



**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.	Recommencement 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.	SME start-ups in place to support a Net Zero circular economy.  Interventions installed e.g. Smart bins, recycling, returnable/ reusable packaging, reverse vending, art from waste.	Strategic Director (PB)  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
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

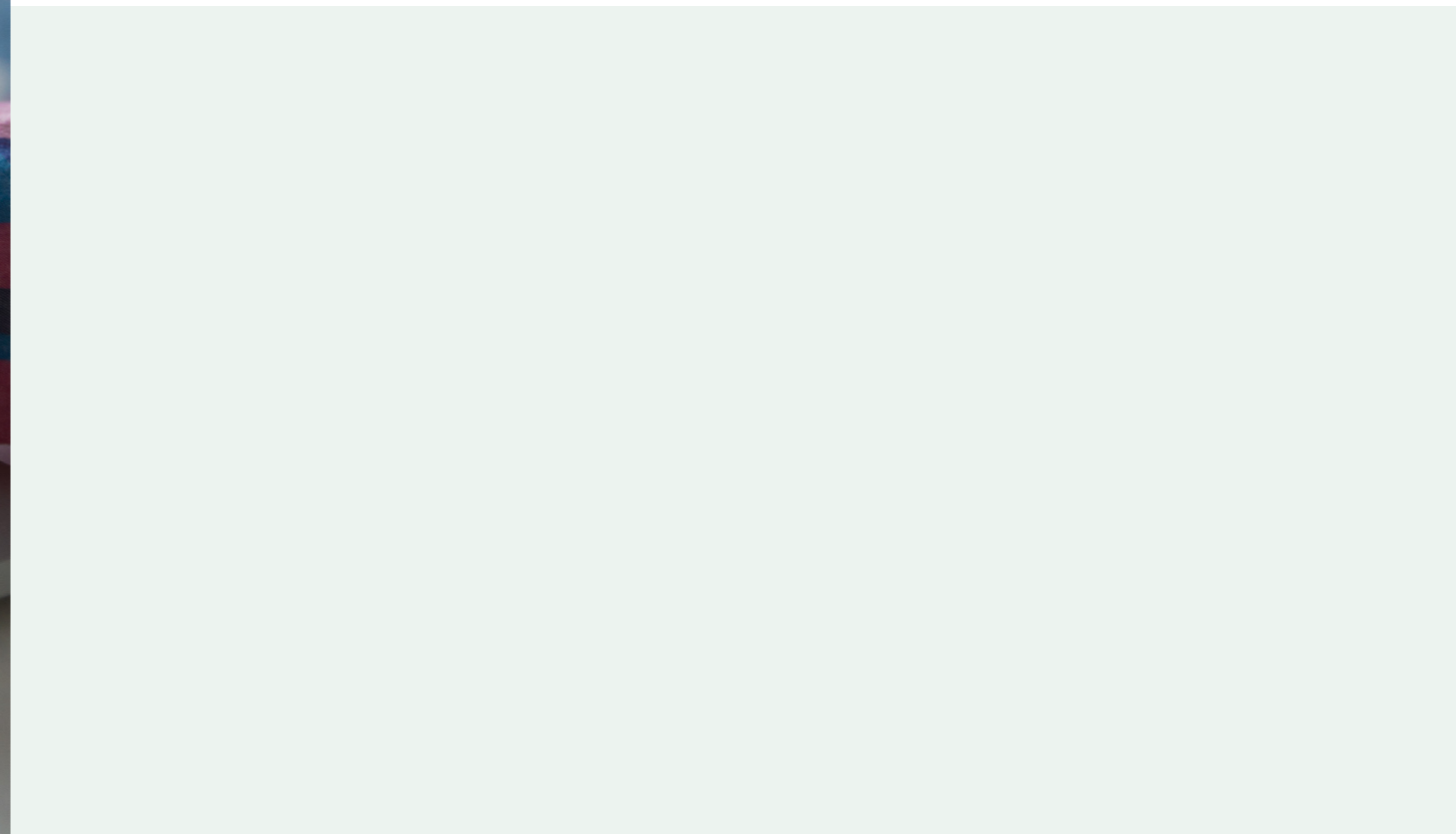
## AN EFFICIENT AND EFFECTIVE COUNCIL

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)





**GREAT YARMOUTH**  
BOROUGH COUNCIL



## 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%	100%	100%	100%	5%	New Indicator
<p>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.</p>							
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%	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%	96.4%	96.5%	96.5%	1%	- 2%
		3%	3.6%	3.5%	3.5%	0.75%	None
		£645,000	£774,000	£752,500	£752,500	£25,000	-£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	Demand Lead	Demand Lead	Demand Lead		Q4 figure reduced to 50 from 150 & tolerance reduced from 50 to 25
		150	150	150	50	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