

- 6.1 Great Yarmouth is renowned for its history of performance and entertainment. A comprehensive schedule of public events & festivals all-year round that are accessible to all, consider equality, diversity and inclusivity, which also have due regard to good environmental stewardship will help continue this reputation. Public events are designed to attract footfall and benefit local businesses and communities, helping to make Great Yarmouth a fantastic place to live, work and visit. Going forward, public events & festivals will be guided by the proposed Events Policy reflecting the ambitions of the Council as a Place and measured to assess effectiveness and share learning.

## 7.0 BACKGROUND PAPERS

Area for consideration	Comment
Monitoring Officer Consultation:	Yes – via ELT
Section 151 Officer Consultation:	Yes – via ELT
Existing Policies:	Great Yarmouth Borough Council Corporate Plan 2020-2024 Culture, Heritage and Tourism Strategy July 2020 GYTABIA (Visit Great Yarmouth) Destination Management Plan 2021

Financial Implications:	As set out in section 4.0
Legal Implications (including human rights):	None
Risk Implications:	As set out in section 4.
Equality Issues/EQIA assessment:	Yes
Crime & Disorder:	N/A
Every Child Matters:	N/A



## Public Events Policy

July 2021



### Our Place is Your Stage!

Great Yarmouth has a rich history of performance, theatre, entertainment and family fun. It has a unique character which continues to attract thousands of visitors each year. It is steeped in culture and heritage. This events strategy seeks to build on these strengths and develop the already established annual events programme so that Great Yarmouth continues to thrive.

Public events enable communities to feel connected and proud about where they live, work and where they relax. In Great Yarmouth events and festivals highlight our rich and diverse culture, bringing people together to celebrate art, circus, street performance, heritage, music, the spoken word, physical activity, classic cars and our vibrant seaside splendour. Our events also attract visitors from miles around, encouraging greater footfall and overnight stays. The Council's event programme therefore plays a critical role in stimulating the local economy, helping to showcase the borough as the visitor destination of choice all-year round.

Culture is a key element of the public events programme and the Council is committed to providing cultural experiences to its residents and visitors. It is home to the largest outdoor cultural festival in the UK, the '*Out There Festival*', which attracts thousands of visitors to the town each year providing a spectacle of circus performance and cultural activities. To complement the Council's role in securing additional investment in cultural assets, the Council is broadening its offer to collaborate with other key partner organisations, to ensure public events and festivals happen throughout the calendar and make best use of the public realm, venues and other open spaces within the Council's control.

## 1. Purpose of the Policy

- 1.1 Great Yarmouth Borough Council is committed to ensuring our residents and visitors can experience and take part in a range of engaging events, festivals and community activities. Public events bring communities together, can improve the well-being of residents, attract visitors and showcase the area positively, demonstrating the vibrancy of the 'Place' and its ability to connect people to a diverse range of event and festival offers.

**1.2** The Public Events Policy identifies the role the Council will play in events & festival programming and how it will support events either by:

- Directly programming public events & festivals itself
- By working with other commercial, VCSE operators and community groups to understand and help shape events including their purpose, its funding package, and key operating partners.
- Indirectly through, guidance and facilitation in the form of officer support to other constituted bodies and commercial operators wishing to use council land for public events.

**“IN GREAT  
YARMOUTH  
YOU CAN  
WATCH IT AND  
YOU CAN BE  
PART OF IT!”**

**1.3** The Policy sets out how the Council will work with key partners, including commercial operators and community groups to ensure that public events are accessible, inclusive and provide a quality experience that reflects the character and sense of Place of the Borough.

**1.4** The Policy supports existing Council and partner strategies, including the Strategic Plan 2020 – 2025, the Culture, Heritage and Tourism Strategy, the Economic Development Strategy and the Destination Management Plan from Visit Great Yarmouth.

## **2. Vision & Principles**

**2.1** In support of the Culture, Heritage & Tourism Strategy, this Policy will support the Council’s vision:

*‘By 2030, we want the borough of Great Yarmouth to be a place where culture and creativity are valued, where it enables well-being and economic prosperity. Where visitors come all year round to enjoy our natural and built environment and engage with our rich and diverse culture.’*

**2.2** Moreover on this journey, by 2025 Great Yarmouth will be renowned as one of the UK’s most exciting destinations for experiencing fun and engaging events that span performance, culture, heritage and circus. Our diverse annual public events programmes will connect communities, be accessible and will contribute to the well-being of our residents whilst celebrating our beautiful natural environment.

**2.3** The Policy implements the cross-cutting themes enshrined in the Culture, Heritage and Tourism Strategy:

### **Cross-cutting Themes**

#### **Arts and culture for all**

Our overarching priority is to ensure that everyone has access to the wealth of experiences provided by taking part in a broad and diverse range of cultural experiences. In particular, we offer support for schools working to address the revised OFSTED framework, which places a much greater emphasis on providing a broad and balanced curriculum for students.

#### **Skills & experience**

We believe that taking part in cultural activities enables people to have experiences that are enriching, empowering and provide great opportunities for developing transferable work and life skills. This is particularly important in a rapidly changing world where it is hard to predict future employment opportunities. We support cultural activities that help to develop the creative thinking skills and entrepreneurial approaches that

will enable people to be flexible and adaptable in meeting demands of life and work in the digital age.

#### **Community resilience, health & well-being**

There is growing concern nationally and locally about mental health and well-being. Cultural activities are known to have positive benefits in this area by providing positive activities, a secure context in which to explore issues of concern especially to young people as well as opportunities for developing confidence, resilience and strategies for maintaining personal well-being. We seek to foster collaborative partnerships between cultural organisations and agencies working to address mental health and well-being agendas.

