



# Policy and Resources Committee

**Date:** Tuesday, 01 June 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>MINUTES</u></b>	<b>3 - 10</b>
	To confirm the minutes of the meeting held on the 23 March 2021.	
<b>4</b>	<b><u>FORWARD PLAN</u></b>	<b>11 - 12</b>
	Report attached.	
<b>5</b>	<b><u>ANNUAL PERFORMANCE REPORT</u></b>	<b>13 - 73</b>
	Report attached.	
<b>6</b>	<b><u>NORFOLK COUNTY COMMUNITY SAFETY PARTNERSHIP (NCCSP) STRATEGY CONSULTATION</u></b>	<b>74 - 99</b>
	Report attached.	
<b>7</b>	<b><u>LOCAL PLAN PART 2 UPDATE AND ADOPTION OF REVISED LOCAL DEVELOPMENT SCHEME</u></b>	<b>100 - 121</b>
	Report attached.	
<b>8</b>	<b><u>GREAT YARMOUTH HERITAGE ACTION ZONE</u></b>	<b>122 - 130</b>
	Report attached.	
<b>9</b>	<b><u>ANY OTHER BUSINESS</u></b>	
	To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.	



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# **Policy and Resources Committee**

## **Minutes**

Tuesday, 23 March 2021 at 18:00

### **PRESENT:-**

Councillor Smith (in the Chair); Councillors P Carpenter, Flaxman-Taylor, Grant, Hammond, Myers, Plant, Wainwright, B Walker, C M Walker, Wells, Williamson & A Wright.

Ms S Oxtoby (Chief Executive Officer), Ms C Whatling (Monitoring Officer), Ms K Sly (Finance Director), Ms P Boyce (Strategic Director), Ms K Watts (Strategic Director), Mr S Hubbard (Strategic Planning Manager), Mrs S Tate (Head of OD), Ms L Snow (Financial Services manager), Mrs M Lee (Head of Customer Services), Mr S Brabben (Revenue & Benefits Service Manager), Mr S Best (Funding & Regeneration Manager), Sammy Wintle (Corporate Services Manager) & Christina Webb (Executive Services Officer).

Mr M Severn (IT Support).

**1 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**2 DECLARATIONS OF INTEREST**

There were no declarations of interest declared at the meeting.

**3 MINUTES**

The minutes of the meeting held on 9 February 2021 were confirmed by assent.

**4 FORWARD PLAN**

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee note the Forward Plan.

**5 ENDORSEMENT OF THE JOINT NORFOLK STRATEGIC PLANNING FRAMEWORK (VERSION 3)**

The Committee received and considered the report from the Strategic Planning Manager.

The Strategic Planning Manager reported that the Norfolk Strategic Planning Framework represented a Statement of Common Ground on potential strategic cross-boundary planning matters and helped to enable the Council to comply with the statutory 'Duty to Cooperate'.

Councillor A Wright referred to pages 25 & 26 of the agenda report and asked for clarification regarding the mining of marine aggregates off of the East Coast. Councillor A Wright then referred to page 32 and asked for clarification regarding the figures given for growth areas in Norfolk. Councillor A Wright referred to page 49 and asked for clarification regarding the figures given for

the Borough's housing projection and finally, to page 66 regarding the Enterprise Zone. The Strategic Planning Manager responded to all of Councillor A Wright's queries and the Chief Executive Officer reported that as part of the Town Deal Masterplan, the Board was looking at the Enterprise Zone at South Denes, and that a report had been presented to the Economic Development Committee.

Councillors P Carpenter & Plant thanked the Strategic Planning Manager for his excellent, informative report. Councillor Wainwright reported that he was looking forward to moving forwards with the joint Norfolk Strategic Planning Framework.

RESOLVED:

That the Committee endorse the Norfolk Strategic Planning Framework and accompanying guidance on Climate Change and 4G and 5G infrastructure.

## **6 FLEXTIME POLICY**

The Committee received and considered the report from the Head of Organisational Development.

The Head of Organisational Development reported the salient areas of the report to the Committee.

RESOLVED:

That the Committee agree the new Flexitime Policy.

## **7 FLEXIBLE WORKING POLICY**

The Committee received and considered the report from the Head of Organisational Development.

The Head of Organisational Development reported the salient areas of the report to the Committee.

RESOLVED:

That the Committee agree the updated Flexible Working Policy.

## **8 REVENUES WRITE OFF REPORT**

The Committee received and considered the report from the Revenue &

Benefits Service Manager.

The Revenue & Benefits Service Manager reported that he was seeking approval from the Committee to authorise of a schedule of individual Business Rate and Sundry Debt accounts where the debt was recommended for write-off.

Councillor Myers referred to page 184 & 195 of the report and asked for clarification regarding write off code W08 as to why a legal claim for debt older than 6 years could not be made in this case.

Councillor A Wright referred to page 197 of the report and asked for clarification of write off code W01 and asked why no further action had been taken. The Leader of the Council reported that new 6 day market leases had been drawn up for the new market and, as a result, this issue would no longer arise.

Councillor B Walker suggested that Government should be lobbied to ensure that the person who owned a property should be held responsible for the business rates. The Revenue & Benefits Service Manager reported that the Government was undertaking a fundamental review of business rates.

**RESOLVED:**

That the Committee approve and authorise individual write-offs as detailed within the Schedule 1 (Business Rates) and Schedule 2 (Sundry Debt).

## **9 SEAFRONT MASTERPLAN FOR GREAT YARMOUTH AND GORLESTON**

The Committee received and considered the report from the Strategic Director.

The Strategic Director reported that the report presented a proposal for the development of a Seafront Masterplan for Great Yarmouth & Gorleston, and in doing so, requested that a Member Working Group, consisting of seven Members, was established to oversee the process.

Councillor Plant reported that he did not agree with the formation of a single Member Working Group to oversee both Great Yarmouth & Gorleston and proposed that two separate Member Working Groups, consisting of five Members each, be established. Councillors Flaxman-Taylor & Wells reported that they agreed with the proposal from Councillor Plant as both areas were distinct from each other.

Councillor A Wright reported that he opposed the formation of two separate Member Working Groups as this would be divisive for the Borough. The Tourist Authority and the GYTABIA Bid did not split themselves to cover Great Yarmouth & Gorleston and neither should the Council as both Great Yarmouth

& Gorleston were part of the same Borough and Councillors represented the whole of the Borough from Winterton to Hopton.

Councillor Wainwright agreed with the sentiments of Councillor A Wright as the proposal would be divisive and pit town against town rather than work for the Borough as a whole.

Councillor Wells reported that the proposal for two Member Working Groups would not be divisive but would create a strategy for the two towns which were distinct from one another and were looking for different outcomes.

The Chief Executive Officer reported that the Town Deal encompassed both Great Yarmouth & Gorleston and the Seafront Masterplan Member Working Group would be formed as a narrative to access the 'Levelling Up Fund' and sit within the Town Investment Plan, which covered the urban areas of both Great Yarmouth & Gorleston.

Councillor Williamson agreed with the Chief Executive Officer that one coherent strategy was required to encompass Great Yarmouth & Gorleston and respectfully asked Councillor Plant to withdraw his proposal.

Councillor Plant reported that his proposal was not divisive and should be viewed as simply looking at the needs of Gorleston in a strategic way moving forwards.

The Chief Executive Officer reported that if two Member Working Groups were formed, it would not be divisive as the Working Groups, who would not have the power to make decisions, would report to the Policy & Resources Committee to ensure a cohesive approach.

**RESOLVED:**

(i) That two Member Working Groups, consisting of five Members and being politically balanced be established, one to represent Great Yarmouth and one to represent Gorleston to work with officers to develop the Seafront Masterplan for Great Yarmouth and Gorleston.

(ii) That no Member to sit on both Member Working Groups.

## **10 TOWN DEAL PROCESS UPDATE**

The Committee received and considered the report from the Regeneration & Funding Manager.

The Regeneration & Funding Manager reported that on the 3 March 2021, MHCLG offered Great Yarmouth Heads of Terms for a Town Deal of up to £20.1 million to deliver the ten Immediate Investment Priorities as set out in the Town Investment Plan.

The Plan comprised a £24.8m programme of interventions and these would need to be refreshed and prioritised to progress delivery within the funding £20.1m envelope. The report set out how the Town Board would prioritise interventions and realise the overall ambition, in line with the value of the funding award and advise MHCLG, accordingly, within two months of accepting the offered Heads of Terms (i.e. 24 May 2021 at the latest).

Councillor A Wright thanked the Regeneration & Funding Manager for an excellent report and asked for clarification as to whether the Ice House would be without flood defences as a result of the new flood defence works being undertaken by the Environment Agency. The Chief Executive Officer reported that this work could be considered as part of the Council's bid to the Levelling Up fund and factored into the capital build costs.

**RESOLVED:**

- (i) That the Committee agree & accept the Heads of Terms for a Town Deal of up to £20.1 million.
- (ii) That the Committee note the deadlines for responses; signed Heads of Terms by 24 March 2021 at the latest and details of interventions being taken forward and a plan for addressing key conditions by 24 May at the latest.

## **11 2021-22 PERIOD 10 BUDGET MONITORING REPORT**

The Committee received and considered the report from the Financial Services Manager.

The Financial Services Manager apologised that the title referred to 2122 but clarified that the report covered 2021. The budget report covered the actual position until the end of period 10 but also provided the forecast position anticipated for the full year.

The Financial Services Manager reported that paragraph 4.1 on page 210 of the report, included a summary table of the variances against the budget for the forecast split between those attributed to COVID & non-COVID. It recognised COVID funding received to support service costs and the amount to be used to offset non-service costs of the pandemic. It also highlighted non-COVID related underspend on services, which was largely due to staff vacancies from turnover and delays in recruiting staff to vacant posts.

The Financial Services Manager reported that it should be recognised that the current surplus position forecast did not capture decisions to be taken as part of the outturn preparation. This included where requests to carry forward underspends were considered as part of the year-end processes when finalising the outturn position. This did not reflect any decisions to carry



forward unutilised COVID funding, where permitted, to support the Council's response, service delivery and the impact on the financial position in the following financial year.

RESOLVED:

That the Committee note the content of the report and the revised forecast for 2020/21.

## **12 CAPITAL STRATEGY 2021-22**

The Committee received and considered the report from the Financial Services Manager.

The Financial Services Manager reported that this report presented the Council's Capital Strategy for approval. As a Council we were required to set a capital strategy each year to provide an overview of capital expenditure and how it was to be financed, recognising how capital spend contributed to local service provision. It covered General Fund, Housing Revenue Account and commercial capital spend & financing.

The Financial Services Manager reported that the capital strategy was intrinsically linked to a number of strategies, namely Treasury Management, Investment, Asset Management and also the Medium Term Financial Strategy. The last of these recognised the ongoing impact of capital financial decisions taken now, on future budgets. In light of this, the capital strategy also considered the risks around the capital spend and how these were mitigated, as well as the sustainability of the planned spend.

RESOLVED:

That the Committee recommend to Full Council the 2021/22 Capital Strategy.

## **13 INVESTMENT STRATEGY 2021-22**

The Committee received and considered the report from the Financial Services Manager.

The Financial Services Manager reported that the report covered some of the areas contained within the Council's other strategies, such as the Capital Strategy and the Treasury Management Strategy, but it focussed on commercial & service investments. It recognised the ongoing implications of decisions taken on commercial & service investments now, and in the past, and their effect on future revenue budgets. This provided the framework for specific investment decisions that might be presented as part of a business case in the coming financial year.

RESOLVED:

That the Committee recommend to Full Council the 2021/22 Investment Strategy.

**14 ANY OTHER BUSINESS**

The Chairman reported that there was no other business being of sufficient urgency to warrant consideration at the meeting.

**15 EXCLUSION OF PUBLIC**

RESOLVED:

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.

**16 CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 9 February 2021 were confirmed by assent.

The meeting ended at: 20:00

### Forward Plan for Policy & Resources Committee

URN	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Policy & Resources
21-096	Local Plan Update & Local Development Scheme revision	Strategic Planning Manager	24/05/21	01/06/2021
21-089	Heritage Action Zone	Head of Inward Investment	24/05/21	01/06/2021
21-102	NCCSP - Strategy Plan	Liam Bannon - Norfolk Police	24/05/21	01/06/2021
21-079	Annual Performance	Senior Performance and Data Protection Officer	24/05/21	01/06/2021
21-103	Annual Action Plan	Senior Performance and Data Protection Officer	05/07/21	13/07/2021
21-063	GYPT Annual Review	Head of Inward Investment	05/07/21	13/07/2021
21-063	GYPT Updated SLA	Monitoring Officer	05/07/21	13/07/2021
21-033	GYBS Company update	Director of Operational Services	05/07/21	13/07/2021
21-067	Revenues Annual Debt Report	Head of Customer Services	05/07/21	13/07/2021
21-068	Council Tax Support Scheme 22/23 – Permission to Consult	Head of Customer Services	05/07/21	13/07/2021
	Customer Services - Customer Care Standards	Head of Customer Services	TBC	TBC
19-125	Marina Centre Governance Report	Strategic Director (KW)	TBC	TBC

Council

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**URN:** 21-079

**Subject:** Annual Performance Report 2020/21

**Report to:** Policy & Resources Committee

**Report by:** James Wedon – Senior Performance & Data Protection Officer

#### **SUBJECT MATTER**

The following report gives an update on the Council's annual performance for the financial year 2020/21. The report is broken down into three sections:

- Progress of key projects as at Quarter 4 2020/21 (Appendix 1)
- Annual report of Key Performance Measures 2020/21 (Appendix 2)
- Annual Action Plan 2020/21 progress summary (Appendix 3)

#### **RECOMMENDATION**

- Policy & Resources Committee is asked to review and approval the 2020/21 Annual Performance report.
- All key projects will continue to be monitored over the financial year with the aim of maintaining a green status (on target) and where possible attaining a green status for those key projects which are currently amber.





## **1. Introduction**

- 1.1. During 2020/21 key projects and performance measures were reported to the Executive Leadership Team and Policy & Resources Committee on a quarterly basis. The Council's other three service committees then received their relevant performance measures data. At the end of the financial year an annual performance report is produced and is sent to Policy & Resources Committee for approval.
- 1.2. The other three service committees will receive a report showing their relevant performance measures.
- 1.3. A detailed introduction on how the process has developed over the last few years is given in the Annual Performance Report.

## 2. Progress Overview of Key Projects (Appendix 1)

- 2.1. All the Council's key projects have progressed during the financial year and were regularly monitored with quarterly progress updates provided to ELT and Policy & Resources Committee. Any projects that were 'Amber' or 'Red' had an explanation of the reason and an action plan to move the project back on course included in the progress update.

Each highlight report details a summary of the project, milestones and achievements, and a financial summary. The report also has a current status, which can be green, amber or red. Out of the ten reports, eight have a current green status defined as no problems or minor issues, two have a current amber status where problems have been identified and a contingency plan is in place.

	Key Project Current Status	Total
	Green - no problems or minor issues	8
	Amber - problems identified but contingency plan in place	2
	Red – serious problems out of tolerance	0





## 3. Performance Measures 2020/21 (Appendix 2)

- 3.1 The performance measures provide a comprehensive overview of how the authority as a whole is performing and cover most Council functions.