#### **Accessibility**

There are 11.9 million disabled people in the UK. That’s 19% of the population, meaning 1 in 5 of the Borough’s customers are likely to have some form of disability. To support visitors, we need to ensure full accessibility for all.

#### **Environmental responsibility**

With increased awareness of climate change and environmental damage caused by human activities, there is mounting urgency to find ways to mitigate potential impacts and find ways to develop more sustainable ways to live. Cultural activities can provide powerful platforms to raise awareness and engage communities in debate and collaborative action to tackle environmental issues at a local level. We are seeking opportunities to develop cultural projects with environmental themes and look for ways to link these to local developmental strategies such as the Town Centre Regeneration Plan.

#### **Sustainable tourism**

- By encompassing the green economy, sustainable tourism will ensure low impact on the environment and local culture, whilst helping to generate income, employment, and support the conservation of local ecosystems. With some simple and often small interventions, businesses and visitors alike can ‘leave no trace’ by

adopting environmentally-friendly principles. From litter, waste and recycling to water management and energy efficiency, respect for the environment through the creation of responsible tourism will be at the heart of the Borough’s future visitor economy.

#### **Smarter use of technology**

Resilient digital connectivity as an enabler of technology, will help people move around, access information, network and do business. With already good 4G coverage, working with partners to deliver a Local Industrial Strategy, the Borough will look to harness 5G and full fibre broadband options along with capitalising on new technology.

#### **Build on our partnerships**

We know that to succeed that we need to work in partnership. This is even more critical in this era of scarce resources. We already have successful partnerships in place, but there are opportunities for many more.

**Deliver** - We will deliver a diverse programme of annual public events that span our rich culture, heritage, history of performance and that highlight our natural environment. These events will engage residents and increase visitor footfall thereby supporting the local economy through increased spending in the borough. Connecting with our diverse range of communities and residents in each and every public event to encourage a sense of pride in the Place.

**Enable** - We will work to enable key partners and community groups to create new and develop existing public events & festivals that complement the overall annual programme. We will help to plan and facilitate events, ensuring that each event is accessible for, promotes equality, diversity & social inclusion, is safe and well-run and is compliant with Great Yarmouth's Event Safety Advisory Group (ESAG) requirements.

**Strengthen** - We will strengthen relationships with key partners, commercial organisations to strengthen our programming, to co-design, secure funding and deliver engaging events thereby increasing capacity and capability to support and assist public event delivery. The overarching principle is that public events supported by the council should eventually be self-funding.

**Promote** - We will actively encourage and support events that increase visitor footfall, enhance the profile of the Borough and bring economic benefit to local businesses. We will seek to develop public events & festivals that showcase our culture, communities and unique character of performance and entertainment.

**Monitor** - We will develop a consistent and robust approach to both evaluating proposed public events and measuring the success of events. This will be supported by a monitoring framework which will assess the outcomes of each event as well as the overall event programme.

**Sustain** - We will have regard to the sustainability of public events & festivals, ensuring that event organisers work with us to promote and adopt environmentally sustainable practices, ideally carbon neutral.

**2.3** The Policy supports two of the four strategic priorities in the Corporate Plan:

- **A strong and growing economy**
- **High quality, sustainable environment**

### **3. Identity**

**3.1** The borough of Great Yarmouth has a strong and established identity and continues to be a leader in UK coastal resorts. Tourism is a key economic sector for the borough with a growing visitor economy worth £645m annually. Great Yarmouth has a unique appeal as a holiday destination, with visitors looking for experiences and to make memories rather than specific attractions.

**3.2** With a rich history of performance, entertainment, circus and family seaside fun Great Yarmouth and surrounding resorts are uniquely positioned to host a variety of public events & festivals to enhance the visitor experience and bring communities together, evoking a sense of pride in the borough.

- 3.3** Rich in culture, with a wealth of historical assets and attractions, Great Yarmouth is also well positioned to bring cultural diversity to the public events schedule, engaging residents and visitors alike with culture and the arts in a fun and engaging way.
- 3.4** This sense of performance, incorporating arts and culture is a golden thread within the Culture, Heritage and Tourism Strategy and is captured in the strapline '*Our Place is Your Stage*'.
- 3.5** Great Yarmouth Borough Council will work closely with, partners, event organisers and commercial operators to plan and develop a public events & festival programme spanning twelve months of the year and growing over the course of the next four years to 2025. Public events will reflect the Borough's personality, history and ambition, comprising of five key themes:
- 1. Street Circus and Performance**  
Building on the success of the '*Out There Festival*', the largest cultural outdoor public festival in the UK and the newly developed '*Fire on The Water*' Experiential Trail, the Council will look to support events that highlight the borough's strong links with circus and performance.
  - 2. Maritime and Medieval History**  
Celebrating Great Yarmouth's maritime and medieval history, events such as the well-established Maritime Festival will be encouraged, showcasing the Borough's strong links with the sea, including the importance of trade with the Hanseatic League.
  - 3. Transport and Energy**  
Great Yarmouth is fast establishing itself as an energy hub, investing heavily in clean energy and sustainable transport links. The council will support the development of the hugely popular Wheels Festival along with other transport, sustainability and energy-themed events.
  - 4. Performance Through the Generations**  
Music, entertainment and performance has evolved throughout the years with each decade having a distinctive style. The Council will seek to support public events that revisit decades gone by such as a 1920's festival and similar events.
  - 5. Sport, health and wellbeing**  
Health and wellbeing is a priority for our borough, especially as we recover from the Covid 19 pandemic which has prevented many people from engaging in sporting or health activities. Events which focus on sport such as triathlons, running events or team sports, will be supported where possible.

## **4. Role of the council**

The role of the Council is to:

- Galvanise partners within the Borough to deliver an engaging annual public event & festival programme that aligns to the Culture, Heritage and Tourism Strategy.
- Ensure that proposed public events are safe through the Great Yarmouth Event Safety and Advisory Group.

- Facilitate access to and where appropriate, the use of council land and assets in a sustainable manner.
- Ensure that equality of opportunity, diversity of reach and inclusion for all is fully considered and social value is delivered.
- Ensure that public events deliver economic benefit to the Borough, rather than displacing existing visitors and trade.

**4.1** When considering support for public events & festivals, the Council will consider how each event aligns to the identity of the Place set out above with regard to the following

- **Alignment with the Culture, Heritage and Tourism Strategy**
- **Alignment with the 5 key event themes listed above**
- **Economic impact**
- **Community impact**



## Appendix B

DATE	EVENT	LOCATION	ORGANISER / GYBC INVOLVEMENT	FINANCIAL IMPLICATIONS TO GYBC	BENEFIT
June 2021	2 x Civil Ceremonies	Town Hall	Great Yarmouth Borough Council (GYBC).	Income revenue from Norfolk County Council (NCC).	Income revenue and opportunity to up-sell.
09/06/2021 23/06/2021 30/07/2021 14/08/2021	NJP Trio Performance (Welcome Back)	Market Place & Boating Lake	GYBC Part of a series of pop-up entertainment.	£600 from the Welcome Back Fund.	Improve wellbeing in the area and create a great atmosphere which will encourage footfall and dwell time.
30/06/2021 25/07/2021 14/08/2021	Tuba Smarties (Welcome Back)	Market Place Marine Parade	GYBC Part of a series of pop-up entertainment.	£720 From the Welcome Back Fund.	Improve wellbeing in the area and create a great atmosphere which will encourage footfall in area.
July 2021	3 x Civil Ceremonies	Town Hall	GYBC	Revenue from NCC.	Revenue and an opportunity to up-sell.
10/07/2021 30/07/2021 07/08/2021	Scott Ribbons – Solo Vocalist (Welcome Back)	Town Centre Market Place  Pleasure Beach Gardens	GYBC Part of a series of pop-up entertainment.	£240 from the Welcome Back Fund.	Improve wellbeing in the area and create great atmosphere to encourage footfall.
18/07/2021	Alice in Wonderland characters – Alice, Mad Hatter and White Rabbit	Waterways / Anchor Gardens	GYBC Walk about characters to interact with public as part of the welcome back fund.	£360 Welcome Back Fund.	Improve wellbeing in the area and create great atmosphere to encourage footfall.
18/07/2021 28/07/2021 04/08/2021	TestostaTones Trio (acapella) The Rogues Shanty Buoys Full House Duo	Gorleston Band Stand Anchor /Jetty  Market Place	GYBC Part of a series of pop-up entertainment.	£2499 from the Welcome Back Fund.	Improve wellbeing in the area and create great atmosphere to encourage footfall.

22/08/2021 01/09/2021	The Hazards (acoustic Retro Rock trio) TestostaTones Trio  (Welcome Back)	Gorleston Band Stand  Market Place			
23/07/2021 (for the duration of the summer hols)	Chalets at the Waterways	The Waterways	GYBC Hire of wooden chalet to house arts/crafts/refreshments etc during six weeks of activities during school holidays.	Heritage Lottery Fund budget to be used.	Enable skills development, greater footfall to The Waterways.
24/07/2021	TV Character Mascots Paw Patrol, Peppa Pig and Ninja Turtle (Welcome Back)	Town Centre / Regent Road	GYBC Walk about characters to interact with public as part of the Welcome Back Fund.	£360 from Welcome Back Fund.	Improve wellbeing and create great atmosphere to encourage footfall and return visits
25/07/2021 28/8/2021	DF & The ALibis	Band Stand Gorleston  Pleasure Beach Gardens	GYBC Part of a series of pop-up entertainment	£600 from Welcome Back Fund	
29/07/2021 05/08/2021 08/09/2021	Punch and Judy	Anchor Gardens Gorleston Band Stand Jetty	GYBC Part of a series of pop-up entertainment	£570 from Welcome Back Fund	Improve wellbeing and create great atmosphere to encourage footfall
August 2021	5 x Civil Ceremonies	Town Hall	GYBC	Revenue from NCC.	Revenue and an opportunity to up-sell.
01/08/2021 15/08/2021 29/08/2021	Bluebirds Handmade Markets	Band Stand Gorleston	GYBC Part of a series of pop-up entertainment		Improve wellbeing and create great atmosphere to encourage footfall
04/08/2021 29/08/2021	Charlotte Gray – Solo Vocalist	Town Centre Band Stand Gorleston	GYBC Part of a series of pop-up entertainment	£120 from the Welcome Back fund	Improve wellbeing and create great atmosphere to encourage footfall