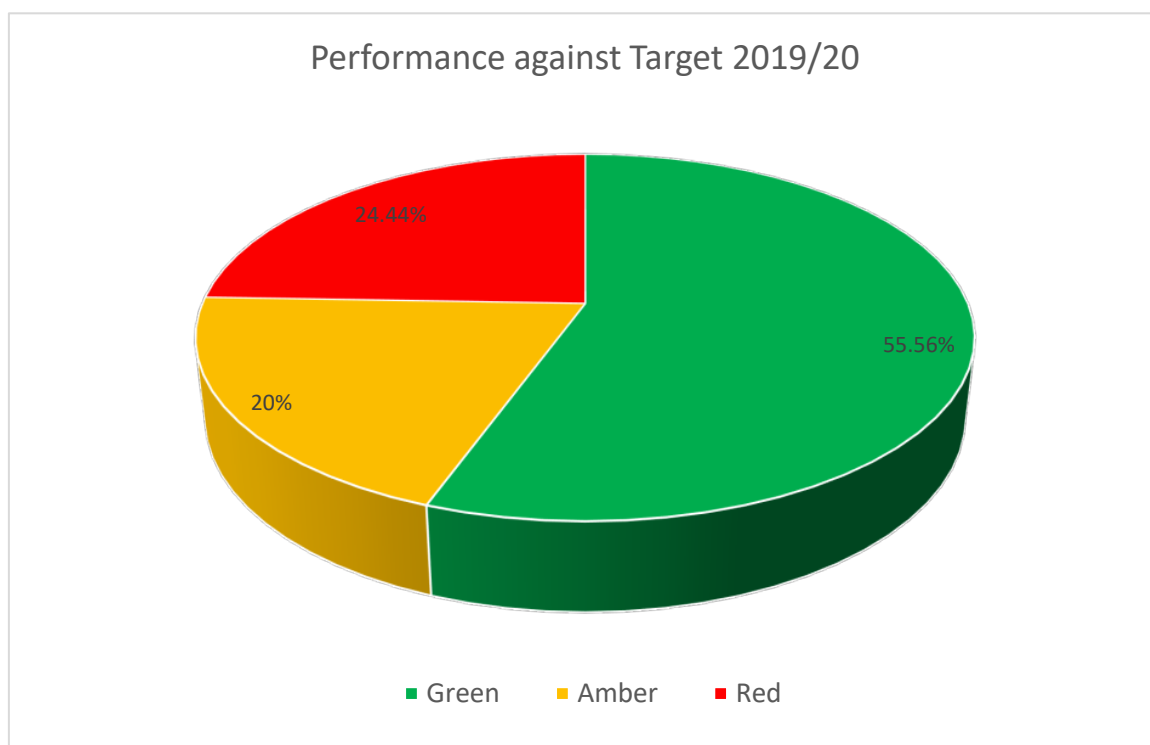
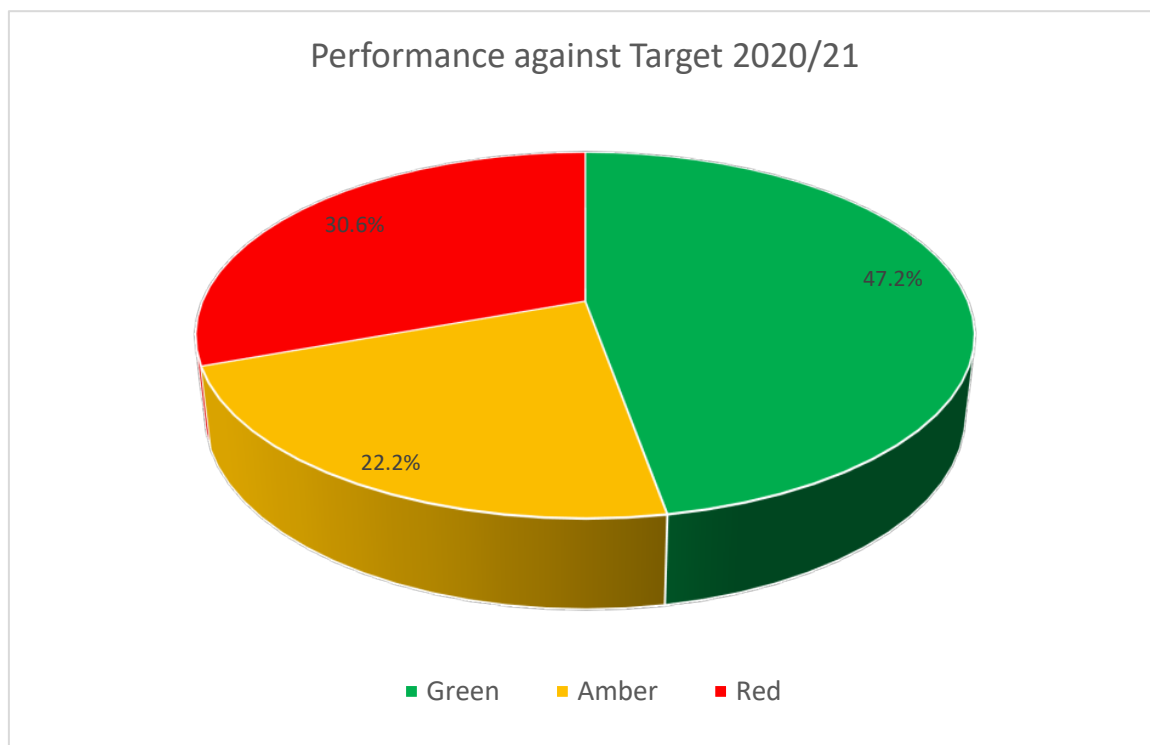
- 3.2 The tables in the report appendices provide the following information:

- Description of measure/indicator
- 2020/21 outturn figure
- 2020/21 target
- Status (outturn against target)
- 2019/20 outturn figure
- Current performance/trend data
- Short commentary on performance over the year

- 3.3 There are 51 measures reported in the Annual Performance report, however a performance rating has not been assigned to 15 of the measures as targets for these measures are either currently under review, or there is insufficient control over the outcome to set a target. A breakdown of the remaining 36 is provided below:

	Performance Measures against Targets	Total
	Green - Performance has met or exceeded target	17
	Amber - Performance is below target but within tolerance	8
	Red – Performance is below target and tolerance	11

- 3.4 The charts below show comparison data on the percentage of performance measures against target between 2020/21 and 2019/20.



- 3.5 COVID-19 has adversely affected particular areas of Council's performance throughout the entire reporting year. Pressure on resources has remained high with our priority being to support vulnerable people through the three national lockdowns whilst also assisting and ensuring business and the public comply with the lockdown and stop the spread of the virus.

The eleven measures in the Red status which are not achieving the set target and are below the tolerance level set are listed below. Seven of these eleven measures were negatively impacted by COVID-19, these are indicated with an \*. An explanation of the performance for all areas is provided below each measure in the report appendices:

- PR01 – Average time to assess Housing Benefit & Council Tax Support: New claims\*
- PR03 – Collection Rates Council Tax\*
- PR04(a) – Empty Homes - Number of long-term empty homes (6 months or more)\*
- PR05 – Business Rates (NNDR) Collection Rates\*
- PR08 – Percentage of FOI and EIR requests responded to within 20 working days
- PR09 – % of completed Full Performance Reviews
- PR15(a) – Corporate Property Portfolio Arrears per annum - % Arrears per annum\*
- ED08 – Percentage of Land Charges search returns sent within 10 working days.
- HN02(b) – Number of Social housing new applicants awaiting assessment\*
- HN03 – Average Time to Re-let Local Authority Housing\*
- HN04 – Average cost of a Void repair

- 3.6 Data Quality note:

All data included in this report for the 2020/21 financial year is provisional unaudited data and is categorised as management information. All 2020/21 results may therefore be subject to later revision.

#### **4. Annual Action Plan 2020/21 Progress Summery (Appendix 3)**

Progress on the actions detailed in the Council 2020/21 Annual Action Plan has been tracked through the year and an update on these actions is provided in Appendix 3

#### **5. Financial Implications**

**None**

#### **6. Risk Implications**

**None**

#### **7. Legal Implications**

**None**



## 8. Conclusion

None

## 9. Background Papers

None

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

Area for consideration	Comment
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	None
Financial Implications (including VAT and tax):	None
Legal Implications (including human rights):	None
Risk Implications:	None
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A

## Project Progress Report

<b>Project Name</b>	South Denes Regeneration		
<b>Date</b>	6 <sup>th</sup> May 2021		
<b>Lead ELT Officer</b>	David Glason		
<b>Support ELT Officer</b>	Sheila Oxtoby		
<b>Project Manager</b>	Stuart Dawson		
<b>Status</b>			<b>Green - no problems or minor issues</b>
<b>Summary of the whole project</b>			
<p><b>The Great Yarmouth Energy Park</b></p> <p>The ambition is to secure inward investment and regenerate the project area to generate economic growth and improve the environment through redevelopment. The strategy is a reflection of the demand on the port area, with targeted redevelopment and re-use of sites by the private and public sector. Part funding for the project has been put in place by Norfolk County Council from the Norfolk Infrastructure Fund, this is recorded by the NIF Annual report dated 3 March 2014 where it is decided to support the project to £2.75m. The remaining funding, £250,000, will come from Great Yarmouth Borough Council from its capital reserves.</p> <p><b>Great Yarmouth Operations and Maintenance Campus Project</b></p> <p>Launched in 2020 the proposed development of a Great Yarmouth Operations and Maintenance Campus located on the southern tip of the South Denes peninsula and outer harbour – an optimum location for the offshore sector. In summary the aims of the project are to:</p> <ul style="list-style-type: none"> <li>• Encourage &amp; support the growth of the offshore energy sector in Great Yarmouth</li> <li>• Offer facilities in close proximity to Great Yarmouth's Outer Harbour, giving operators access to deep water as well as the river port</li> <li>• Rejuvenating and redeveloping sites and quay infrastructure adjacent to the Outer Harbour</li> <li>• Potentially creating up to 650 new jobs at the new campus</li> </ul>			
<b>Key Project achievements</b>	<b>Milestones</b>	<b>Target Date/Outcome</b>	
Business Incubation Units	Develop Phase 2 Business case	Mid 2021	
Operations and Maintenance Campus	Site clearance	Mid 2021	
Business Incubation Units	20.1 Million Town Deal bid	Met	
Operations and Maintenance Campus	Business case / Feasibility and Demands & Needs studies	Met	
	£6m Getting Building Funding secured through NALEP	Met	
	Planning and Technical studies	Met	
	Create Operations and Maintenance Campus, South Denes phase 1	Met	
Port Infrastructure	Expression of Interest submission – jointly between GYBC, NCC, NALEP and the Port to bid for a share of national port infrastructure funding	Met	
Business Incubation Units	Feasibility Study for Town deal	Met	
Energy Park: Land Assembly	Various sites acquired case by case basis:	Met	
	Havenshore North (5 acres)	Met	
	Millora Works site clearance	Met	

	Tecta Site (block 1) – ground breaking commenced	Met	
	Ocean Yard (block 4) site clearance completed	Met	
	Vanguard Point site clearance completed	Met	
	All sites acquired either sold/let & developed or in use temporarily (case by case basis)	Met	
Marketing/Promotion	Agents appointed	Met	
	Energy Park marketing website	Met	
Summary of Project Quarter Performance			
<div>1) Great Yarmouth Operations and Maintenance Campus Project. Ground investigation surveys are nearing completion. Procurement of the demolition contractor is underway with site clearance programmed in for a June start date. Planning and technical study workstreams are ongoing for phase 1 which includes infrastructure works to the quay heading, road infrastructure and associated laydown locations as well as pontoons.</div> <div>2) Business Incubation space in the South Denes peninsula - 20.1 million funding secured from Town Deal Fund. Stage 2 Business Case to be developed.</div> <div>3) Ongoing interest received for sites within Great Yarmouth Energy Park and agents progressing enquires.</div>			
Open issues		Mitigation	
Development Surveyor role to fill		Role being advertised via recruitment consultants and in the interim recommendation to employ consultant.	
COVID 19		The impact of COVID 19 on the projects will continue to be monitored	
Financial Summary 1 – Actuals - Great Yarmouth Energy Park			
	Revenue	Capital	Notes on Background
Total Budget Approved		£3,000k	
Funded by:			
GYBC		£250k	
External Grant e.g. HLF		£2,750k	NIF Loan
Other			
Total Funding		£3,000k	
Actual Spend to date	£2.5k	£1,155k	Capital spend is cumulative for project. Revenue expenditure is for 19/20 only
Savings Achieved			
Income Achieved			
Financial data verified by (name of finance officer):			Date:
Lorna Snow			

	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>		£11 million	*Project costs tbc through WSP work on 11.09.2020.
<b>Funded by:</b>			
<b>NALEP</b>		£6 Million	
<b>GYBC</b>		£1 Million	
<b>NCC</b>		£1 Million	
<b>Enterprise Zone B</b>		£3 Million (tbc*)	EZ Pot B funding the WSP feasibility study
<b>Actual Spend</b>		£0	To be reported next period
<b>Financial data verified by (name of finance officer):</b>			<b>Date:</b>
Lorna Snow			

### Project Progress Report

Project Name	Middlegate Estate Regeneration		
Date	20 January 2021		
Lead ELT Officer	Kate Watts		
Support ELT Officer	Nicola Turner		
Project Manager			
Status			Green - no problems or minor issues
Summary of the whole project			
A feasibility study for potential to regenerate Middlegate Estate.			
Key Project achievements	Milestones	Target Date/Outcome	
Phase 1: A high-level options appraisal for the site has been undertaken alongside extensive stakeholder engagement. As a result, these options have been finalized and developed to form part of a master plan for the whole site, which will include financial analysis.	<ul style="list-style-type: none"><li>Create Project Team</li><li>Tender and appoint Consultant</li><li>Consultation</li><li>Consideration of report by Working Party</li><li>Consideration of report by Housing and Neighbourhoods Committee</li></ul>	Met	
Phase 2: Review viability and master plan to reflect current and future needs	<ul style="list-style-type: none"><li>Refinement of housing need</li><li>Consideration of initial masterplan by Working Party</li><li>Completion of recreation review</li><li>Consideration of report by Housing and Neighbourhoods Committee</li></ul>	Met Met In progress TBD	
Summary of Project Quarter Performance			
<ul style="list-style-type: none"><li>Work on recreation survey is in hand to inform finalisation of masterplan and viability work</li><li>Car parking survey complete</li><li>Scope of Phase 2 extended to review masterplan to allow for Zero Carbon approach to regeneration – viability appraisal will identify additional costs of this work.</li></ul>			
Open issues	Mitigation		
Detailed Financial work	Scope of work agreed.		
Recreation strategy for area required	Scope of work agreed.		
Financial Summary – Actuals			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£320,000	Grant funding from MCHLG

<b>Funded by:</b>			
<b>GYBC</b>	£	£	
<b>External Grant e.g. HLF</b>	£	£320,000	MCHLG
<b>Other</b>	£	£	
<b>Total Funding</b>	£	£320,000	
<b>Actual Spend to date</b>	£	£190,575.69	
<b>Savings Achieved</b>	£	£0	
<b>Income Achieved</b>	£	£0	
<b>Financial data verified by (name of finance officer):</b>			<b>Date:</b>
Danielle Patterson			15/4/2021

### Project Progress Report

Project Name	Wellesley Recreation Ground		
Date	April 2021		
Lead ELT Officer	Kate Watts		
Support ELT Officer	Lindsay Barker		
Project Manager	Tracey Read		
Status			Green - no problems or minor issues
Summary of the whole project			
<p>Develop a clear future direction for the Wellesley Road Recreation Ground, including current and future usage, potential 3G facilities, onsite buildings and future management of the site. A review of income, expenditure, management, maintenance, issues, risks and opportunities on the site to present a calculated, coherent and comprehensive plan for the site which addresses all areas, either as one study or as linked studies.</p> <p>Following a feasibility study for this site it has been agreed that the Council will work with various funding partners to:</p> <ul style="list-style-type: none"><li>• Install a 9v9 3G football pitch on the site</li><li>• Carry out improvement works to the three listed buildings on the site</li><li>• Install CCTV on the football stadium</li><li>• Undertake improvement works to the athletics track and lighting</li></ul>			
Key Project achievements	Milestones	Target Date/Outcome	
Complete a feasibility study for the site (Dec 19)	H & N Committee	Met	
Submit a funding bid to the football association (July 21)	Submitted bid	In progress	
3G pitch works commence on site (Oct 21)	Constructions work commenced		
Ticket office works tendered (funding in place) (April 21)	Appoint contractors	In progress	
CCTV installation (funding in place) (May 21)	CCTV installation completed	In progress	
Site improvement works funding secured (Feb 21)	Budget Council	Met	
Site improvement works tendered (April 21)	Appoint contractors		
Stakeholder engagement – ongoing	Feedback through Members working group	In progress	
Exploration of funding opportunities – ongoing	Feedback through Members working group	In progress	
Summary of Project Quarter Performance			
<p>Project Team is working with FA to develop a funding bid for a 3G pitch, as well as wider regeneration and refurbishment of the site, including football stadium/changing rooms and ticket office. Project Team working with GYBC Property to establish title deed for the site, once obtained the FA will work with the Football Foundation to undertake fieldwork surveys, thus far a signed Statutory Declaration has been produced and sent to the Football Foundation.</p>			

Page 23 of 130

Consultant appointed to support with the Football Foundation application, alongside the Football Stadium Improvement Fund application and to produce an options appraisal for ongoing management and maintenance of the site, this will include a detailed financial appraisal.

Two Members Working Group meetings have been held, October 2020 and March 2021.

Regular meetings with the FA taking place to ensure delivery of the 3G project.

Further stakeholder engagement will take place.

Application to Safer Streets Fund, in partnership with Norfolk Constabulary and GYTCP, has been submitted for funding for CCTV.

Ticket Office tender has been released, closing 22<sup>nd</sup> April. GYPT and similar local organisations have been informed.