11/08/2021 19/08/2021	Lee Makes Noises & Co	Town Centre Anchor Gardens	GYBC Part of a series of pop-up entertainment	£700 from Welcome Back Fund	
11/08/2021	The Prom Performance (Welcome Back)	Waterways and Prom	GYBC Walk about character to interact with public as part of the Welcome Back Fund.	£445 from the Welcome Back Fund.	Improve wellbeing in the area and create a great atmosphere which will encourage footfall in area.
15/08/2021 12/09/2021	Great Yarmouth Brass	Band Stand Gorleston	GYBC Part of a series of pop-up entertainment	£400 from the Welcome Back fund	Improve wellbeing and create great atmosphere to encourage footfall
18/08/2021	Cod Choir (Welcome Back)	Town Centre	GYBC Walk about characters as Part of a series of pop-up entertainment from the Welcome Back fund.	£695 from the Welcome Back Fund.	Improve wellbeing in the area and create a great atmosphere which will encourage footfall in area.
19/08/2021	Rainbow Stilt Walkers (Welcome Back)	Regent Road & Seafront	GYBC Part of a series of pop-up entertainment.	£550 from Welcome Back Fund.	Improve wellbeing in the area and create a great atmosphere which will encourage footfall in area.
22/08/2021	Jolly Holiday	Seafront	GYBC Walk about characters as Part of a series of pop-up entertainment from the Welcome Back fund.	£775 from the Welcome Back Fund.	Improve wellbeing in the area and create a great atmosphere which will encourage footfall in area.
21/22/08/2021	Olympic Day	Wellesley Recreation Ground	In association with Great Yarmouth Athletic Club a community day to mark the end the of the Olympic Games a taster session to be held	Nil budget	Inspiring people to take up sport and wellbeing in the Borough.

			covering Olympic game type sports and also with Great Yarmouth Football club opportunity to get involved.		
28/08/2021	Kizzy Plays Harp	Waterways	GYBC Part of a series of pop-up entertainment.	£100 from the Welcome Back fund	Improve wellbeing in the area and create a great atmosphere which will encourage footfall in area.
September 2021	5 x Civil Ceremonies	Town Hall	GYBC	Income revenue from NCC.	Revenue and the opportunity to up-sell.
11/09/21 - 12/09/21	Heritage Open Days	Town Hall	GYBC will be opening the doors to the Town Hall for a variety of different activities and history story telling.	Officer time.	Opportunity to promote the Town Hall as a venue. Opportunity to build on civic pride through improving knowledge of local history.
September To be confirmed	See Great Yarmouth in a Different Light (illumination of buildings)	Various	GYBC As part of the Winter programme to extend the season to an all-round resort offer a lighting trail and stories projected on to buildings around Great Yarmouth and Gorleston.	£150k from Winter Programme.	Increased footfall during the low season. Opportunity to host a variety of trails throughout the year.
TBC	Sporting Events in the Borough leading to the opening up of the Marina Centre	Various	Tough Mudder Football – talks in progress with farmers to bring this popular activity to the Borough.  Heritage Trails	Nil budget	To build up sport activities that may have a tourism lead to bring people to the area as well as supporting our local community wellbeing offer.

			Sand Castle Competition  Half Marathon  Children's Marathon		
26/11/21 - 05/11/21	Christmas in the Parks	To be confirmed	GYBC – Plans to look at a Great Yarmouth Food Week and food festival to involve local hospitality venues, food markets and demonstrations.	Winter Programme Budget allocation to be confirmed.	Christmas spirit event. Increasing footfall to the borough outside the traditional visitor season. Community engagement and support for businesses through the creation of vibrant markets and entertainment.
March 2022 to be confirmed	The Arts Trail	Various	GYBC in partnership with Great Yarmouth Arts Festival. A range of arts and cultural trails around the town. Showcasing local artists.	Winter Programme Budget allocation to be confirmed.	Encouraging visitors to the borough outside of the traditional visitor season. Will create a vibrant sense of place.
11/06/22 – 12/06/22	Maritime Festival	To be confirmed	GYBC have initially been approached by the Great Yarmouth Tourism and Business Improvement District (GYTABIA) to run this on their behalf. No further discussions have taken place.	Talks are in place regarding GYBC taking over the running of events for GYTABIA. The cost of GYBC officer time would be factored into any agreement.	Increased visitor numbers. Opportunity to diversify the festival to attract 'new visitors. Engaging entertainment, increase awareness of town history and opportunity to benefit businesses.
September 2022 To be confirmed.	Wheels 2022	Seafront and Market Place	GYBC	Decision yet to be made regarding the event. This event creates high footfall to the seafront with the	Increase number of visitors to Great Yarmouth and extend



				expectation of over 50,000 visitors.	the traditional tourist season.
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Partner Led Events					
DATE	EVENT	LOCATION	ORGANISER / GYBC INVOLMENT	FINANCIAL IMPLICATIONS TO GYBC	BENEFIT
Every day	Dog Community Strolls	The Waterways	Access Community Trust. Community events that encourage responsible dog walking and reduced social isolation.	Heritage Lottery Fund budget to be used.	Increase footfall to Waterways.
Every day	Photography Competition	The Waterways	Access Community Trust. Socially distanced competition for members of the community to teach them about photography and gain skills and confidence.	Heritage Lottery Fund budget to be used.	Increase footfall to Waterways.
Every day	Bucket for a Brew	The Waterways	Access Community Trust. Litter collecting (free hot drink for each bucket returned with litter).	Heritage Lottery Fund budget to be used.	Increase footfall to Waterways/ Cleaner Great Yarmouth
From July 1st (occurring regularly)	Guided Heritage Walks	The Waterways	GYBC/ Access Community Trust. Walk led by a heritage guide on the history of the Waterways to be available online. Online video featuring botanic and heritage elements from The Waterways (2 events brought together).	Heritage Lottery Fund budget to be used.	Engaging residents and visitors with the rich heritage of the borough.

08/06/2021 (once a month)	Friends of the Waterways Volunteering Days	The Waterways and Boating Lake	Access Community Trust. Wellbeing sessions led by ACT, Green Gym and other Friends of the Waterways. Led volunteering having open sessions and talks from Head gardener.	Heritage Lottery Fund budget to be used.	People will have developed skills People will have greater wellbeing he funded organisation will be more resilient. (HLF OUTCOME)
07/07/2021 Every 2 weeks from 7 <sup>th</sup> July till 1 <sup>st</sup> September (5 sessions)	Gardening Walks with Head Gardener	The Waterways	Access Community Trust. Garden walks with head gardener describing either the flowers/plants and/or the heritage of the Waterways.	Heritage Lottery Fund budget to be used.	Bringing the community together, improved well-being and skills development.
23/07/2021 (happening every weekend through the summer)	Weekends at the Waterways	The Waterways and Boating Lake	GYBC/ Access Community Trust /St Georges Theatre and the Time and Tide Museum. A walk back in time to the 1920s /30's 40s / 50s / 60s and a celebration of Great Yarmouth's industrial heritage and The Waterways. Different themed era each year with all activities themed to specific period. Volunteers and staff in costume, visitors encouraged to dress up, live period music, dance lessons in small groups, guided boat rides, interactive theatre. Partner with the Time and Tide museum.	Heritage Lottery Fund budget to be used.	Improved wellbeing, engaging the community with heritage and increased footfall to The Waterways.

27/07/2021 & 24/08/2021	Nature & Wildlife Days	The Waterways	Access Community Trust. An opportunity to explore the variety of nature at the Waterways and make a connection with the nearby SSSI site. Nature scavenger hunt, wildlife watch, nature-themed games and art/craft activities.	Heritage Lottery Fund budget to be used.	People will have developed skills & People will have greater wellbeing.
August	Snail Trail	Various	Freshly Grated. A snail will break out of Joyland and embark on an adventure around Great Yarmouth, partaking in arts and cultural activities along the way.	Officer time to assist with permissions and marketing.	Engaging residents and visitors with culture and the arts. Increased footfall.
August	Unveiling of boat head and listening posts	The Waterways/Boating Lake	GYBC/Heritage Lottery Fund	Heritage Lottery Fund budget to be used.	A wider range of people will be involved in heritage and Heritage will be identified and better explained.
12/08/2021	International Youth Day	The Waterways	Access Community Trust. National advertising of the site through activities run on the day. Attracting youth audiences.	Heritage Lottery Fund budget to be used.	A wider range of people will be involved in heritage & heritage will be identified and better explained.
14/08/2021	Pride  This event has now been cancelled	Parade along the seafront to the town centre	Great Yarmouth and Waveney LGBT. GYBC will provide barriers and will assist in operations.	£150 required to move barriers – no budget currently. Officer time.	Diversity and attracting people to the borough. Support of the LGBT community.

04/09/21 – 05/09/21 (Dependent on funding)	Pirates Birthday Bash	Seafront	Pirates and Joyland. GYBC to support this event. TBC	Partner funding.	Increased footfall in the low season – positive economic impact for businesses in the area.
18/09/21 -19/09/21	Out There Festival	Various locations	Out There Arts. Out There Arts and GYBC have a service level agreement in place for Out There Arts to deliver cultural activities and engage with residents and visitors. This is the largest cultural event in the UK with circus performances and engagement activities. This year, numbers will be controlled to ensure Covid safety.	Out There Arts secure partner funding.	Attracting people to the borough. Positive economic impact on businesses.
25/09/21 – 26/09/21	Triathlon Saturday Community Day and Triathlon.	North Drive, Active Tri.	Triathlon Saturday is a community day with a children's fun run. Sunday is the main Triathlon event. GYBC will be supporting through the closure of North Drive car park, acting as consultants to ensure the smooth running of event and will provide marketing support. On the Saturday GYBC will be supporting the community day by installing exhibitors on The Waterways. GYBC have been involved in	Officer time	Expanding the visitor economy through a new target market of sporting tourism. Encouraging wellbeing and an active lifestyle. Positive economic impact through overnight stays and use of local businesses. Income from car parking.



			the design consultation for the event.		
18 Oct 2021	East Coast Runners	Various	Great Yarmouth Road Runners in partnership with GYBC. 10k race around Great Yarmouth with approx. 1200 competitors.	£3,000 from the Tourism budget.	Will bring sporting tourism to the borough. Positive economic impact on businesses.
21/10/21 – 06/11/21	Fire on the Water	The Waterways	Out There Arts commissioned by GYBC. The council are supporting Out There with marketing (including design, print and digital promotion) and road closure.  Sculpture trail around the Waterways using a mixture of fire and water sculptures – interactive map – expected 2000 people an evening in attendance.	£225,000 commissioned from the Winter Programme Also financially supported by Out There Arts, EXPERIENCE project and GYTABIA. Officer time and revenue spend from the Tourism budget to be confirmed.	Attracting footfall to the borough outside of the traditional season. Positive economic impact on businesses.
23/10/21 – 30/10/21	Showman's Guild Fair	St George's Park	Showman's Guild with GYBC overseeing for troubleshooting. A further opportunity has arisen for a travelling fair to be situated in St Georges Park due to the cancellation of the Easter Fair for the past two years. Great opportunity for the Showman's Guild and for	Officer time. No budget – Revenue for property budget from rental income.	Attracting people to the town. Positive economic impact on businesses.

			GYBC to have an extra event during October Half Term.		
OCT Half term	Halloween Spooky Week	The Waterways and Boating Lake	Action Community Trust, Out There Arts and GYBC. Family pumpkin carving leading up to Halloween throughout the week of half term. some of the pumpkins in the flower beds, in and around the waterways. Workshops happening for an hour a day over the half term.	Heritage Lottery Fund budget to be used.	Community engagement and increased footfall at the Waterways.
05/06/22 -06/06/22	The Arts festival	Various	Great Yarmouth Arts Festival. A series of events over 10-15 days of exhibitions, music, art – supporting local artists. Will also include a walking carnival.	Officer time.	Increasing footfall in the borough. Raising the profile of arts and culture.