Open issues		Mitigation	
Covid-19 – Delays due to measures and staff redeployment		Work is continuing, albeit slightly delayed. No serious impact to the project delivery.	
Stakeholder engagement		Critical to the success of any option appraisal or potential proposal. The Wellesley is a well-loved asset within the borough with long standing uses. Continue to work with stakeholders to develop options for the site that will be well used and well managed.	
Financial Summary – Actuals			
	Revenue	Capital	Notes on Background
Total Budget Approved	£25,000	£303,000	Capital budget as per budget setting 2021/22. Allocation following feasibility study.
Funded by:	This is to be being broken down in the below rows – leave this line blank.		
GYBC	£25,000	£303,000	
External Grant e.g. HLF	£0	£0	
Other	£0	£0	
Total Funding	£25,000	£0	
Actual Spend to date	£6,517	£0	Initial Payment of £6,517 Second payment of £6,517
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer):			Date: April 2021
D.Patterson			15/04/2021



### Project Quarter Progress Report

Project Name	Marina Centre		
Date	23/04/2021		
Lead ELT Officer	Lindsay Barker		
Support ELT Officer	Sheila Oxtoby		
Project Manager	David Ramsay		
Status			Green - no problems or minor issues
Summary - the whole project			
The project proposes to redevelop the Leisure Centre to include a six-lane pool, learner pool, sports hall, various health and fitness suites, leisure water and climbing wall. The project has completed RIBA Stages 1-4 and is progressing through Stage 5 with the contract award to Morgan Sindall Construction.			
Key Project achievements	Milestones		Target Date/ Outcome
RIBA Stages	Stage 1,2,3 and 4		Completed
Pre-Construct Services Contract Award			March 2020
Demolition Completion			September 2020
Main Construction Contract Award			November 2020
Main Construction Start on Site			December 2020
Practical Completion			Summer 2022
Summary of Project Quarter Performance			
<b>Construction</b> <ul style="list-style-type: none"><li>• Sheet piling - commenced on the 5th January 2021. Works were hampered by high winds but were completed by the planned date of 27th January 2021.</li><li>• Dewatering - these works were run in parallel with the sheet piling to facilitate the bulk dig when it reached the water table level.</li><li>• Foundations to the dry side area completed mid February.</li><li>• Phase 1 of the steel frame commenced on the 22nd February 2021 (1 week ahead) with anticipated completion date of 15<sup>th</sup> April.</li><li>• Reduce level dig to the undercroft, learner pools and balance tanks completed ·</li><li>• Lift pits formed and completed</li><li>• Undercroft slab was poured on the 11th March and walls started ·</li><li>• The main pool construction is underway with the bottom mat of reinforcement commenced.</li></ul> <b>Funding</b> <ul style="list-style-type: none"><li>• £1.9m of grant drawdown from New Anglia GBF has taken place</li></ul> <b>Operator</b> <ul style="list-style-type: none"><li>• Sports Consultant appointed to progress preparation of Invitation to Tender and leisure management contract for operator.</li></ul>			
Open issues		Mitigation	
Certain planning conditions still need to be resolved eg flood mitigation proposals		Design team and contractor working in tandem to include appropriate components in the build which will satisfy planners/flood officer	
Page 25 of 130			
Financial Summary – Actuals			

	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>	£0	£25,893,000	Approved by Full Council in June 2019
<b>Funded by:</b>	This is to be being broken down in the below rows – leave this line blank.		
<b>GYBC</b>	£0	£21,293,000	
<b>External Grant e.g. HLF</b>	£0	£1,600,000 £2,500,000 £500,000	Sport England New Anglia 'Getting Building Fund' Business Rates Fund
<b>Other</b>	£0	£0	Not applicable
<b>Total Funding</b>	£0	£25,893,000	
<b>Actual Spend to date</b>	£0	£1,286,204	Finance Team currently reviewing end to end capital spend / reporting element of project finances.
<b>Savings Achieved</b>	£0	£0	
<b>Income Achieved</b>	£0	£0	
<b>Financial data verified by (name of finance officer):</b>			<b>Date:</b>
Lorna Snow			29/10/20

### Project Quarter Progress Report

<b>Project Name</b>	Winter Gardens		
<b>Date</b>	30 March 2021		
<b>Lead ELT Officer</b>	Lindsay Barker		
<b>Support ELT Officer</b>	Sheila Oxtoby		
<b>Project Manager</b>	Michelle Burdett		
<b>Status</b>			<b>Green - no problems or minor issues</b>
<b>Summary - the whole project</b>			
The project is to restore the building and structural elements of the Heritage asset, as well as to give the building a new life by transforming both the internal and external spaces into a distinctive attraction for both the local community and the visitors to Great Yarmouth. It is intended that the facility will provide an all year-round attraction along the Golden Mile.			
<b>Key Project achievements</b>	<b>Milestones</b>	<b>Target Date/ Outcome</b>	
RIBA 1 To generate council income and boost the local economy	Apply for BRP funding (led by Regeneration and Funding Manager)	<b>COMPLETE</b>	
	Apply for Pooled Business Rates (led by Regeneration and Funding Manager)	<b>COMPLETE</b>	
	Prepare concept design (led by Feilden & Mawson)	<b>COMPLETE</b>	
	Complete order of costs (led by Allman Woodcock)	<b>COMPLETE</b>	
	Complete updated condition survey to be used to support funding applications (led by The Morton Partnership)	<b>COMPLETE</b>	
	Submit expression of interest to National Lottery Heritage Fund (Horizon Fund)	<b>COMPLETE</b>	
	Outcome of EOI (1 <sup>st</sup> Stage application)	<b>COMPLETE</b>	
	P+R approval of £60k budget for the specialists to complete the pre-app submission	<b>COMPLETE</b>	
RIBA 1+ Prepare first stage Funding Application	Procure a full Design Team to prepare a stage 1 application to National Lottery Heritage Fund	<b>COMPLETE</b> Business Planner (DCA), Architect (BFF), Service Engineer (Buro Happold), Structural Engineer (TMP), QS PM (Artelia Ltd) appointed	
	Consultation with stakeholders (GYBC, HE, GYPT, Victorian Society, NHIG etc)	December 2020 <b>COMPLETE</b>	
	Cost Plan against agreed concept design (Artelia)	7 December 2020 <b>COMPLETE</b>	
	M&E Strategy completed (BH)	7 December 2020 <b>COMPLETE</b>	

	Submission of Interim Report, including Confirmed Brief and Draft Conservation Statement (BFF)	9 December 2020 <b>COMPLETE</b>
	Outline concept design options reviewed by MWG and agreed	10 December 2020 <b>COMPLETE</b>
	Public Engagement	14 December 2020 – 11 January 2021 <b>COMPLETE</b>
	Review and refine study in consultation with client and stakeholders	1 February 2021 <b>COMPLETE</b>
	Submission of pre application	26 February 2021 (midday) <b>COMPLETE</b>
To secure a commercial end user	Development Agreement to be signed by successful commercial operator from tender process	Spring 2021
	Outcome of 2 <sup>nd</sup> stage application	TBC
Produce a 3 minute film for application committee	3 minute film required in place of a site visit as part of the application scoring process.	30 April 2021
Prepare Development Application	Latest Submission 2022	Specific date TBC
Delivery Phase (capital works)		Maximum 5 years
<b>Summary of Project Quarter Performance</b>		
<p>The Project Team worked collaboratively to prepare and finalise all required National Lottery Heritage Horizon Fund stage 1 application documentation, the application was submitted ahead of deadline on the 25<sup>th</sup> February 2021. Members were involved in the formation of the application through the Member Working Group.</p> <p>A significant part of this stage of the project was the success of the public consultation which was launched over Christmas. The outcomes included:</p> <ul style="list-style-type: none"> <li>• Exceptional response: 2,365 completed responses in 4 weeks – more than 1,000 in the first 24 hours.</li> <li>• People aged 35-44 and 45-54 made up 40% of the responses. But also a significantly higher response than usual from young people (13% or 309 individuals). The majority of respondents (95%) identified themselves as either living and/or working locally.</li> <li>• The responses show a very high level of support for the potential of the Winter Gardens to meet National Lottery Heritage Fund priority outcomes, in terms of enhancing Great Yarmouth as a place and support our year-round economic vitality and community well-being.</li> <li>• Overall sentiment of the comments was very positive and constructive.</li> </ul> <p>Stakeholders and Commercial Operators have been fully engaged in the progress of the application submission and will be kept informed throughout the assessment and award stage.</p> <p>Following submission, the project team have held a debrief to record lessons and are coordinating the production of a short 3-minute film required by the NLHF Application Committee in place of a site visit. The deadline for submitting this film is the 30<sup>th</sup> April 2021.</p> <p>Project Manager is working with appointed Business Planner, Project Coordinator and Project Sponsor to prepare design team procurement briefs. Intend to launch tenders in Spring 2021 having the design team appointed by the time NLHF Committee make their decision to award funding.</p> <p>Business Rate Pool (BRP) reporting is on track and first claim is being made following the completion of this stage 1 milestone. BRP claim awaiting approval.</p>		

Open issues		Mitigation	
Financial risk to Council managing project of this magnitude and national importance		Working with commercial operator to strengthen Horizon Fund application success. Full consultant team in place; the requisite skills are strong with the current multi-disciplinary team	
Safety risk of building structure		Structural survey completed by The Morton Partnership and internal scaffolding installed. This complies with survey recommendation to sustain integrity of structure for up to 5 years. The works are complete, drain assessment shows blockages which need rectifying. Budget within tolerance	
Lack of understanding the depth of building restoration requirements. Risk of structural and application failure.		Investment in thorough and detailed design, engineering, cost and business planning work in the pre-application phase will enable the Council to understand and mitigate the risks presented by the project, so that if funding is secured at the end of 2020, progress can be made swiftly thereafter to develop the scheme in detail on the basis of detailed knowledge and planning. This work is now underway and as stated – will be better understood during the next period	
Commercial Operator withdraws from project		The business modelling has been completed in partnership with the Commercial Operator and has been tested against industry standards. This has formed the business case that was submitted in February 2021.	
Project hold during Covid-19 measures		Delays to the project programme are planned as minimal, the full consultant team is now in place and the project plan being adjusted to ensure workshops project delivery is possible within NLHF deadlines.	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£120,000	£112,019 Actual spend. £8k committed spend.	£0	£48,314
<b>Commentary:</b> The project spending is on track against the currently awarded BRP allocation. Pending NLHF outcome the project budget will be revised to incorporate new funding streams.			
Financial data verified by (name of finance officer):			Date:
Jane Bowgen			20/04/2021

## Project Progress Report

Project Name	Improving the Market		
Date	31 <sup>st</sup> March 2021		
Lead ELT Officer	Jane Beck		
Support ELT Officer	Lindsay Barker		
Project Manager			
Status			Green - no problems or minor issues
Summary of the whole project			
By 2025, redevelopment of a six-day covered market focusing on local goods and creating incubator opportunities for new businesses to develop in the Town Centre.			
Key Project achievements	Milestones	Target Date/Outcome	
H1 Improving the Market Place	Appointment of new architects (Chaplin Farrant) from GYBC framework.	Complete	
	Site surveys shared with architect.	Complete	
	Market & Market Gates visual improvements.	November - Complete	
	Updated Market Place Redevelopment Costs	November - Complete	
	P&R PAM presentation	January 2020 - Complete	
	Town Centre masterplan Members Working Group	January 2020 - Complete	
	All member briefing “town centre”	January 2020 - Complete	
	News design and concepts to be presented to P&R Committee	January 2020 - Complete	
H2 Consultations	Market Place business/ Stakeholders’ consultations	January 2020 - Complete	
	Press Briefing and publication of committee report	January 2020 - Complete	
	Individual Six-day Market trader consultations.	Underway due completion end January 2021	
H3 Property Support	Procurement specifications prepared for the delivery of Planning documentation.	Complete	
	Planning application submitted	Approved August 2020	
	Formulation of detailed tender documentation	Complete	
	Tender	Complete	
	Contractor commencement on site	29 <sup>th</sup> April 2021	
Summary of Project Quarter Performance			
The successful contractor Pentaco Construction Ltd commenced on site 29 <sup>th</sup> March 2021.			
Initial works to clear the phase 1 area have been completed and traders relocated. The first phase of the development will see the completion of 17 market units with a completion date for trader relocation of July 2021. Through two further phases of work will see the development completed in March 2022.			

Page 30 of 130

Hoarding has been erected around both the compound and the site with display boards which will show both the heritage of the Market Place and the artists impressions for the new market. The build site will have areas of heras fencing to enable residents and visitors to view the progress of the build.

Individual units’ designs are now at the final stage of agreement.

No further comments were received in relation to the draft lease and work with individual traders to confirm lease term will commence early in the new financial year.

Open issues	Mitigation
Increased build costs due to structure changes.	It is anticipated that the scheme can be delivered within budget – this cannot be finalised until appointment of the main Contractor
Lead-in times for Glulam structure	Independent tender and contract completed for Glulam structure to reduce delays (8 weeks design, 12 weeks manufacture) this is in place and anticipated design will complete before Contractor appointment.

Financial Summary – Actuals			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£4,477,020	
Funded by:	This is to be being broken down in the below rows – leave this line blank.		
GYBC	£	£3,377,020	borrowing
External Grant e.g. HLF	£	£1,100,000	Business Rates Pool
Other	£	£	
Total Funding	£	£4,477,020	
Actual Spend to date	£	£ 193,915	
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer):			Date:
Lorna Snow			20/01/21

### Project Quarter Progress Report

Project Name	Go Trade		
Date	20 March 2021		
Lead ELT Officer	Lindsay Barker		
Support ELT Officer	Chris Bolton		
Project Manager	Stacy Cosham		
Status			Green - no problems or minor issues
Summary - the whole project			
Go Trade is a project that is bringing together a total of 16 English and French partners from south east England and northern France with the aim of boosting visitor numbers, dynamism and attractiveness of Great Yarmouth Market. To achieve this aim Great Yarmouth Borough is working with the 15 project partners to develop the Go Trade brand, themed events, promotional videos, market trader training and digital corner (town centre WI-FI).			
A project extension has been approved by the Joint Secretariat covering 1 April 2021 to 31 March 2022.			
Key Project achievements	Milestones	Target Date/ Outcome	
Work Package Management: WPM			
Attend final partners meeting – Basildon	Project Manager – Stacy Cosham	November 2020 Attended virtually - <b>Complete</b>	
Attend partner meetings for extension	To be planned by Basildon Borough Council, programmed into project plan for GYBC attendance.	March 2021 to March 2022 <b>Scheduled. Next is June (virtual)</b>	
Certification of Project Reports	Project reports prepared and sent to FLC for certification	Claim 7 certified by FLC. Three claims remain until March 2022.	
Work Package Communications: WPC			
Funding of stand-alone local publication.	GYBC Marketing team to send an EOI live via the GYBC procurement portal.	Delayed due to Covid-19 project suspension. Deliverable to be considered as part of extension plan.	
Co-lead to produce Cross Border press releases	Working with BBC to produce three press releases to be published by multiple partners. GYBC leading two out of three, drafting content and translation	Issued to partners December 2020 Spring publication April 2021 <b>This one is led by Basildon</b>	
Produce partnership tourism itineraries	Coordinate collation of tourism itineraries from all partners and translate to French and publish on website.	<b>French Partner is assigned lead, itineraries will be updated when call is issued by French Partner.</b>	
Work Package Business Support: WPT1			
Design of business development webinars and trial role outs to traders.	Agree upon content of webinar with Basildon Borough Council, Gravesham Borough Council, NMTF and the UOG	<b>Complete.</b>	
Develop a young entrepreneurs/ business advisory programme with project partner NMTF and GYBC Business advisor	Schedule of business advisory programme to be created	NMTF have left the project, a support programme can be developed for all traders using existing NMTF resources	



Traders Passport system which is being designed by project partners Castlepoint Borough Council and Lumbres.	GYBC has provided feedback regarding agreed upon content of traders based upon the Go Trade values.	Castle Point Council have left the project. Passport application built into online training programme and website. <b>Encourage GY Traders to register on Go Trade website.</b>
<b>Work Package Tourism: WPT2</b>		
Delivery of Go Trade Animations (Events) Schedule.	Full schedule of animations for 2019-20. Delivered within the Market Place.	Go Trade featuring in Winter Programme and local filming opportunities. Events to be programmed in line with Gov restrictions.
To host a Go Trade UK Food/ French market with project partners	To host collaborative event with Basildon Borough Council, Gravesham Borough Council, Visit Kent with Amiens, Lumbres, Louvigne Du Desert and Caen. With the desired aim of attracting French traders/ chefs and UK artisan traders/ chefs. The animation (event) will be billed as a food and drink festival. Showcasing the best of England and France.	Food festival features within Winter Programme. Pop up farmer markets to be explored to visit Great Yarmouth regularly.
<b>Work Package Branding: WPT3</b>		
Introduction of Market Place Wi-Fi for digital corner.	To work with GYTCP to install Wi-Fi in the marketplace	<b>Installed December 20. Soft launch achieved Jan 21</b>
	Wi-Fi to enhance GYTCP click and collect service ShopAppy	March to December 2021
	Wi-Fi to provide data for future research projects or future bid application	January 2021 onwards
Produce and public tourism marketing videos promoting the Great Yarmouth market offer.	Second Go Trade promotional video to be launched across all GYBC media channels and uploaded to GYBC website by GYBC Marketing team	Video launched September 2020 <b>Complete</b>
	Third Go Trade promotional video to be provided by supplier December 2020 for launch Q4	Video received December. <b>Discussion with Comms Manager when to launch</b>
	Programme of amateur videos to be developed over extension period	April to December 2021
Attract new markets to Go Trade	Work across partnership to identify markets around East of England to attract to join Go Trade	March to December 2021
<b>Summary of Project Quarter Performance</b>		
<p>Project Plan has been updated for delivery across 2021. This incorporates working with GYBC Business Advisor to engage market traders. Market Managers are supporting Project Manager circulating Go Trade news to traders email list. Working with Tourism Officer to plan engagement with local travel companies from May, building into the corporate marketing approach to relaunch tourism for Great Yarmouth.</p> <p>Project Manager has an outstanding enquiry with the lead partner whether pop-up markets can be counted and brought under Go Trade that take place away from the Town Centre Market. This could provide opportunity to direct GT budget towards those pop-up markets and bring further tourism to the Borough.</p>		

Free public Wi-Fi is enabled and it is being used. During the soft launch we can see that visitors around the market are logging onto the platform. A full launch to advertise its availability is marked within the communication strategy and PM is liaising with David Wiles.