Civic Events					
DATE	EVENT	LOCATION	ORGANISER / DESCRIPTION / GYBC INVOLMENT	FINANCIAL IMPLICATIONS TO GYBC	BENEFIT
15/08/21	Civic Service	The Minster	GYBC Annual Civic Service giving thanks the Mayor, councillors and officers.	£500 for hospitality from the Civic budget.	Civic pride and tradition. Increased visibility of the Mayor following Covid restrictions.
Sept	Civic Reception	Fritton Lake	Mayor to hold civic reception to showcase Fritton Lake. Civic Dignitaries from across the county, businesses and members to be invited.	tbc	To promote investment in the Borough and to showcase this attraction to people across the county.
24/10/21	Trafalgar Day	Nelsons Monument	GYBC Service to mark Trafalgar Day and honouring Lord Nelson With a toast.	£300 from the Civic budget.	Civic engagement with the community. Encouraging a sense of Civic pride.
14/11/21	Remembrance Sunday	St Georges and Seafront	GYBC Remembrance Day Service organised by GYBC on behalf of the Royal British Legion. Service attended by organisations, community groups and faith leaders. Public in attendance 3000 plus.	£2,500 from the Civic budget.	Honouring those who have fallen in all conflicts.
15/12/21	Civic Carol Service	The Minster?	GYBC in partnership with NCC and the High Sheriff of Norfolk. Annual Civic Carol Service to mark Christmas.	£500 from the Civic budget.	Civic engagement with the community. Encouraging a sense of Civic pride.
April To be confirmed	Civic Ball (to mark the end of the Mayors year)	Town Hall	GYBC	Self-funded through ticket sales	Civic engagement with the community. Encouraging a sense of

			Civic Ball to honour the Mayoral Year and to raise money for Mayor's chosen charities.		Civic pride. Fund raising for charity.
31/05/22	Town Hall Anniversary	Town Hall	GYBC	To be confirmed	To be confirmed
02/06/22 – 05/06/22	Jubilee Celebrations 02/06 Beacon Lighting 04/06 Jubilee Ball 04/06 Jubilee Market 05/06 Church Services,	Various: Seafront, The Town Hall, The Market Place, The Minster	GYBC	To be confirmed	To mark the national event of HM The Queen's Jubilee.

Corporate Events Organised by GYBC Events Team					
DATE	EVENT	LOCATION	ORGANISER / DESCRIPTION / GYBC INVOLMENT	FINANCIAL IMPLICATIONS TO GYBC	BENEFIT
24/8/21	Racecourse Day	Great Yarmouth Racecourse	Corporate Race day to be held at Great Yarmouth Racecourse.	Civic Budget	To promote projects and to have better networking opportunities with businesses & partners with CEO & Leader of GYBC
10/10/21	Wedding Venue Open Day	Town Hall	Working with local wedding suppliers to present the Assembly Room dressed for a ceremony & reception.	Officer time.	Attracting potential wedding couples to the venue.
27/11/21 - 28/11/21	Comic Con	Town Hall	Venue Hire only. Comic exhibition, Santa grotto, Fancy Dress	Officer time.	Venue hire fee. Increased foot fall to the Town Hall. Opportunity to cross sell upcoming events.
03/12/21 - 04/12/21	Christmas Party Nights	Town Hall	Ticketed event Christmas Party Nights with three course meal, disco, and entertainment.	Self-funded through ticket sales.	Additional revenue from ticket and bar sales. Increase footfall. Opportunity to cross sell upcoming events and weddings.
23/04/2022	Spring Fling Ceilidh Dance	Town Hall	Ticketed event with Ceilidh Band	Self-funded through ticket sales	Additional revenue from ticket and bar sales. Increased footfall. Opportunity to cross sell upcoming events and weddings.



March 2022 To be confirmed	1940's Big Band Dance	Town Hall	Ticketed event - 22-piece Big Band with supporting disco. Bar.	Self-funded through ticket sales.	Additional revenue from ticket and bar sales. Increase footfall. Opportunity to cross sell upcoming events and weddings.
25/03/22	DPA Rehearsal and Showcase	Town Hall	Venue hire – DPA Performing Arts College – Showcase.	Officer time.	Revenue from venue hire and bar sales. Increase footfall. Opportunity to cross sell upcoming events and weddings.
27/03/22	Mother's Day Afternoon Tea	Town Hall	Ticketed event – Cream teas and music.	Self-funded through ticket sales.	Additional revenue from ticket sales. Increased footfall. Opportunity to cross sell upcoming events and weddings.
April 2022	Spring Fling Ceilidh	Town Hall	Ticketed event – Ceilidh band and dance.	Self-funded through ticket sales.	Additional revenue from ticket sales. Increased footfall. Opportunity to cross sell upcoming events and weddings.
19/06/2021	Father's Day Beer Festival	Town Hall	Ticketed event – Beer Festival with M&M Bars.	Self-funded through ticket sales.	Additional revenue from ticket sales. Increased footfall. Opportunity to cross sell upcoming events and weddings.