Footfall counters incorporated onto the Wi-Fi devices are recording useful data, this has been reported back to the Lead Partner as part of our Claim 7 submission. Footfall counting will continue across the project until March 2022 when the cost will then transfer to Town Deal allocations.

Full budget reconciliation has been completed and monthly budget review meetings between PM and FO are scheduled. Currently, the budget is on track and within tolerance. The project plan has incorporated budget allocation for each task and relevant heads of service consulted to ensure 31% match is reserved for those activities. In February 2021, Interreg confirmed with Basildon Borough Council (Lead Partner) Claims 6 and 7 will be paid 100% providing an uplift to those partners remaining in the project.

FLC tender is closes 5pm 30 March, quotations will be evaluated between 6<sup>th</sup> and 16<sup>th</sup> April with ambition to appoint a new FLC by the 30th April.

Open issues		Mitigation	
Delayed payment of claims.		GYBC officers continue to mitigate/seek advice from the lead project partner and the Joint Secretariat to resolve with FLC.	
Continued local and/or national lockdown due to coronavirus		Further lockdowns prevent the delivery of marketplace events. Officers will endeavor to plan events complying with government guidelines and concentrate activity on Trader support and tourism promotion.	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£199,292	£198,726	£566	£183,574
<b>Commentary:</b> Original total agreement: Euros 224,204 = £199,292 The budget and committed spend figures above represent 100% of cost of which 69% is recoverable. Based on this recoverable percentage the income would be: Budget £137,511 and Committed Spend £137,121. However, for claims 3 to 6 the payments by the partners were based upon 100% of the recoverable costs which resulted in additional funding being received of £41,562. It has been requested that this additional funding be carried forward to the new financial year 2021-22 to support the project extension to March 22, but as the ‘overall’ financial position of the council for 2020-21 is not yet known, this request remains outstanding awaiting authorisation. The above figures assume that all costs included in claims 7 and part claim 8 (January to March 21) will be reimbursed in full. Please note that these figures are preliminary as the 2020-21 financial year as not yet been finalised although it is not expected that there will be any significant changes. Above figures exclude new extension agreement from April 21 to March 22: Euros 62,654.85 = £56,993.74 (Rate of Exchange £1 = Euro 1.1019)			
Financial data verified by (name of finance officer):			Date:
Mark Rogers			13-04-21

### Project Quarter Progress Report

<b>Project Name</b>	ESF Community Economic Development (CED) Inclusion		
<b>Date</b>	30 March 2021		
<b>Lead ELT Officer</b>	Lindsay Barker		
<b>Support ELT Officer</b>	Chris Bolton		
<b>Project Manager</b>	Stacy Cosham		
<b>Status</b>			<b>Green - no problems or minor issues</b>
<b>Summary - the whole project</b>			
<p>The project will support new and innovative neighbourhood-based employability services to meet gaps identified by local residents with governance provided by a Community Economic Development Group and Panel. This group will be chaired by a local resident with 50% community representation and sector specialists. Inclusion Grants will be targeted at social economy SMEs, with support provided by an Inclusion Worker who will help these organisations and participants to access community support. All grants provided will aim to reduce the disconnection between people who face complicated life challenges and the benefits of economic growth.</p>			
<b>Key Project achievements</b>	<b>Milestones</b>	<b>Target Date/ Outcome</b>	
Project Coordinator to award 16 – 24 grants to SME Not for profit organisations.	To award £43k in grants by end of February 2020, grants to be signed off by senior management.	Grant Panel agreed to extend successful projects with uplift funding. Treated as 'new' applications and approved. <b>Completed</b>	
Project Inclusion Worker to identify and engage targeted residents within the targeted wards of Great Yarmouth.	To engage with all beneficiary projects who will benefit from support offered by the inclusion worker. Individuals will benefit from the programs offered by the SME's.	ESF Grant Beneficiary project outcomes to be added to Inclusion Worker database to improve figures. Inclusion Worker started in role 1 September 2020 <b>Completed</b>	
Submit EClaim to DWP on a quarterly basis.	Q3 19 Claim submitted by 31 <sup>st</sup> July 2019. Q4 19 claim submitted by 31 January 2020 Q1 20 to be submitted April 2020 Q2 20 to be submitted July 2020 Q3 20 to be submitted October 2020 Q4 20 to be submitted January 2020 Final claim submitted by 27 May 2021	DWP have approve Q3 2019 and processing Q4 2019 for payments. Q1-3 2020 have been drafted ready to upload. There is a budget and performance gap. <b>Claims are on track, final claim deadline 27 May 2021</b>	
Complete all Project Activity by 31 December 2020.	<p>Inclusion Worker to sign off supported clients by 31 December 2020</p> <p>All grant beneficiaries to conclude delivery of training programmes by 31 December 2020</p>	<p>Inclusion Worker has been targeting audience since September, have aligned sign-off with local beneficiary schemes (extended to 31 Jan)</p> <p>Local beneficiaries stalled due to Lockdown and further funding awarded in November for 3 month schemes. Therefore, activity extended to 31 January without</p>	

		impacting final claim to DWP by 31 March 2021.	
Summary of Project Quarter Performance			
<p>Approval of outstanding quarter reports and claims between Q3 2019 and Q3 2020 has been achieved following the last report status. Q4 2020 (covering October to December) has been prepared and going through verification with our Contract Manager, this is on course.</p> <p>Project evaluation and close-down commenced from February after all Local Grant Recipients (LGRs) completed their project delivery. Reports and paperwork are being prepared for inclusion with the Q4 2020 claim and Q1 2021 claim. The deadline for Q1 2021 is the end of May 2021, finalizing the closure of the project. For that reason, Inclusion Worker (Lana) has been extended within the PMO until near the end of April to assist with project close-down.</p> <p>A total of 16 grants were awarded across the programme. As previously reported, one SME went into administration in 2019 and did not complete; another one SME was unable to start their project following recruitment difficulties and then entering the Pandemic where they furloughed staff, they have repaid their grant in full. A short 3-month delivery round took place between November and January to enable final allocation of funding to be made. The Community Inclusion Grant Panel reviewed LGR performance and spend of the grant awarded, they have requested one LGR to repay a portion of their grant due to under performance and significant over-run. In total £95,620.68 has been awarded.</p> <p>Across the entire project, LGRs and Inclusion Worker targets have been met or exceeded. This will be incorporated into the evaluation report.</p> <p>The project remains underspent against the amount awarded. As claims are made in arrears, the DWP Contract Manager has given verbal assurance this will not be an issue. Full explanation of why the underspend has occurred must be included in the end-project evaluation report. It is reasonable to explain this is due to reduction in venue hire for support workshops experienced during 2020; fourth grant round awarded existing projects due to project delay in delivery during 2020 in response to redeploying staff to front-line services.</p>			
Open issues		Mitigation	
Under performance and under budget, exceeding 15% tolerance applied by DWP		The Council may be required to return a portion of the grant as penalty for under spend but as the project has over-performed this is unlikely. Claims are made in arrears.	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£407,400	£269k actual spend.	£0	£103,198 grant beneficiaries £87,556 grant claim.
<b>Commentary:</b> Grant beneficiaries are required to provide 50% match against their grant award, this includes in-kind. The budget from GYBC is £83,700 which is 50% match against DWP funding allocation.			
Financial data verified by (name of finance officer):			Date:
J Bowgen			20/04/2021

### Project Progress Report

Project Name	The Conge		
Date	19/01/21		
Lead ELT Officer	Nicola Turner		
Support ELT Officer	David Glason		
Project Manager	Claire Wilkins		
Status		Amber: Issues that are being mitigated	
Summary of the whole project			
Transforming The Conge: by 2025, The Conge is transformed with new development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Market Place.			
Key Project achievements	Milestones	Target Date/Outcome	
Existing Business Support	Support package for businesses identified for relocation or costings to feed into viability	September 2020 - soft engagement over relocation with leaseholders commenced.	
Secure planning for redevelopment	Outline planning consent secured	Met	
Public Realm investment	Realign Carriageway – improved public realm and footway/cycleway linking rail station to Market Place	Complete	
Secure redevelopment of the Site	<ul style="list-style-type: none"><li>Resolution of existing leases</li><li>Secure development partner</li><li>Commence redevelopment</li></ul>	<ul style="list-style-type: none"><li>All leases ended</li><li>Development Partner secured and work on Reserved Matters application progressed</li><li>Redevelopment commences</li></ul>	
Funding	<ul style="list-style-type: none"><li>Project included within the Future High Street Fund (FHSF) bid submission</li><li>Project re-appraisal in light of successful FHSF bid outcome</li><li>Discussions with Homes England &amp; progression of Strategic Development Partner</li></ul>	<ul style="list-style-type: none"><li>Mid-2020</li><li>January 2021 - Complete</li><li>Ongoing</li></ul>	
Summary of Project Quarter Performance			
During this period, work has been ongoing to progress the procurement of the Strategic Development Partner and discussions with Homes England to raise awareness of the site and identify potential funding opportunities have taken place.			

Page 37 of 130

Open issues		Mitigation	
Planning permission		Planning permission granted	
Viability gap		The Strategic Development Partner will address the viability gap for the scheme.	
Financial Summary – Actuals			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£185,000	
Funded by:			
GYBC	£	£92,500	
External Grant e.g. HLF	£	£92,500	Business Rate Pool
Other	£	£	
Total Funding	£	£185,000	
Actual Spend to date	£	£57,813	
Savings Achieved	£	£0	
Income Achieved	£	£0	
Financial data verified by (name of finance officer):			Date:
Greg London			21/04/2021

### Project Quarter Progress Report

<b>Project Name</b>	North Quay		
<b>Date</b>	7 <sup>th</sup> April 2021		
<b>Lead ELT Officer</b>	David Glason		
<b>Support ELT Officer</b>	Sheila Oxtoby		
<b>Project Manager</b>	Tracey Read		
<b>Status</b>		<b>Amber: Issues that are being mitigated</b>	
<b>Summary - the whole project</b>			
Comprehensive redevelopment of the North Quay waterfront site in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan.			
<b>Key Project achievements</b>	<b>Milestones</b>	<b>Target Date/ Outcome</b>	
Land acquisition	Land acquisition strategy	July 2018 - Complete	
	Committee report on acquisition strategy	July 2018 - Complete	
	Submit application for Business Rates Pool (BRP) funding £170k (decision November 2018)	September 2018 – Complete & Successful	
	Set up Officers Working Group Meetings for next 12 months	Complete	
	Appoint Development Surveyor	Complete	
	Carry out an independent review of the Land Evaluation Survey and factor in final land evaluation cost needed	Complete	
	Commission a study for legal advice on Compulsory Purchase and engagement	Complete	
Business Rate Pool Milestones	BRP monitoring reports	Ongoing with all deadlines hit.	
Communications Strategy	Draft Communications Strategy	Complete	
	Draft letters for residents	Complete	
	Draft Media Statement	Complete	
	Ongoing Media Preparedness	Complete	
Engagement with Land Owners	<i>Letters to Businesses</i>	Complete	
	Engage all parties (landowners and leaseholders) initially to identify specific constraints and opportunities for agreements beginning with investors and developers.	Ongoing	
	Engagement with smaller site owner occupiers, especially residents to provide reassurance over process and timeframes	Complete	

Technical Studies	Tender sent out 18th March 2019	Complete
	Highways transport assessment Ground and contamination survey Utilities assessment Flood risk and Drainage assessment Topographical survey Ecological survey Landscape survey Archaeological assessment Air Quality assessment Noise assessment	All Complete
Independent Land Evaluation Report	Report on land registration and cost valuation w/c 11 <sup>th</sup> March 2019	Complete
Supplementary Planning Document	SPD development starts 7th May 2019	Complete
	First draft SPD 30th August 2019	Complete
	Procure consultants - Urban Delivery engaged	Complete
	Prepare Options for SPD	Complete
	Draft Leaflet / Questionnaire / Exhibition Boards / Online Consultation Form / Document	Complete
	Policy and Resources Committee to agree Consultation October 2019	Complete
	Informal Consultation Period to 24 <sup>th</sup> November 2019	Complete
	Final Draft SPD	Complete
	SEA/HRA Screening	Complete
	Regulation 12/13 Representations Period	Complete
	Adopt SPD at Policy and Resources Committee	Complete
Soft Market Testing	Procurement of external organisation to deliver soft market testing	Spring 2021
	Delivery of soft market testing	Spring 2021 (tbc)
	Industry market day	Spring 2021 (tbc)
Land acquisition	Ongoing negotiations	Ongoing
<b>Summary of Project Quarter Performance</b>		
Officer Working Group reconvened December 2020 and meeting monthly to move project forward. Procurement to go out in Spring 2021 for external consultant to deliver soft market		



testing, ideally a specialist in urban regeneration. Soft Market testing prospectus drafted and ready for release on contracts portal.

Procurement of services has been delayed due to staff redeployed to other areas of corporate need. There will be a delay but not a significant impact. North Quay is included in a package of measures in the successful Great Yarmouth Town Deal bid submitted in December 2020, this will contribute to the programme of land assembly.

Options for land assembly to be explored further through Officer Working Group.

Open issues		Mitigation	
Impact of COVID19		Reviewed/monitored	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£2,947,000	£628,000	£0	£0
<b>Commentary:</b> Norfolk Business Rate Pooled funding secured (£197K) as well as £2.5m from GYBC for land acquisition. North Quay is included in a package of measures in the draft Great Yarmouth Town Deal bid submitted in December 2020. If successful, this will financially contribute to the programme of land assembly.			
Financial data verified by (name of finance officer):			Date:
Greg London			12/04/2021

### 2020/21 Annual Performance Measures

Performance measures are reported quarterly to Executive Leadership Team (ELT) and Policy & Resources, the three service committees (Economic Development, Environment and Housing & Neighbourhoods) also receive their relevant measures. The annual report provides annual outturn figures for all the measures, along with outturn figures for the previous year for comparison.




The performance measures are reported under the relevant service committee heading, see above.

Some measures are reported for contextual information and therefore haven't been given a performance rating. However, the data is important information for the Council where the actions of the Council may make improvements but there is not sufficient control over the outcome to set a target.

Progress against targets is assessed by RAG (Red/Amber/Green) ratings and is also assessed in terms of Direction of Travel (DoT) through use of arrows.






#### Key to 'Status'

RAG status comparing 2020/21 outturn figure against 2020/21 target

-  Performance has met or exceeded target
-  Performance is below target but within tolerance
-  Performance is below target and tolerance

#### Key to 'Arrows'

The arrows reflect trends in performance between 2020/21 and 2019/20, where applicable.

-  Performance is showing continuous improvement trend, compared to previous years
-  Performance trend is up, compared to previous year
-  Performance trend is no change, compared to previous year(s)
-  Performance trend is down, compared to previous year
-  Performance is showing continuous downward trend, compared to previous years

## Policy &amp; Resources Committee

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
PR01 - Average time to assess Housing Benefit & Council Tax Support: New claims	26 days	17 days	<b>R</b>	12 days	↓
Commentary: Despite a challenging year with increases in new claims, fluctuating caseloads and overall workloads include pandemic related additional administration schemes, performance outturned at a better than expected average of 26 days which is still well within national averages of good performance expected in 'normal' years. Head of Department is holding monthly performance meetings with the Manager to proactively manage performance and address any areas of concern. Periodic overtime is currently being used to manage peaks of caseload which at 26th May, is sitting at 69 claims.					
PR02 - Average time to assess Housing Benefit & Council Tax Support: Change in circumstances	11 days	9 days	<b>A</b>	6 days	↓
Commentary: Despite a challenging year with increases in workloads, fluctuating caseloads and multiple earnings/income changes received and actioned, performance outturned at a pleasing average of 11 days, very close to annual target and similar to expected performance for 'normal' years.					
PR03 – Collection Rates Council Tax	94.6%	97%	<b>R</b>	95.5%	↓
Commentary: This year's collection has been significantly impacted by COVID 19 which has affected 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 have since been held between January and March and enforcement action options are being carried out on the Liability Orders that were obtained.					
PR04 – Empty Homes					
(a) - Number of long term empty homes (6 months or more)	656	Less than 600	<b>R</b>	610	↓
(b) - Number of long term empty homes (Over 2 years)	171	Less than 160	<b>A</b>	160	↓
Commentary: The number of properties over two years old are just over the target of less than 160. The number of empty properties over six months is now 56 properties above the target. This is likely due to the COVID 19 and the slowness in the housing market in terms of both rental and sales, due to lockdowns.					

## Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
PR05 – Business Rates (NNDR) Collection Rates	90.3%	97%	R	96.5%	↓
<p>Commentary: This year's collection has been significantly impacted by COVID 19 which has affected 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 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.</p>					
PR06 - Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered	87.04%	90%	A	89.97%	↓
<p>Commentary: A high level of performance has been achieved through a challenging year with the majority of customer service delivery being delivered by telephone due to various restrictions in place throughout the year on social distancing. This has meant more resource has been available through telephony, however, opportunities to save on vacancies and spare hours have been taken where possible.</p>					
PR07 - Contact centre telephone calls: Average wait time by customers contacting the Contact Centre	1:00 minutes	1:30 minutes	G	1:04 minutes	↑
<p>Commentary: A high level of performance has been achieved through a challenging year with the majority of customer service delivery being delivered by telephone due to various restrictions in place throughout the year on social distancing. This has meant more resource has been available through telephony, however, opportunities to save on vacancies and spare hours have been taken where possible.</p>					
PR08 – Percentage of FOI and EIR requests responded to within 20 working days	82.4%	90%	R	93.4%	↓
<p>Commentary: The completion rate of FOI's and EIR's was significantly impacted during Q1 and Q2 for 2020/21 due to staff being redeployed elsewhere within the Council to assist with the COVID 19 pandemic, during Q3 a positive increase in the percentage completion rate was recorded at 87% and this has continued during P4. There has been a noticeable increase in the number of requests for information made during 2020/21 including a significant increase in the number of land searches being requested. Staff within Corporate Services are working hard to ensure responses are sent out on time however this relies heavily on information being given from other departments within the Council who at times have seen resourcing issues and have therefore not responded to requests within the allocated 20 working days. Corporate Services have a system in place whereby chase emails are sent to the relevant department one week before a response is due.</p>					

## Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
PR09 – % of completed Full Performance Reviews	76%	85%	<b>R</b>	86%	↓
<p>Commentary: In the period 2020/2021 HR released a new 1:1 process, bringing together the opportunity to set annual objectives (usually through completion of a PDR) and to embed ongoing monitoring of objectives throughout the year at regular 1:1 meetings. All staff and Managers have received training on the new 1:1 process, including how to set affective objectives. An initial review of the process has been completed and the documentation and process updated following feedback from staff and managers. 1:1's continue on a regular basis for all staff.</p>					
PR10 - The number of working days lost due to sickness absence per FTE	8.44 days	8.5 days	<b>G</b>	12.91 days	↑
<p>Commentary: This year we have seen a significant reduction in sickness absence with a loss of 8.44 days per FTE compared to 12.91 days in 2019-20. This is an overall reduction of 4.47 days lost per FTE. This is also the lowest level of sickness absence in the last 4 years. The top 3 main reasons for absence remain mental health, musculoskeletal and work-related stress.</p> <p>This significant reduction mirrors the national picture with the ONS reporting that employees took fewer days off because of illness last year than any time since records began in 1995. Whilst Covid 19 itself led to additional sickness absence, measures such as social distancing, shielding, self-isolation and working from home appear to have helped reduce other causes for absence. Working from home allows people to work when they are a little unwell where before they may have not felt well enough to travel to work and reported absent, they have been able to work from home over the last 12 months. The lack of contact with others may have led to less exposure to germs and has helped to minimise some of the usual minor illness sickness absences. For example, the Council lost 377 days less to colds and stomach upsets when compared to 2019-20 and overall short-term absence has reduced by 734 days lost.</p> <p>Long term absence, whilst remaining high, has also reduced significantly since 2019-20 with a reduction of 648 days.</p> <p>14 staff were absent with Covid-19 during the year with a total of 94.8 days absence. All staff have fully recovered and are well. 9 staff have reported having a reaction to the vaccination with a total of 14 days absence being recorded. We anticipate this number to increase as the vaccination roll out continues.</p> <p>Sickness absence rates (3.4%) still remain higher than the national average for the public sector (2.7%) and work still continues to help reduce sickness absence with early interventions in place to support staff before they report sick as well as working with managers to help reduce both long and short term absence. Training will be rolled out to introduce mental health first aiders, the Staff Engagement Group continue to work with Thriving Workplaces on health and wellbeing initiatives and work continues with Occupational Health and our Employee Assistance Programme to support staff.</p>					

## Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
PR11 - Council spend on apprenticeships as a % of apprenticeship levy	98.54%	Monitor	N/A	79.54%	↑
<p>Commentary: Covid had an impact on the recruitment of entry level apprentices. However, we have continued to enroll current staff on apprenticeships where relevant for their career development and service area need.</p> <p>Successes in this period have been Nicole Jarney successfully achieving her apprenticeship earlier than planned, achieving a distinction in her End Point Assessment. Fabian Myers completed his Level 2 Customer Service apprenticeship, was awarded Apprentice of the Year (Customer Service) at East Coast College, and successfully secured a Business Support role with NP Law for him to move into at the end of his fixed term contract with GYBC.</p>					
PR12 - % of Audit days delivered (of the annual plan)	86% of the revised 2020/21 plan	100%	A	98%	↓
<p>Commentary: All Internal Audits are now either in late fieldwork stages or quality assurance stages. We anticipate the plan will be completed with all reports in final by May 2021.</p>					
PR13 - Percentage of priority 1 Internal Audit recommendations completed on time	100%	100%	G	100%	↔
<p>Commentary: No priority 1 recommendations have been raised during 2020/21. None are outstanding from previous years.</p>					
PR14 - Corporate Property Portfolio Revenue Growth per annum	4.86%	2.5%	G	0.36%	↑
<p>Commentary: Year end performance is above target in what was a very challenging year, lease reviews and new lease negotiations account for the bulk of the improvement.</p>					

## Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
PR15: Corporate Property Portfolio Arrears per annum a) % Arrears per annum b) Total Arrears amount in £'s	14.64% To be updated	7.5% New measure	<b>R</b> N/A	5.47% New measure	↓ N/A
Commentary: As a result of COVID 19 we continue to work with our commercial portfolio occupiers offering deferred rent payments as necessary and appropriate in the last quarter of 2020/21 we have seen an improvement in recovery of arrears equating to 11.16%, work continues to recover all outstanding debt for 2020/21.					
PR16: Corporate Property Overall Occupancy levels per annum	96.21%	90%	<b>G</b>	95.47%	↑
Commentary: The Borough has a significant portfolio of property, 1272 lettable units, and this indicator represents the occupancy of this portfolio over the 2020/21 year. Despite the impact of Covid-19 the target for this year of 90% occupancy across the year and been exceeded by 6.12%.					
PR17: Payment of Invoices within 30 days (%)	93.3%	90%	<b>G</b>	96%	↓
Commentary: Performance on this measure is above target, 8,348 invoices were received during 2020/21 with 7,792 paid within 30 days.					

## Economic Development Committee

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
ED01 - Planning applications: Major applications determined within 13 weeks or as agreed extension	82%	75%	<b>G</b>	100%	↓
Commentary: Target exceeded.					
ED02 - Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension	74%	75%	<b>A</b>	87.8%	↓
Commentary: The second half of the year resulted in improved performance against set targets as new staff bedded in and working practices were reviewed in the light of the pandemic.					
ED03 - Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months	89%	75%	<b>G</b>	94.4%	↓
Commentary: Outturn above the target figure for the 24 month period.					
ED04 - Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months	77%	75%	<b>G</b>	79.03%	↓
Commentary: Outturn above target figure and national figure of 70%.					
ED05 - Percentage of Major planning applications overturned on appeal over the last 24 months	0%	9%	<b>G</b>	2.7%	↑
Commentary: No major appeals allowed over the 24 month period.					



## Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
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	0.2%	9%	G	0.29%	↑
Commentary: This represents two application allowed on appeal against a total of 19 appeals determined over the 24 month period.					
ED07 - Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period.	95%	100%	A	100%	↓
Commentary: This good outturn in restricted market conditions and considering the staff shortage we experienced at the beginning of the year.					
ED08 - Percentage of Land Charges search returns sent within 10 working days.	79.35%	90%	R	91.58%	↓
Commentary: This has been an extremely busy year for the land charges team with access to the town hall limited for personal searches which has resulted in a doubling of workload for no additional income. Coupled with the suspension of stamp duty has resulted on increased pressure on small team in a hectic housing market along with staff changes this is a reasonable outturn in difficult circumstances. Performance in this area has been disproportionately affected by workload during the first half of the year, this has now stabilized and performance increased during recent months with March 2021 outturn being 96.7%.					
ED09 - Enterprise Zone: Beacon Park Percentage of empty floor space across Beacon Park	5.11%	12.5%	G	5.11%	↔
<p>Commentary: Enquiries during the year have been limited!</p> <p>Currently Unoccupied:</p> <p>Ground Floor Unit 1 Wellington Park (1,200sq ft)</p> <p>Unit 1 Lancelot Road (20,000sq ft) – Sale agreed (April 2021)</p>					

## Environment Committee

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
EN01 – Food Hygiene					
(a) - % of food premises scoring 3 star food hygiene ratings or above	Nil	94%	N/A	93%	N/A
(b) - Number of food premises inspected	2	Under Review	N/A	814	N/A
<p>Commentary: Due to COVID work in this area has had to be postponed, we have liaised with the Food Standards Agency and they are content with the approach we have taken. Visits are scheduled to resume in June 2021 with new establishments that have started up within the last 12 months being visited first.</p>					
EN02 – Garden Waste Service: Number of households taking up garden waste service	10,701	Under Review	N/A	9746	↑
<p>Commentary: Growth of the garden waste service has continued with a further 1000 subscriptions being added. This is probably as a result of lockdown and people spending more time at home. Analysis work carried out when the service was being developed suggested that maximum potential take up of properties with a garden was in the region of 12,000 so we have now achieved in the region of 89% take up. Work does continue to promote the service through advertising.</p> <p>Garden waste tonnage saw an increase of 64 tonnes to the previous year which equates to GYBC being eligible for an £4,116 additional recycling credit.</p>					

## Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
EN03 - Percentage of total domestic waste collected which is sent for recycling	30.15%	Under Review	N/A	30.90%	↓
<p>Commentary: GYBC'S recycling rate has seen significant increase over the past ten years with the expansion of the garden waste service, additional materials being allowed in the recycling stream and recycling awareness with the public. However, the figure has appeared to have plateaued over the past two to three years and has remained fairly static in the region of 30-33%. This is a national trend with the amount and weight of packaging being reduced by manufacturers. For the year GYBC collected an additional 748 tonnes of dry recycle which was probably due to lockdown and people disposing of more waste at home. This equates to an approximate 13.5 % increase on last year's tonnage.</p> <p>Whilst there is work being carried out around promoting and encouraging better recycling both at local and County level the biggest potential impact that will see this figure increased will be the Government's Resource and Waste strategy. The proposals within this strategy seek to widen recycling nationally through the expansion of services and we should start to see this implemented in the next 2 years. The implications of how this will affect individual councils is yet to be finalised however may include compulsory food collections.</p>					
EN04 - Number of Flytips reported	2146	Monitor	N/A	1491	↓
<p>Commentary: There has been an increase in the number of flytips reported in this year. Most of these are very much localised incidents being in alleys and access roads. It is believed that this is a result of lockdown and people taking the opportunity to clear out unwanted items. Work towards the combatting flytipping have been affected by redeployment of relevant staff during the first lockdown and whilst enforcement actions were taken this was not to the normal level of previous years.</p> <p>However, work is being planned for targeted action to take place in targeted areas starting in the Summer, this will be backed up with a wider comms message and utilising the national SCRAP campaign.</p>					
EN05 - Number of streets in the Borough meeting street cleanliness levels for:					
(a) - Litter (formally NI195a)	97.7%	Under Review	N/A	97.9%	↓
(b) - Detritus (formerly NI195b)	98.46%	Under Review	N/A	96.3%	↑
<p>Commentary: These figures are reported monthly as part of the GYBS services measures scorecard. The figure is derived from audits carried out to the old BV195 street cleanliness standards which grades a street on an A-D scale. Streets graded at A or B are considered as acceptable. GYBS are expected to maintain a figure of 95% This year's figures have seen a slight improvement on last year's figures.</p> <p>This past year GYBS have been able to enhance cleansing standards through the funded "Hit" team who have been targeting areas with deeper cleansing and the purchase of additional mechanical cleansing machinery.</p>					

## Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
EN06 - Contamination rate in dry recycling	18.2%	19%	<b>G</b>	20.60%	↑
<p>Commentary: Contamination of the green bin with inappropriate material does continued to be an issue in the Borough and indeed this trend has been seen generally at a National level. Whilst the figure is still above what the Council hopes to achieve, for the second year there has been a drop of 2% against previous years out turn figure so the direction of contamination levels is moving in the right direction.</p> <p>Given that the tonnage of kerbside recycling increased by 13.5% it is reassuring that this increase was not due to inappropriate waste being placed in recycling bins and that a reduction in contamination was actually seen.</p> <p>This 4% drop in contamination against 2018/19 rate equates to a drop of nearly 400 tonnes of unsuitable waste being removed from recycling stream.</p> <p>Work via the Norfolk Waste Partnership to address contamination and better recycling has perhaps not been as effective this year given Councils primary involvement with the Covid response.</p>					

## Housing &amp; Neighbourhoods Committee

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
HN01 - Great Yarmouth Community Housing rent: GYCH rent collection rate					
a) % of rent & arrears collected	98.51%	Under Review	N/A	99.39%	↓
b) Arrears as a % of rent debit	1.89%	Under Review	N/A	1.93%	↑
c) Total rent arrears	£424,697	Under Review	N/A	£423,709	↓
<p>Commentary: Targets for this indicator are under review due to the Covid pandemic, targets for 2021/22 will be set using with the help of benchmarked Housing Associations rent collection data. The collection of rent during the during this time continues to be challenging and performance continues to be at an excellent level.</p> <p>Customer demand continues to be at increased levels to support residents with payment plans and signposting for support.</p>					
HN02 - Number of					
a) Social housing applicants in allocation pool	754	Demand Lead	N/A	943	↑
b) Social housing new applicants awaiting assessment	221	150	R	174	↓
<p>Commentary: HN02 a) Social housing applicants in allocation pool has reduced from quarter 1 at 1135. Applicants in the pool dramatically rose in Q1-Q3 and the numbers have reduced in Q4 to similar levels within 2019/2020.</p> <p>HN02 b) Social housing new applicants awaiting assessment has increased quarter on quarter due to the high demand on the service. With a significant focus on relieving rough sleeping (a government directive) a large part of resources was dedicated to Homeless applications. We have also had several long-term absences that have impacted on workloads. Customers are also impacting on the assessment times as they are failing to provide sufficient information to enable prompt assessment their application. We are now advertising for a 9-month assessment officer to help with the backlogs.</p>					

## Performance Measures

Not Protectively Marked - Impact Level 0

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
HN03 - Average Time to Re-let Local Authority Housing	39 days	30 days	R	24 days	↑
<p>Commentary: The target set for this indicator was difficult to predict with COVID pandemic having an impact on the process. Year end performance failed to meet the estimated set target with significant difficulties experienced with void repair work completion timescales by GYN and subsequent delays with the identification of a successful nomination for the new home after works completed. The void repair work has been brought back in house from April 2021, providing us with greater control over this area of work. In addition, a review of the nomination process has commenced which aims to streamline and speed up this process.</p>					
HN04 - Average cost of a Void repair	£3,117.53	£2,745	R	£2,978.62	↓
<p>Commentary: This indicator has remained fairly consistent throughout the year and comparable with previous years. There has however been a significant increase in the numbers of standard voids which have been received in comparison to previous years.</p>					
HN05 - Percentage of residents very or fairly satisfied with the repairs service they received	92.40%	95%	A	97.20%	↓
<p>Commentary: Performance is under target by 2.6% for the year but figures have increased monthly since December. If this trend continues, we expect to see the higher levels of satisfaction for the 21/22 financial year as per previous years. As data is still be collected for Q4, this could bring up the total percentage even more.</p> <p>The “Neither” responses are the ones pulling the data down. Each month those responses are greater than any very or fairly dissatisfied answers.</p> <p>Survey data was unable to be collated for the early part of the financial year when GYN were operating emergency repairs due to the pandemic.</p>					
HN06 - Costs – Total Void Works (service provision) as % of Total Repairs Costs	9.11%	8.1%	A	10.10%	↑
<p>Commentary: There has been a significant reduction in Q4 as a result of a large volume of Capital works processed through completion in the last quarter. The year to date figure is slightly better than the 19/20 outturn. We continue to review the delivery of the voids service.</p>					
HN07 - Costs – total responsive repairs as a percentage of total repairs costs	18.52%	22.1%	G	16.33%	↓
<p>Commentary: This indicator is also impacted by the delivery of the capital programme. Due to COVID the commencement of capital delivery was slow to commence with the bulk of works completing in the last quarter of the year. The final year to date figure is slightly higher than 19/20.</p>					

Performance Measure	2020/21 Actual	2020/21 Target	Status	2019/20 Outturn	Trend
HN08 - Number of Disabled Facilities Grant (DFGs)					
a) Numbers of calendar days from initial request to works complete in that quarter	363	Monitor	N/A	289 days	↑
b) Number of calendar days from OT recommendation to completion of works in that quarter	247	Monitor	N/A	New measure	N/A
<p>Commentary: Covid has impacted performance. Works that were on site in March 2020 were stopped and works that were due to start were delayed several months as a result of lockdown. When works were finally able to restart, the additional measures that were required to enable works to recommence and be delivered safely further lengthen the time it took to complete works. Despite Covid the service has still managed to deliver Disabled Facilities Grant adaptations, completing just under 50% of the works it would have completed in a normal year.</p>					
HN09 - Neighbourhoods That Work programme <b>(Reporting period for this indicator runs from Oct 2015- Sept 2020)</b>					
a) Number of self-help resident led community groups supported to develop	170	120	G	167	N/A
b) Number of residents who have overcome issues preventing them from getting and holding down a job, resulting in them sustaining employment	158	150	G	137	N/A
c) Number of residents with complex needs supported to overcome at least one personal challenge.	403	400	G	396	N/A
<p>Commentary: a) The overall project target is 120 and at the end of the project we have supported 170 which exceeds the overall project target. We are very pleased that our project delivery has exceeded the required target set by The Lottery who fund. To date our Community Development Work has also brought in nearly £1.6 million of grant funding to community groups in the Borough.</p> <p>b) Our total project target was to support 150 people, and we ended up supporting 158. Whilst NTW is not primarily an employment support programme, our sustained support and engagement with residents has resulted in many getting jobs but also keeping them for a period of time, which thus builds their resilience and makes it much more likely that they will continue to remain employed, which is why we include this measure as a demonstration of the success of the project's ethos.</p> <p>c) Our total project target was to support 400 people, in the end we supported 403. These were residents that presented with a wide range of personal challenges, and many were faced with more than one issue which took some time to address with them. The most common reasons for needing support are problems with housing, debt, welfare rights, self-esteem and self-confidence, health problems and social isolation.</p>					

A strong and growing economy				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
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.	Progress development of an offshore Operations and Maintenance campus in South Denes.	Director of Planning & Growth  Head of Inward Investment	A number of properties have been purchased and demolished in order to clear space for the building of new office accommodation suitable for the needs of the offshore energy sector. Successful funding bids have secured the financial package.
		Creation of a Supply Chain matrix to aid business referrals and follow up enquiries. Focus will be on ensuring the supply chain is able to operate and recover from any impact from COVID-19.	Director of Planning & Growth  Head of Inward Investment	The All Energy Industry Council have drafted a sector specific recovery plan, within this there are key strategic interventions for partners to undertake.  The supply chain matrix is now complete and is frequently used to support Inward Investment enquiries and forms a key part of the Councils key account management process
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.	Hold regular Great Yarmouth Energy Project meetings with New Anglia LEP, NCC & Peel Ports to develop the capacity and capability of the port.	Director of Planning & Growth  Head of Inward Investment	Meetings held quarterly throughout 20/21 with New Anglia LEP, NCC & Peel Ports, areas have been identified where capacity and capability of the port can be further targeted & improved.
3	Shape our town centres to make them places where people will choose to visit, shop, learn, socialise and live.	Progress the Marketplace redevelopment through the planning phases and develop a business case for submission to the Future High Street fund to obtain funding for further to complete further interventions and improve the Town Centre area. This is a key regeneration project to aid recovery of the town centre in the wake of COVID-19 by creating vibrancy in the town centre as a place.	Head of Inward Investment  Head of Property and Asset Management	Planning application approved for the new Market.  Successful Future High Street Fund bid.  Appointment of a Contractor to commence on site deliver



A strong and growing economy				
Corporate Plan		Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
		Work with Town Deal Board partners to develop an evidence- based Town Investment Plan with a clear programme of interventions. Submit bid to Central Government to obtain for a share of the Towns Fund. This forms part of the COVID-19 recovery plans.	Head of Inward Investment  Head of Property and Asset Management  Strategic Directors	Town Deal bid submitted in December 2020.
		Develop a business case to support the creation of a learning hub and student support services working with key partners as part of the Strong Towns Deal. This forms part of the COVID-19 recovery plans.	Strategic Director (KW)  Head of Inward Investment  Head of Property and Asset Management	RIBA stage 2 is currently being progressed for this project which includes outline design work.  Baseline data gathering including a Labour Market Analysis is also underway to support the broader objectives regarding skills and inclusive growth.
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 in order to progress general land assembly in readiness for regeneration.	Director of Planning & Growth  Head of Property & Asset Management	Ongoing engagement with property owners to secure an area from Quay Mill Walk heading north area underway. Land in this area is in multiple ownership but individual negotiations are being undertaken. Soft Market testing in relation to the more specific regeneration opportunities for the area are being developed.
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.	Submit planning applications for the construction of residential properties. This forms part of the COVID-19 recovery plans.	Director of Planning & Growth  Director of Housing  Housing Growth Manager	Planning consent granted for 89 residential units in December 2020.

A strong and growing economy				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
6	Strengthen our tourism and culture offer to provide greater year-round attractions and facilities for a more integrated visitor experience.	Robust project management of the Marina Centre redevelopment construction phase to ensure project is completed within target timescales. This Investment is key to local jobs.	Strategic Director (LB)	<p>Stage 4 gateway complete Demolition completed.</p> <p>Construction contract awarded to Morgan Sindall.</p> <p>Start on site end 2020 – programme on track Funding from Sport England, NALP and NSF secured.</p> <p>Leisure consultant appointed to assist with operator procurement.</p>
		<p>Complete delivery of the Waterways restoration project and delivery of a programme of social activities based at the Boating Lake and Waterways.</p> <p>Final parts of the community infrastructure will aid community interaction as part of the social distancing measures in the wake of Covid-19.</p>	Head of Inward Investment	<p>Project completed the construction phase in 2019.</p> <p>2020/21 was focused on completion of any snagging, and achievement of Green Flag. Activity plan was paused due to COVID restrictions.</p>
7	To continue to develop our heritage offer through the promotion and development of our own assets across the borough.	Develop a heritage centre located in Great Yarmouth town centre to promote the visitor economy and working with partners. This is a key part of COVID Recovery planning for the town centre.	Conservation, Design and Heritage Manager, GYBC/GYPT	No update provided.
		Progress investment strategy working with key funders and the potential operator to deliver the restoration and repurposing of the Winter Gardens. This forms part of the Covid-19 recovery plan.	Head of Inward Investment	Full Multi-disciplinary team appointed to complete a comprehensive and robust National Lottery Heritage Fund (NLHF) application, this was successfully submitted in Feb 2021. As part of this application a business plan incorporating financial modelling was included, this was stress tested with the proposed commercial operator to ensure commercial viability.

A strong and growing economy				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
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.	Occupancy and vacancy rates for total developed floorspace at Beacon Park will continue to be tracked and reported by GYBC Assets Management Team. Opportunities and funding to develop the site further will continue to be explored with partners at NCC and New Anglia LEP.	Director of Planning & Growth  Head of Property & Asset Management	Existing Beacon Park Enterprise Zone continues to perform well with the extension retained in Local Plan Part 2. Opportunities for funding continue to be explored.  South Denes opportunities have been progressed though the Great Yarmouth Energy group and the Operations & Maintenance campus project. Town Deal bid incorporates Business Incubation space for this sector.
9	Convert greater numbers of planning permissions into developed-out sites.	Progress the adoption of the Local Plan Part 2 to enable land allocation for new developments. Continue to hold regular Developers Forum to discuss planning and development issues.	Director of Planning & Growth	Local Plan Part 2 are well advanced. Hearings with the Planning Inspectorate due end of March / April 2021.  Engagement with developers has continued throughout the pandemic.
10	Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47.	Work with Norfolk County Council to obtain development consent for the third river crossing expected summer 2020.	Director of Planning & Growth	National Development Consent Order granted and complete funding package secured. Construction began January 2021.
		Continue to work with key stakeholders to promote the need for improved access and strategic connectivity between Great Yarmouth port and the national road network via the dualling of the A47.	Director of Planning & Growth	Engagement undertaken through the A47 Alliance and Transport East. The Acle Straight remains a top priority with the A47 Alliance and Blofield / Burlingham section is programmed to be dualled.
		Working with the rail operator, promote social distancing and the safeness of Great Yarmouth as a destination.	Director of Planning & Growth	Engagement carried out through the year via the Norfolk Rail Group, Wherry Lines Rail Partnership and directly with Abellio. This work will continue as part of the Town Deal.

A strong and growing economy				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
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.	Work in partnership with Local Schools & Colleges and Jobcentre Plus to assess the ability to hold 'virtual' Job Fairs in light of COVID.	Strategic Director (PB)  Head of Inward Investment  Community Development Manager	1 face-to-face Jobs Share was held on 15 January 2020 in partnership with DWP/Job Centre Plus, East Coast College & East Norfolk Sixth Form College.  Throughout the pandemic, support for the jobs market switched to online marketing via EnterpriseGY and the DWP.  Launched the Kickstart programme working in partnership with Gateway bodies (Norfolk County Council, Norfolk Chamber of Commerce and East Coast College)
		Provide an outreach day for 150- 200 local Year 10 and Year 12 children to stimulate interest in and access to Apprenticeships, Further and Higher Education including practicalities and aspirations.	Strategic Director (PB)  Head of Inward Investment  Head of Marketing and Communications  Community Development Manager	During 2020/21 direct work with schools focused on pandemic support only.  Through the Locality Board, both Colleges and Children's Services have been engaged and both Colleges are now part of the Town Deal Board.

A strong and growing economy				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
12	To explore opportunities with the Higher Education sector to have a greater presence and influence within Great Yarmouth.	Develop joint venture between GYBC, Colleges, Barclays & UEA to provide a higher education learning and training hub for local people and businesses as part of Great Yarmouth town centre regeneration. This forms part of the COVID-19 Recovery planning.	Strategic Directors (PB & KW)  Head of Inward Investment	Work is ongoing with Barclay Bank's corporate team to make ready to launch Great Yarmouth as a Barclay's Thriving Local Economy pilot area.  Baseline data gathering including a Labour Market Analysis is underway as part of the learning hub project which will support broader objectives regarding skills and inclusive growth.

Improved Housing and Strong Communities				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
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.	<p>Increase the number of new homes completed across the Borough to meet a range of needs including affordable homes and homes which meet specific needs by:</p> <ul style="list-style-type: none"> <li>- Expanding the stock of council housing via acquisitions and new build properties</li> <li>- Joint working with Registered Providers to deliver quality homes.</li> </ul> <p>Support private sector developers to build out quality new homes.</p>	<p>Housing Director</p> <p>Director of Planning &amp; Growth</p> <p>Head of Property &amp; Asset Management</p>	<p>Continued engagement with housing developers through both planning applications and development plan creation (Local Plan Part 2 Hearings end of March 2021).</p> <p>Planning applications for 36 new one bedroom Council homes on three sites submitted.</p> <p>Fourteen additional Council homes acquired between 1 April 2020 and 31 March 2021.</p>
		Commence development of a Design Code to ensure both the council's aspirations for a quality built environment and exemplar housing can be delivered.	<p>Director of Planning &amp; Growth</p> <p>Strategic Planning Manager</p> <p>Culture, Heritage &amp; Design Manager</p>	<p>Policies strengthened within the Local Plan Part 2 to improve the quality of the built environment.</p> <p>Research into Design Codes initiated within the Strategic Planning team</p>

Improved Housing and Strong Communities				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
		Undertake an audit of planning permissions not built out and land allocations for strategic delivery.	Director of Planning & Growth	Completed annual survey of developers for 5-year housing land supply
		Adoption of the Local Plan Part 2 to release further sustainably located land for Housing	Strategic Planning Manager	Local Plan Part 2 well advanced. Hearings with the Planning Inspectorate in March/April 2021.
		Address issues of poor-quality properties through a targeted programme of acquisition and renovation to provide high quality homes.	Housing Growth Manager	Initial two properties purchased and renovation programme commenced.
		Continue the work of Equinox Enterprises Limited in housing development.	Strategic Director (PB)	6 new affordable homes completed to supplement the Council's social housing stock for rent.  50 new homes completed and sold.
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.	<p>Further engagement with private rental sector to:</p> <ul style="list-style-type: none"> <li>Review outcomes of selective licensing scheme with a view to expanding the scheme.</li> <li>Encourage empty homes back into use.</li> <li>Instigate enforcement action on sub-standard HMO's.</li> </ul>	<p>Strategic Director (KW)</p> <p>Head of Environmental Services</p> <p>Housing Director</p> <p>Senior Licencing Officer</p>	<p>Inspections of properties within the selective licensing scheme has been undertaken.</p> <p>A new enforcement team has been formed that will now take forwards enforcement matters concerning properties within the selective licensing area.</p>
		<p>Adapt the following to guide community resilience and support community recovery planning:</p> <ul style="list-style-type: none"> <li>Safer Neighbourhood Action Plans</li> <li>Antisocial Behaviour Action Group</li> <li>Neighbourhood Plans</li> </ul>	<p>Head of Environmental Services</p> <p>Community Development Manager</p> <p>Director of Planning &amp; Growth</p>	<p>New ASB coordinator post created and recruited into during 20/21.</p> <p>Post holder now working with all agencies to deliver model for ASB escalation and consolidate working groups around ASBAG.</p>

Improved Housing and Strong Communities				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
15	Providing decent homes to our existing tenants through a planned programme of improvement works and providing a responsive and quality repair service.	Fully deliver the 2020/21 capital works programme for the council's housing stock.	Head of Property and Assets	Capital programme delivered.  Non decency reduced from 18% to 7% at year end.
		Development of resident engagement & involvement strategy (leaseholders and tenants).	Housing Director	Draft Resident Engagement Strategy produced and consulted on with residents.  New approach to resident engagement in place.
		Work with partners to deliver a high quality, value for money repair service. Ensure robustness of service includes social distancing.	Housing Director  Head of Property & Asset Management	Strategic Asset Management Function of Joint Venture returning in-house to deliver from 2021 onwards.
16	To understand the issues facing our largest housing estates and where appropriate bring forward regeneration plans.	Complete viability work & business case on the regeneration of Middlegate Estate. This forms part of the COVID-19 Recovery planning.	Housing Director  Housing Growth Manager	Masterplan revised to reflect current and future housing need.  Recreational/leisure study commissioned.  Stage 2 viability work commenced.
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.	Adopt a cohesive approach to reviewing empty properties and encouraging owners to bring them back into use.	Housing Director	Covid has impacted on the ability to be proactive in engaging with owners of second homes. During the year empty home owners were sent details of the empty homes loan and potential investors sent the registration form to register their interest, with 7 investors now on the register.
		Prepare and submit bids to the Future High Streets Fund and Town Deal Board which enable spaces above shops to be re-developed to provide quality new homes. This forms part of the COVID-19 Recovery planning.	Housing Empty Homes Officer  Head of Inward Investment  Culture, Heritage & Design Manager	Both the Future High Street Fund and Town Deal applications were completed, submitted and approved during the year 2020/21. This was successful and as a result the Council was awarded circa £34M.  All of these interventions form a critical part of the Councils "Pathway to Recovery" recovery plan, this focuses on short, medium and long term goals to overcome the impacts of the COVID19 pandemic on the economy.

Improved Housing and Strong Communities				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
		Reduce the number of long term (2 years or more) empty homes by reviewing the council's approach to empty homes. Consider the impact of COVID and plan for the implementation of a campaign to reduce empty properties and by taking enforcement action on specific complex properties.	Housing Director  Head of Environmental Services  Revenues & Benefits Service Manager	Reviewed the role of the OPEG group and agreed a new operating model. Group set to restart in 21/22 after being stood down during COVID response
18	To support residents to live in high quality and warm homes.	Implement initiatives such as 'Warm Homes' via the energy company obligation.	Housing Director  Head of Environmental Services	Supported the Warm Homes initiative and eligible applicants.  In discussions with partners across Norfolk to extend the Warm Homes scheme to June 2021.
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.	Collaborate with health (Hospital and GPs) to support residents' recovery from corona virus or other health- related issue at home.	Housing Director	District Direct and Be at Home services to support hospital discharge have continued to be delivered.  Adaptations to eligible applicants delivered to support residents to live independently.
		Promote the 'Be at Home' Adaption service and the council's 'Handy Person Service' whilst ensuring safe working via social distancing.	Housing Director	Covid has meant some changes in the works which are able to be delivered via the Be at Home service and reductions in demand for this service and the Handyperson Service. Despite this, 110 Safe at Home minor adaptation works were completed to end of December taking on average 4.5 days from enquiry to complete.
		Work with health and social care partners to deliver the 'District Direct' service providing the officer role based at the James Paget Hospital - thereby enabling residents to return to their own home and be safe at home as quickly as possible.	Housing Director	Despite Covid impacting upon the delivery of District Direct, the service to December 2021, prevented 26 hospital admissions and supported timely discharge of 132 patients.



Improved Housing and Strong Communities				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
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.	Demolish and commence construction of the Marina Centre redevelopment project. Investment is key to local jobs.	Strategic Director (KW)  Head of Inward Investment	Demolition of old Marina Centre completed.  Procurement exercise completed and Contractor appointed for construction of new Marina Centre  Hoardings designed and placed around the site & construction commenced.
		In light of Covid, work with partners including Active Norfolk, CCG (Local Delivery Group) and Public Health to promote activities that further the well-being of residents.	Strategic Director (PB)  Early Help Hub Manager  Community Development Manager	Under the governance of the Great Yarmouth Locality Board, the council and partner agencies delivered integrated pandemic support for residents.  Great Yarmouth Community Hub established (virtually)  MHCLG Community Champions Programme established.  Locality Strategy and Community Investment Fund established.
		Agree resources and develop the implementation plan to deliver the Great Yarmouth Physical Activity Framework working with key partners.	Strategic Director (KW)	A shared post with Active Norfolk has been recruited into so that this work has been progressed with an action plan for 21/22 being developed.