Waterways Events led by GYBC					
DATE	EVENT	LOCATION	ORGANISER / DESCRIPTION / GYBC INVOLMENT	FINANCIAL IMPLICATIONS TO GYBC	BENEFIT
16/06/21 (occurring every 2 weeks)	Walk A Mile	The Waterways	GYBC Find out more about what activities are coming up or just come for a gentle stroll with or without your furry friends. only 30 places available pre booking essential.	No budget.	To increase footfall to Waterways and improve wellbeing.
June/July	Yoga/Pilates/Taiichi	The Waterways	GYBC Leading to wellbeing and fitness level increases, also to be recorded and live streamed on the website.	Heritage Lottery Fund budget to be used.	Improve wellbeing.
20/06/21 @2pm 23/06/21 @7pm 27/06/21 @10am	Photography Workshop	The Waterways	GYBC Workshops to teach members of the community about photography and gain skills and confidence. Leading to a photography competition on the waterways.	Heritage Lottery Fund budget to be used.	Increase footfall to The Waterways, bringing the community together and providing an opportunity to develop new skills.
21/06/2021	Summer Solstice Sunrise Yoga	The Waterways & Boating Lake	GYBC Leading to wellbeing and fitness level increases, also to be recorded and live streamed on the website.	Heritage Lottery Fund budget to be used.	Improve wellbeing and encourage more footfall to the venue.
24/06/21 (occurring every 2 weeks)	Wellbeing Walks	The Waterways	GYBC Walks to help and support includes adults living with or having experience of homelessness, migration and	Heritage Lottery Fund budget to be used.	To increase footfall to Waterways and to help and people will have a greater wellbeing.

			mental illness. The guided creative walk series will support you to connect and take notice of the landscape, whilst developing creative ways to express yourself.		
05/07/2021	NHS Day	The Waterways and Boating Lake	GYBC A chance to support our NHS Staff by donating to our local JPH. Complete your map by finding all the hidden Alan's (the Heron) holding the NHS Flag.	Heritage Lottery Fund budget to be used.	Improve wellbeing and supporting our NHS and Carers.
27/07/2021	Norfolk Day	The Waterways & Boating Lake	GYBC Complete your map by finding all the hidden Alan The Heron holding the Norfolk Day Flag.	Heritage Lottery Fund budget to be used.	Improve wellbeing, evoke a feeling of pride and greater footfall to The Waterways.
11/09/21 - 12/09/21	Picnic at the Waterways	Waterways	GYBC Bring along your picnic baskets for a fun afternoon. face painting/Punch & Judy. To be linked in with Heritage week 'Edible England'.	Heritage Lottery Fund budget to be used.	Bring communities together and increase footfall at The Waterways.
19/09/2021	Duck Race	The Waterways	Charity Event organised by the Rotary Clubs in Great Yarmouth. Supported by GYBC due to the high numbers of spectators involved. 2500 little plastic duck race on the Waterways. Giant decorated ducks to be judged by the Great Yarmouth Borough Council Mayor. Fundraising Event and	Heritage Lottery Fund budget to be used.	Raising money for charity, increasing footfall at the Waterways and publicity.

			sponsored. Located between the two bridges.		
October To be confirmed	Build a boat competition/Book Competition.	The Waterways	GYBC School competition looking at how to utilise recyclable materials and use of the Waterways.	Heritage Lottery Fund budget to be used.	Bringing the community together and skills development.

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**URN:** 21-125

**Subject:** COVID-19 Pathway to Recovery - Update

**Report to:** Policy & Resources Committee – 27<sup>th</sup> 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																																											
<b>Business Support and Advice</b>	<p><b>Respond:</b></p> <ul style="list-style-type: none"><li>A summary of the financial support provided direct to businesses to date is shown in the table below:</li></ul> <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><b>National Business Rates Grants</b></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 &amp; 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><b>Local Discretionary Business Grants</b></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><b>Total</b></td><td><b>12,784</b></td><td><b>£63,576,779</b></td></tr></table> <ul style="list-style-type: none"><li>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.</li></ul> <p><b>Adapt:</b></p> <ul style="list-style-type: none"><li>Seafront regeneration plans and master planning considered in light of pandemic, recovery and £20.1m Town Deal national government investment funding.</li></ul> <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 £	<b>National Business Rates Grants</b>			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				<b>Local Discretionary Business Grants</b>			Local Authority Discretionary Grant	201	1,710,000	Additional Restrictions Grant (ARG)	400	2,876,227				<b>Total</b>	<b>12,784</b>	<b>£63,576,779</b>
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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><b>Innovate:</b></p> <ul style="list-style-type: none"> <li>• Now approved the Town Deal Investment Plan and Future High Street programmes will ensure complete strategic regeneration of Great Yarmouth town centre and seafront.</li> </ul>
<b>Sector Support</b>	<p><b>Respond:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p><b>Adapt:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The Culture, Tourism and Heritage Strategy has been agreed with partners and is supporting the evolution to an all-year round visitor destination.</li> <li>• 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.</li> <li>• The 'all energy industry council' and East of England Energy Zone brand 'GENERATE' has been developed and implemented</li> </ul> <p><b>Innovate:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>

Theme	Key actions
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Hospitality, leisure &amp; 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.</li> <li>• 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.</li> <li>• Great Yarmouth &amp; 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, &amp; creative sectors and for the borough as a visitor destination.</li> </ul>
<b>Employment and Skills</b>	<p><b>Respond:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
	<p><b>Adapt:</b></p> <p>To date, the council's support for businesses has included:</p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• 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.</li> <li>• Providing a Daily FAQ with reviews and appropriate updates on the dedicated council business pages.</li> <li>• Issued £63.5 million in business support grants making 12,784 awards to eligible businesses (see section 3.3)</li> <li>• 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"> <li>▪ £410k by way of a tourism and hospitality scheme to support businesses</li> <li>▪ Launched local adaptation grants to assist businesses to become COVID secure. 46 businesses accessed £42,773 of grants, averaging £930 a business</li> <li>▪ Launched a winter adaptation grant valued at £100k for the hospitality and tourism sectors, providing support for 26 businesses</li> <li>▪ 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.</li> </ul> </li> </ul>

Theme	Key actions
	<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ Development of a Wider Business Support Package of measures of £250,000, providing support for e-commerce, business recovery schemes and start up grants.</li> <li>• Developing a “Good Practice Guide” and supporting practical “Reopening Toolkit” to assist businesses in reopening safely.</li> <li>• Developing and administering the discretionary grant scheme’s programme with a total allocation of £4,586,000</li> <li>• Revisiting, prioritising and where possible accelerating major regeneration programmes and projects.</li> </ul> <p><b>Innovate:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The Skills Taskforce will co-ordinate interventions to improve access to and enhance the visibility &amp; 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.</li> </ul>
<b>Re-opening the High Street</b>	<p><b>Respond:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Adapt:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p><b>Innovate:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Community</b>	

Theme	Key actions																																																				
Supporting Vulnerable Residents	<b>Respond:</b> <ul style="list-style-type: none"><li>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:</li></ul> <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 &amp; 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 &amp; advice</td><td>355</td><td>3,151</td><td>3,506</td></tr><tr><td>Track &amp; Trace, Contact Tracing &amp; 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 &amp; 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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	<b>Adapt:</b> <ul style="list-style-type: none"><li>The work of the Community Hub continues to support NHS partners including Norfolk &amp; Waveney Clinical Commissioning Group, Great Yarmouth &amp; Northern Villages Primary Care Network, Gorleston &amp; 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.</li><li>The Council supports Norfolk Public Health as part of the ‘Local Zero’ Track &amp; 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.</li></ul>																																																				
	<b>Innovate:</b> <ul style="list-style-type: none"><li>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.</li><li>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.</li></ul>																																																				



Theme	Key actions
<b>Healthy and Engaged</b>	<b>Respond:</b> <ul style="list-style-type: none"> <li>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.</li> </ul>
	<b>Adapt and Innovate:</b> <ul style="list-style-type: none"> <li>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&amp;WCCG, East Coast Community Health and the council.</li> <li>Great Yarmouth Community Hub is operational with two physical multi-agency spaces available subject to social distancing requirements.</li> </ul>
<b>Rough Sleeping and Homelessness</b>	<b>Respond:</b> <ul style="list-style-type: none"> <li>Emergency response provided for rough sleepers under 'Everyone In'.</li> <li>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.</li> </ul>
	<b>Adapt:</b> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ul>
	<b>Innovate:</b> <ul style="list-style-type: none"> <li>Norfolk wide approach to eradicating rough sleeping and homelessness is under development.</li> </ul>
<b>Housing Market Analysis</b>	<b>Respond:</b> <ul style="list-style-type: none"> <li>Continuing to work to evaluate the impact on the local housing market using an estate agents survey and national intelligence.</li> </ul>
	<b>Adapt:</b> <ul style="list-style-type: none"> <li>Housing Strategy has been updated in response to market intelligence.</li> </ul>

Theme	Key actions
<b>Organisation</b>	
<b>Financial Planning and Service impact analysis</b>	<b>Respond:</b> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Staff continued to be redeployed during the summer of 2020 supporting communities and businesses.</li> <li>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.</li> <li>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.</li> </ul>
	<b>Adapt:</b> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
	<b>Innovate:</b>

Theme	Key actions
	<ul style="list-style-type: none"> <li>• Opportunity to revisit business and financial strategy and commercial investment approach</li> <li>• Organisational governance has been reviewed recommending an updated constitution and streamlined bureaucratic arrangements for decision making – committee system to continue to 2021.</li> </ul>
<b>Staff Welfare and Support</b>	<b>Respond:</b> <ul style="list-style-type: none"> <li>• Safe working arrangements have been put in place including home working wherever possible and safe office working where required.</li> <li>• 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.</li> <li>• 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.</li> </ul>
	<b>Adapt:</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
	<b>Innovate:</b> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Adaptation of office buildings to support virtual working and increase productivity.</li> </ul>
<b>Advancing ICT</b>	<b>Respond:</b> <ul style="list-style-type: none"> <li>• Remote working solutions continue to enable meetings virtually.</li> </ul>
	<b>Adapt:</b> <ul style="list-style-type: none"> <li>• IT technology will enable business solutions and hybrid meetings to continue as 'business as usual' thereby maintaining productivity.</li> </ul>

Theme	Key actions
	<ul style="list-style-type: none"> <li>The new Council Chamber will allow committee meetings to be in-person, virtual attendance and streamed online.</li> </ul>
	<b>Innovate:</b> <ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Communications</b>	
	<b>Respond:</b> The key communication and engagement activities have included: <ul style="list-style-type: none"> <li>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.</li> <li>Use of COVID Marshals to assist in engaging with businesses and communities.</li> <li>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.</li> <li>Publicising Vaccination Service walk-in and appointment clinics locally in association with the Norfolk &amp; Waveney Clinical Commissioning Group.</li> <li>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.</li> <li>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.</li> <li>Targeted campaigns for visitors, encouraging them to visit the borough safely and responsibly.</li> </ul>
	<b>Adapt:</b> <ul style="list-style-type: none"> <li>Roll-out an Ambassador Programme working with community and business leaders.</li> </ul>
	<b>Innovate:</b> <ul style="list-style-type: none"> <li>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.</li> <li>Reposition the Borough as an all-year round visitor destination supported by the Culture, Tourism Heritage Strategy, and the Business Improvement Districts.</li> <li>Implement a UK City of Culture 2025 communications &amp; engagement plan working with East Suffolk council and all partners supporting the bid.</li> </ul>