Improved Housing and Strong Communities				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
		Actively work with local communities to develop adaptive capacity, as part of our approach to creating healthy, connected and resilient communities.	Strategic Director (PB)  Community Development Manager  Early Help Hub Manager	Neighbourhood Boards continued to meet virtually in 20/21.  New COVID Mutual Aid Groups were supported at a local level.  As part of Norfolk's Community Resilience work, Great Yarmouth has in place a cohort of Community Volunteers working with Voluntary Norfolk and Norfolk CC.  Supported Police and Town Centre Partnership to secure funding to upgrade Great Yarmouth's CCTV provision.  Funding secured from MHCLG to establish a Community Champions' Programme.
21	To continue to develop our partnership approach to Early Help and preventative services to support our most vulnerable residents.	Re-shape our multi-agency approach to supporting residents as part of a Great Yarmouth Community Hub model and deliver initiatives such as: <ul style="list-style-type: none"> <li>• Early Help Hub</li> <li>• Community Alarm Service</li> <li>• Social Prescribing projects</li> <li>• Tackle Street Attached Lifestyles</li> <li>• Help for residents with Hoarding problems</li> </ul>	Strategic Director (PB)  Community Development Manager  Early Help Hub Manager	Developed Great Yarmouth Locality Strategy with full input from the key statutory and VCSE partners working in the borough.  Transitioned from an Early Help Hub to a Community Hub model.  Working at operational and strategic level with the Primary Care Networks and N&WCCG.  Supported Great Yarmouth Constabulary in relation to County Lines and Operation Moonshot.

Improved Housing and Strong Communities				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
22	Pro-actively engaging with younger residents to encourage them to be involved in shaping the borough's future and supporting community wellbeing.	Promote Apprenticeships and work with Schools and Colleges to meet demand for skills. Supporting education & training partners to adapt in the wake of COVID.	Head of Inward Investment	As part of the response to the COVID-19 pandemic national Government launched the "Kickstart" programme to increase local employment for long term unemployed local people. Council officers have promoted the scheme to businesses and maximised take up.
		Enable COVID Community Volunteers to remain part of established groups to increase community capacity & social value.	Head of Organisational Development	
		Working in partnership with the contractor engage with residents (especially younger residents) in the delivery of the Marina Centre project.	Strategic Director (LB) Head of Inward Investment Culture, Heritage & Design Manager	Progress on meeting this target has been delayed because of COVID and a deferred contractor start on site but, for 21-22 it is intended to engage with the contractor Morgan Sindall to establish what apprentice opportunities could be involved on site together with providing opportunities for local schools/groups to be engaged in the build process ie site tours where appropriate, develop a microsite/blog on the site

A Quality and Sustainable Environment				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
23	To ensure all year round we have a clean and attractive borough, including our streets, green spaces and beaches.	Initiate development of streetscape design guidelines.	Culture, Heritage & Design Manager  Director of Planning & Growth  Strategic Planning Manager  Head of Environmental Services	Delayed due to COVID-19

A Quality and Sustainable Environment				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
		Deliver visible improvement in the cleanliness of the Borough's towns via a root & branch review of street scene activities.	Director of Operational Services  Head of Environmental Services	Due to demands associated with COVID, hit squad team created and deployed across the Borough. Funding established for 21/22 period.  Made use of COVID funding to purchase 2 new street sweepers to make process more efficient.  Initial work started on hotspot campaign for bin misuse and fly tipping.
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.	Implement a new Corporate Enforcement Policy.	Head of Environmental Services	Corporate enforcement policy agreed and approved by Policy & Resources Committee and now in place.
25	To have implemented successful campaigns to generate civic pride and responsible citizenship.	Working with Norfolk CC, implement a zero-waste campaign focused on the visitor economy. To involve the Tourism BID company and tourism businesses to reduce waste & act sustainably.	Strategic Director (PB)  Head of Communications & Marketing  Head of Environmental Services	Support for tourism business provided to help them adapt in light of COVID-19.  Funding secured for EU Project FACET (the Facilitation of the Circular Economy in Tourism).
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 an Environmental Strategy setting out the council's community leadership approach to sustainable resource management. The strategy will support the development of a local circular economy with inclusive growth, encourage social value and enhance the Borough's visitor economy through greener tourism.	Strategic Director (KW)  Head of Environmental Services  Head of Inward Investment	Pushing ahead project currently being progressed to identify ways to reduce car transport into work.  Identified & engaged company to deliver initial carbon footprint assessment, to be undertaken in 21/22.

A Quality and Sustainable Environment				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
27	Environmentally sustainable long-term management of our high-quality coastal environment.	<p>Actively work with local communities to develop adaptive capacity, as part of our approach to creating healthy, connected and resilient communities.</p> <p>To include preparedness for coastal / flooding incidents and wider community resilience</p>	<p>Strategic Director (KW)</p> <p>Head of Property &amp; Asset Management</p> <p>Head of Environmental Services</p> <p>Community Development Manager</p>	<p>Reviewed evacuation and flood plan in line with COVID requirements to ensure facilities in place during 20/21 flooding season.</p> <p>Development of Hemsby Coastal Group</p> <p>Development of potential options for Hemsby coastal erosion in the medium to long term</p> <p>Ongoing delivery of Epoch 2 Flood Defence Works</p>
28	Play an important local role in enhancing environmental sustainability, using resources more efficiently, recycling more and promoting the use of 'green energy'.	Measure the Council's carbon footprint working towards the implementation of a carbon reduction plan in 2021/22.	<p>Strategic Director (KW)</p> <p>Head of Environmental Services</p>	Procurement completed to map the Councils Carbon footprint
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.	As one of the key employers in the Borough, actively promote diversity, accessibility and inclusivity for all including becoming a Disability Confident Employer (Level 3).	<p>Strategic Director (PB)</p> <p>Head of Organisational Development</p>	Delayed due to COVID-19.
		Continue to work with partners, including the Great Yarmouth Preservation Trust, to make effective use of the Borough's heritage assets for culture and heritage-led regeneration.	<p>Head of Inward Investment</p> <p>Culture, Heritage &amp; Design Manager</p>	Submission of the Town Deal application completed - this includes a key focus of the heritage sector, including projects that align with the HAZ, Heritage Centre, and Winter Gardens

A Quality and Sustainable Environment				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
30	Working with local tourism businesses to improve the sustainability of our visitor economy and promoting our green credentials to visitors.	Agree the Culture, Heritage and Tourism strategy collaborating with key partner organisations as a Culture and Tourism Board. Develop event programme with key partners to re-launch the Borough in the wake of COVID, including development of a winter season.	Strategic Director (PB)  Head of Inward Investment  Head of Communications & Marketing  Culture, Heritage & Design Manager	Culture, Heritage & Tourism Strategy agreed and adopted.  Culture & Tourism Board established to drive Delivery Plans.  Winter Programme funding as part of Town Deal secured.  'See Great Yarmouth in a Different Light' campaign delivered incl. new illuminations and plans for out-of-season outdoor trails and events.

An Efficient and Effective Council				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
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.	Ensure staff all staff participate in Performance Reviews and personal development plans are proactively managed.	Head of Organisational Development	New 1:1 with objective setting and learning and development needs rolled out across the council, with training for staff and managers completed. Review of new process also completed following objective setting 1:1's and revised following feedback. Personal development plans developed with staff, manager and HR and proactively managed as required.
		Maximise the use of apprenticeships.	Head of Organisational Development	11 staff on apprenticeships during 2020-21. 1 successful completion during 2021. Levy funds continue to be spent with no funds expiring until June 2022.
		Continue to work toward attainment of Investors in People accreditation.	Head of Organisational Development	Work stalled due to Covid. Action plan previously developed and key actions identified this will be resurrected after Covid.
		Implement an adaptive HR policy re- setting 'how we will work' which embraces remote working and technology.	Head of Organisational Development	A number of policies have already been reviewed. Due to the impact of lockdown's staff have continued to work from home in the majority of cases whilst we react to the pandemic.

An Efficient and Effective Council				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
32	A constitutional system and processes which support sound governance which are widely understood and support transparency and accountability.	Review our constitution to ensure we are agile enough to deliver on our plans, publishing transparent decisions in a timely manner.	Council's Monitoring Officer	Updated constitution published in July 2020.  Updated publication scheme developed and approved.
333	Continue to develop a robust approach to business planning and project management which underpins good decision-making.	Ensure we have appropriate policies and procedures to enable joint working with partner organisations	Strategic Director (LB)  Head of Inward Investment	The council's capacity to resource capital & infrastructure projects has been re-shaped to ensure that the next phase of the borough's regeneration schemes can be achieved.
		Understand our budgetary issues and constraints and proactively take action to mitigate these	Finance Director	Impact of COVID on base budgets has been monitored and use of COVID funding maximised
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.	The Council will take a measured approach to income collection of Council Tax, Business Rates and rent for our portfolio of properties in light of the impact of COVID on residents and businesses.	Head of Customer Services  Head of Property and Asset Management	A range of financial support for residents and businesses have been promoted and administered throughout 2020/21  Business case to NCC for further funding to support 2021 Single Person Discount Review and resource of Court Officer for further 2 years has been successful
		Identify opportunities to increase income through chargeable services and purchases	Head of Customer Services  Head of Property and Asset Management	Initial scoping commenced for the development of a future Parking Strategy to incorporate a revision of fees and income opportunities from new schemes
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.	Delivery of our Digital/IMT Strategy including a new Housing IT system supporting customers to self-serve and view their accounts on our website, linking with AI (such as Alexa) and assistive technology (Health and social care).	Housing Director  IMT Manager  Head of Customer Services	The review of customer service delivery following Covid has begun, this will take into account the benefits and changes in customers behaviour whilst protecting the vulnerable and those that need more support through traditional channels

An Efficient and Effective Council				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
		Develop the specification for a new Environmental Health, Planning & Licensing IT system which allows customers to interact directly with the Council improving customer service.	Head of Environmental Services  Director of Planning & Growth  IMT Manager	Specification advanced and a working group established.
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.	Explore collaborative funding opportunities to deliver the council's overarching Corporate Priorities, securing external funding where relevant. Signposting businesses to access COVID response and adaptation grant funding for recovery.	Executive Leadership Team	<p>Future High Streets funding of £13.7m secured in support of a package of interventions including Marketplace &amp; learning centre.</p> <p>High Street Heritage Action Zone funding of £1.9m secured to repurposing heritage buildings.</p> <p>Town Deal bid submitted and £20.1m funding secured for university campus, O&amp;M facility, incubation space, Marketplace &amp; culture &amp; heritage investments.</p> <p>Norfolk Strategic Fund used to help business recover and adapt from COVID, help keep visitors safe and to deliver a Winter programme of activities including illuminations.</p> <p>Norfolk Business Rates Pool bids submitted in support of corporate project priorities e.g. Operations &amp; Maintenance base (part of a package of partnership contributions).</p> <p>MHCLG Community Champions' Programme funding secured £465k.</p> <p>Home Office Safer Streets Fund and OPCC funding secured £130k to upgrade CCTV equipment in GY</p>



An Efficient and Effective Council				
	Corporate Plan	Action 20-21	Lead Officer(s)	Update on Actions during 2020/21
				Town Centre.
		Ensure sound procurement is undertaken maximising social value and giving due regard to environmental considerations	Executive Leadership Team	Creating inclusive economies is part of the adopted GY Locality Strategy. The Strategy will help maximum social benefits from our collective public sector spending and contracting, and to ensure its benefits are shared with and felt by our residents.
37	Meet our equalities responsibilities by ensuring that equality sits at the heart of our decision-making.	Development of an Equality and Diversity Policy.	Head of Organisational Development	Equality, Diversity and Inclusion strategy and action plan drafted, first draft seen by ELT, 17th March 2021, further work ongoing to establish a working group, work with colleagues at Norfolk County Council under way, strategy and action plan to be implemented during 2021-22.
		Review attainment of Level 3 Disability Confident Employer status.	Head of Organisational Development	Disability Confident Employer successfully renewed for 3 years with actions identified to apply for Disability Confident Level 3 in 2021.
		Publish annual gender pay gap details under the Equality Act.	Head of Organisational Development	Government have delayed the reporting requirements for 2020. However, we have reported and published the Council's data.
		The collection of equality monitoring data and the use of this to shape and develop services, removing any barriers to engagement.	Head of Organisational Development	Current records reviewed, gaps in data identified, all staff have updated their records. Information requested at recruitment stage reviewed and updated to ensure all relevant data is captured at point of recruitment. Actions identified as part of Equality, Diversity and Inclusion action plan.

**URN:** 21-102

**Subject:** Norfolk County Community Safety Partnership (NCCSP) Strategy Consultation

**Report to:** Policy & Resources Committee Tuesday 1<sup>st</sup> June 2021

**Report by:** Kate Watts, Strategic Director

## **SUBJECT MATTER**

Great Yarmouth Borough Council is a partner of the Norfolk County Community Safety Partnership (NCCSP). This partnership has recently developed a three-year community safety plan for Norfolk which is currently out for public consultation. This plan is being presented to Members by the Office of the Police and Crime Commissioner (OPCC) as part of this consultation process.

## **RECOMMENDATION**

Members are asked to raise questions, seek clarification and provide feedback as part of this presentation to assist with the finalisation of this plan.

## **1. BACKGROUND**

- 1.1 In April 2010 the County Strategic Group (Crime Reduction) decided that in the interests of efficiency and economy, that the merging of the 7-district based Community Safety Partnerships (CSPs) into a single CSP for Norfolk was appropriate.
- 1.2 This approach would fulfil the statutory requirements placed on the Responsible Authority Partners under the provisions of the 1998 Crime and Disorder Act.
- 1.3 The statutory responsibility is discharged by the Responsible Authority Partnership (called the Norfolk County Community Safety Partnership, NCCSP) which is a strategic group composed of the responsible authority partners identified under the legislation (Crime and Disorder Act 1998, Police Reform Act 2002, Police and Justice Act 2006 and Policing and Crime Act 2009). The responsible authorities are:
  - Norfolk District Councils
  - Norfolk County Council
  - Norfolk Constabulary
  - Norfolk Fire Authority
  - Norfolk Primary Care Trust
  - Norfolk & Suffolk Probation Trust
- 1.4 Recently the lead organisation for this group has moved from Norfolk County Council to the Office of the Police and Crime Commissioner (OPCC). The NCCSP has subsequently worked hard to develop a three-year community safety plan.

## **2. INTRODUCTION**

- 2.1 On Monday 24 May 2021 the NCCSP commenced an eight-week consultation on its draft community safety plan. The plan was developed following on from an assessment of crime and community safety issues across Norfolk, subsequently proposing seven priorities.
- 2.2 The proposed priorities are:
- Serious violence
  - Domestic and sexual abuse
  - Preventing terrorism
  - Criminal exploitation, including modern slavery and county lines drug dealing
  - Neighbourhood crimes like robbery, burglary, anti-social behaviour, vehicle crime and other theft offences
  - Hate crime and community tensions
  - Fraud
- 2.3 Appendix 1 attached shows the current draft of this plan. As the Borough Council forms part of the NCCSP partnership, the OPCC would like to present this plan to the Members of our Policy and Resources Committee as part of this consultation process.
- 2.4 A presentation is therefore being given to Members by Liam Bannon, Community Safety Officer for the OPCC at this Committee. Members are asked to raise questions, seek clarification and provide feedback as part of this presentation to assist with the finalisation of this plan.

## **3. FINANCIAL MATTERS**

- 3.1 To support the delivery of this three year plan the OPCC has provided the NCCSP with funding totalling £500,000. Decisions on how this money will be allocated are yet to be made, but ultimately it must be spent on the delivery of the community safety plan.

## **4. LEGAL MATTERS**

- 4.1 The Borough Council has legal duties under the Crime and Disorder Act 1998, Police Reform Act 2002, Police and Justice Act 2006 and Policing and Crime Act 2009 which are in part addressed through its Membership of the NCCSP.

## **5. RECOMMENDATIONS**

- 5.1 Following on from the presentation given by Liam Bannon, Community Safety Officer for the OPCC, Members are asked to raise questions, seek clarification and provide feedback to assist with the finalisation of this plan.



## Safer Norfolk Plan 2021-24

*Building resilient, safe and supportive communities in Norfolk*

## Contents

1. Forward .....	2
2. Overview .....	3
Setting the scene.....	3
3. Strategic themes and priorities.....	6
Strategic themes .....	6
Priorities .....	6
4. Our Approach.....	7
Public Health Model.....	7
Responding to risk factors .....	8
Locality .....	9
Communications .....	10
Victim-offender overlap.....	10
Covid-19 recovery .....	11
5. Partnership Delivery Structure .....	12
6. Developing our partnership .....	14
7. Building Resilient Cohesive Communities.....	15
Theory of change .....	15
8. Tackling and Reducing Neighbourhood Crime.....	16
Theory of change .....	16
9. Reducing the Threat of Criminal Exploitation.....	17
Theory of change .....	17
10. Safeguarding Communities from Abuse and Serious Violence.....	18
Theory of change .....	18
Appendix 1: Outcomes, Delivery Planning and Impact Assessment .....	19
Appendix 2: What is a Community Safety Partnership? .....	21
Appendix 3: Local policy context .....	23

## 1. Forward

TO BE INSERTED AT LAUNCH OF STRATEGY

DRAFT

## 2. Overview

- 2.1 Norfolk is one of the safest counties in the country, but is still faced with significant and diverse community safety challenges, ranging from combatting the supply of drugs through county lines and growing levels of domestic violence, to modern slavery and environmental crime. This plan sets out how the partnership will respond over the next three years, tackling the biggest areas of concern for our communities by showing leadership, acting collectively, sharing and investing new resources, and adopting new approaches and long-term solutions that will make our county and communities safer for every generation. In doing so, the Plan acknowledges the effects of the Covid-19 pandemic on the health, economy and society of our county and the potential this has to impact adversely on the safety of our communities and the obligation of the partnership to invest every effort into its delivery.

### Setting the scene

- 2.2 Norfolk is a county of contrast. About half our residents live in urban towns and cities, and the other half in rural settings and there is a greater concentration of younger people and diversity in Norwich and larger towns. It is a county with low crime rates compared to the rest of the country, yet it does have urban areas with significantly higher crime levels than the more rural areas. The different locations bring with them different community safety challenges that all need to receive attention to make Norfolk an attractive place to live and work.
- 2.3 **Domestic abuse** covers a range of crimes of violence and abuse which form part of a wider pattern of coercive and controlling behaviour. Reports to police and other statutory services have increased across Norfolk over the course of our previous strategic plan, part due to better identification and part due to increased levels of reporting. Approximately 22% of all crime reported to Norfolk Constabulary is domestic abuse related. It is seen as a key contributor to demand with the latest strategic assessment completed by Norfolk Constabulary. Parliament have enacted the Domestic Abuse Act 2021, which will bring new powers and responsibilities for responsible authorities. The high level of demand and period of change make domestic abuse a priority for the NCCSP.
- 2.4 The number of **sexual offences** recorded by Norfolk police has increased significantly since 2014. In 2019 recorded sexual offences in Norfolk were 23% higher than the three-year average. Restrictions imposed as a response to the Covid-19 pandemic have led to minor decreases in some sexual offences, however long-term trends show significant increases. These crime types are significantly underreported nationally, often taking place behind closed doors and committed by someone known to the survivor. The impact on survivors can be huge. The partnership is agreed that preventing sexual violence, providing support to and safeguarding victims and targeting perpetrators should be a priority.
- 2.5 **Serious violence** is a key cause of concern for the NCCSP as, whilst it does occur in relatively low numbers, it is very high harm. Knife crime has increased by 11% in Norfolk for the 12 months ending December 2020 compared to the previous 12 months. The increase has been associated with drug supply, in particular the County Lines drug delivery model. The Policing, Crime and Courts Bill will introduce a new legal duty requiring local public services to work together to tackle serious violence and require Community Safety Partnerships to consider “serious violence”.

- 2.6 The UK faces a continuing threat from terrorism, and whilst Norfolk is a low risk area, threats exist from both Islamic extremists and extreme right-wing group ideologies. The Government introduced the **Prevent Duty** in 2015 for local authorities and a range of partners to tackle the risks of radicalisation from extremist ideologies and prevent people from being drawn into terrorism. Revised guidance for the Prevent Duty was published in April 2021 and the NCCSP holds the requirement to co-ordinate the new risk-based approach to the duty in Norfolk.
- 2.7 **Criminal exploitation** involves the use of power imbalances for coercion, control, manipulation or deception of adults and children to take part in criminal activity or for the purpose of criminal gains and includes modern slavery, child criminal exploitation, and child sexual exploitation. These crime types are hidden by their nature, although the number of cases locally have risen over recent years. The harm caused by these crimes is often hidden and significant. Preventing these crimes, safeguarding victims and disrupting perpetrators must be prioritised.
- 2.8 **Neighbourhood crimes** (burglary, vehicle crime, robbery, and theft from the person) are considerably lower in number than their peak in the mid-1990s, though before the outbreak of the pandemic, this trend had plateaued. The impact of Covid-19 related restrictions on these crimes has been great, reducing the number of neighbourhood crimes with many people spending more time at home. However, neighbourhood crimes are concentrated in certain communities<sup>1</sup> and the societal and economic consequences are likely to have an impact on neighbourhood crime rates. Additionally, anti-social behaviour has a big impact on feelings of safety within communities. By targeting resources and working as a partnership these crime types can be reduced, improving the quality of life for residents.
- 2.9 More than 5,000 reports of **fraud** were made in a year in Norfolk to Action Fraud, with a total reported loss of £16.1m. Clearly it has an impact on victims financially but it also has an emotional impact on the victim. The exploitative methods used by perpetrators manipulate people affecting their confidence and feelings of safety. However, the methods used are also sophisticated and often target the most vulnerable in society, so present a challenge to law enforcement agencies. A national drive to improve the prevention of fraud and support for victims is needed, and the NCCSP can play a key role in protecting people and targeting perpetrators.
- 2.10 **Substance misuse** is an important driver of crime, strongly associated with both criminal exploitation, neighbourhood crimes and domestic abuse. Criminals use extremely harmful coercive tactics to exploit people for financial profit through drug trafficking. Also, some entrenched drug users turn to criminality themselves, to fund their drug use. Norwich has one of the highest drug related death counts nationwide, leading to funding for Project ADDER from the Home Office and Public Health England to tackle drug related crime and improve health outcomes. The NCCSP has a duty to work together to tackle substance misuse in Norfolk and will provide shared oversight to this project.
- 2.11 **Hate crimes** are crimes perceived to have been motivated by prejudice or hostility toward a victim characteristic. The impact of this crime type affects the individual, their community and others who share that person's characteristic, resulting in serious psychological and physical harm. In recent years, a link has been shown between national and world

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<sup>1</sup> [safer streets prospectus \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/92222/safer-streets-prospectus.pdf)



events and incidences of hate crime. Hate crime is significantly underreported, with victims often referring to a lack of confidence in the response to hate crime as a reason for not reporting. The Law Commission is making proposals to change hate crime laws to remove the disparity in the way hate crime laws treat each protected characteristic and is that sex or gender be added to the protected characteristics for the first time. Further, the tensions it creates between communities have a negative impact on people's feelings of safety, something the NCCSP is keen to influence. The partnership will ensure there is an effective, accessible and well publicised, co-produced response to hate crime.

- 2.12 The public sector is currently facing a challenging period for delivery. At the start of 2021 Britain left the European Union, significantly shifting how our economy operates which will impact the nature and prevalence of the key community safety priorities of the NCCSP. The Covid-19 pandemic has created uncertainty for the economic future of the country and significantly restricted how we interact socially. The cost of the pandemic on the public purse, both nationally and locally, will also affect the delivery of the plan. These issues will have a significant impact on all sectors (public, private and voluntary and community), and so we must work together better than ever as a partnership to ensure we deliver an effective response to the identified and new and emerging community safety priorities and a safer Norfolk.

### 3. Strategic themes and priorities

3.1 The NCCSP has four strategic themes, created to highlight concisely how we will respond to our priorities in a co-ordinated way. To deliver on these themes we will:

- Increase the understanding of key community safety issues locally,
- Increase awareness of key issues amongst professionals and the public,
- Prevent community safety issues from happening where possible, and
- Responding in the right way when they do.

#### Strategic themes



Figure 1: Strategic Themes

3.2 The delivery of this ambitious plan across all seven District's in the county will be supported by a £500k budget. This funding is being provided by the Office of the Police and Crime Commissioner for Norfolk to facilitate delivery against this plan.

3.3 We will also work with our key strategic partnership boards to ensure join up across the sector. This will include working with the:

- Norfolk Safeguarding Children Partnership,
- Norfolk Safeguarding Adults Board,
- Norfolk and Suffolk Criminal Justice Board,
- Health and Wellbeing Board and
- Other established multiagency working groups.

#### Priorities

3.4 Based on the local strategic assessment of crime and disorder, the strategic themes and emerging threats, the following are identified as crime and anti-social behaviour priorities.



Figure 2: Priorities

## 4. Our Approach

- 4.1 The NCCSP will strengthen its response to community safety locally. To do this it will deliver its plan using an evidence led approach, with the Public Health Model of prevention at its heart. This approach has had significant success internationally and will enable us to evidence our positive impact. In addition, we have outlined our approach to communication and the victim-offender dynamic. When implementing these approaches, the overall principles of the NCCSP will be:
- Delivering integrated responses across the partnership to community safety issues in Norfolk
  - Using evidence and research to inform our approach
  - Preventing crime and anti-social behaviour
  - Supporting victims to recover and challenging perpetrators to change their behaviour

### Public Health Model

- 4.2 Taking public health approaches means looking behind an issue or problem to understand what is driving it. Often called ‘social determinants’ or ‘structural factors’, these are the circumstances such as housing, education, indebtedness and income that underpin people’s lives and make them more or less likely to, for example, experience criminal victimisation, have contact with the police or enter the criminal justice system. Once these factors are understood preventative interventions are implemented targeting these factors.<sup>2</sup>

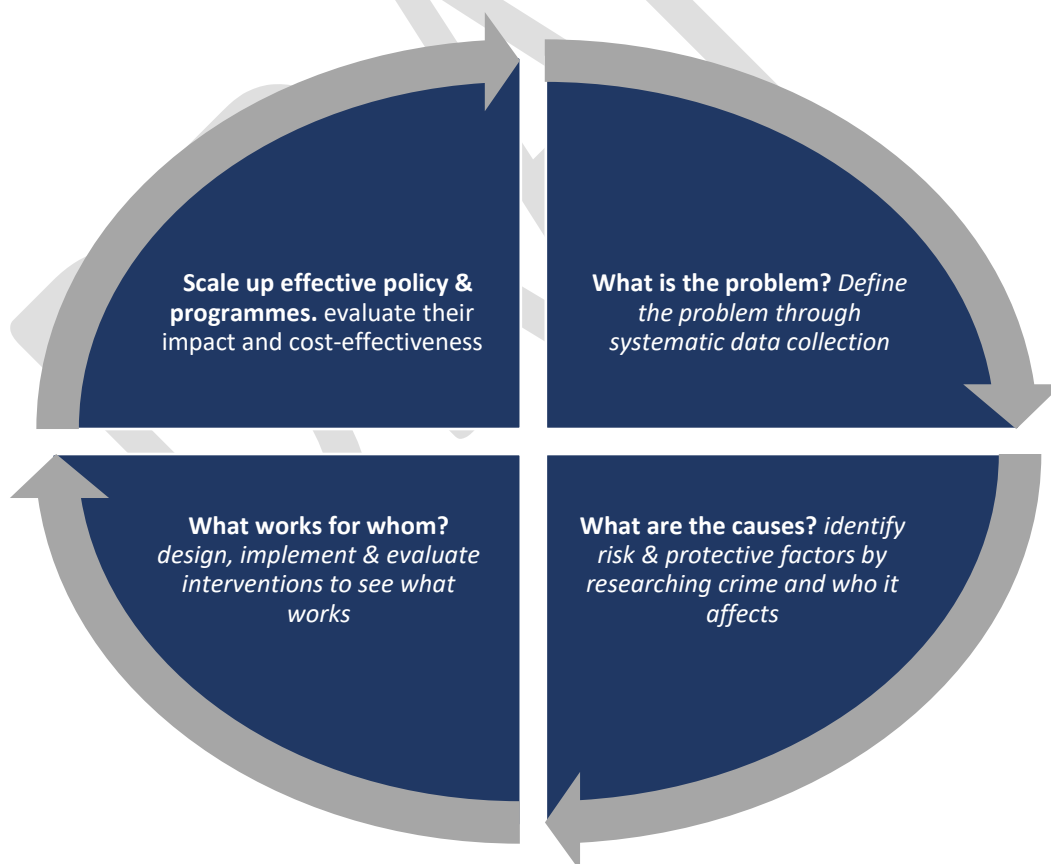


Figure 3: Public Health Model

<sup>2</sup> [Public Health Approaches in Policing 2019 England.pdf \(cleph.com.au\)](#)

- 4.3 Epidemiology is a key principle of the Public Health Model and is achieved through the first two stages of the model. The starting point for this using the Public Health Model is **defining the problem**, which involves understanding the social problem and the risk and protective factors associated with it. This step requires population level analysis looking at the frequency and patterns of events in a group of people. The next step in the model is to **identify the risk and protective factors** are.

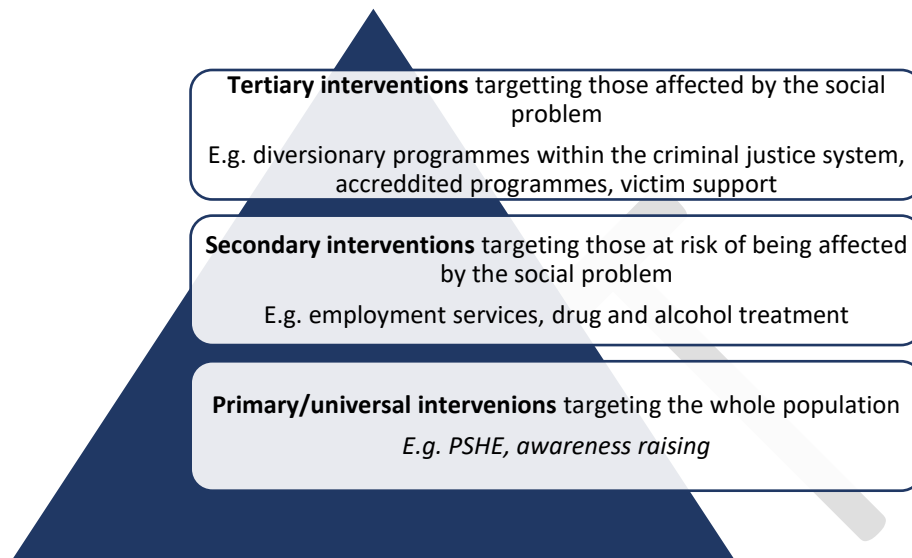


Figure 4: Public Health Model Interventions

- 4.4 Once the risk and protective factors have been identified the focus shifts to **testing** interventions promoting protective and negating risk factors. Through this we will identify effective measures in responding to crime issues and **scale them up** in order to achieve positive impact on crime prevention and community safety.
- 4.5 Partnership is central to public health approaches because of the variety of needs that are identified across a population which require responses from many disciplines and services. Different partners have access to different skills, levers and mechanisms to effect change. This makes the NCCSP ideally placed to lead on the adoption of a public health model of crime prevention.
- 4.6 Interventions within the public health model fit into three overarching categories. Primary/universal, secondary, and tertiary interventions, all focusing on different population groups and all looking to affect factors associated with social problems. As you move up the intervention model the intensity of interventions will increase. As you move down the interventions become less intense and aim to prevent risk factors associated with social problems, often using low level interventions at a universal level.

### Responding to risk factors

- 4.7 Over the course of someone's life, we know that events and circumstances occur that can have an impact on that person's life course. The likelihood of a person committing or experiencing crime and anti-social behaviour are affected by a complex web of risk factors.
- 4.8 Research has shown that **experiencing certain events** is correlated with experiencing and committing crime and anti-social behaviour. For example, research into Adverse Childhood Experiences (ACEs) has shown that people who have experienced four or more ACEs are

seven times more likely have been involved in violence in the last year, and eleven times more likely to have used crack or heroin or been incarcerated. Whilst the evidence base is still developing and it not predictive at an individual level, it highlights the relationship between experiencing certain events and experiencing or committing crime.

**Adverse Childhood Experiences are potentially traumatic events that occur in childhood (0-17 years). For example:**

- experiencing violence, abuse, or neglect
- witnessing violence in the home or community
- having a family member attempt or die by suicide
- aspects of the child's environment that can undermine their sense of safety, stability, and bonding such as growing up in a household with:
  - substance misuse
  - mental health problems
  - instability due to parental separation or household members being in jail or prison

4.9 In addition, we know that there are **socio-economic factors** that are strongly correlated with either being the victim or perpetrator of crime. This include poverty, accommodation, physical and mental health, education, employment and substance misuse. By providing services that directly target factors associated with criminality as early as possible, we will be able to prevent crime and anti-social behaviour in Norfolk.

4.10 Finally, the **environment** within which we live has both a protective and negative impacts on social problems, including crime and anti-social behaviour. Situational Crime Prevention has shown that by carefully considering both public and private spaces, their susceptibility to crime and anti-social behaviour can be designed out.

## Locality

4.11 Norfolk's seven districts are unique, and within each district are communities with diverse community safety needs. These needs vary across different demographic groups and geographic settings. A blanket approach to community safety across Norfolk will not be successful because it would not respond to the diversity of needs. The NCCSP will work to develop understanding of community safety needs on a locality basis and provide support to the localities to provide robust responses to needs.

4.12 It will do this through two Community Safety Officers who will be responsible for working closely with locality leads for community safety to deliver this plan across all priority areas. They will be able to: support localities to deliver key strategic objectives across priority areas; ensure that localities are heard when developing responses to priorities; and to identify community safety issues on a local level and support the response to these issues.

4.13 Communities are at the centre of our approach to community safety and need to be given the capacity to support themselves. Asset Based Community Development empowers local communities to lead statutory organisations to solutions created by and for communities, which help to build safer and healthier places to live, work and grow up. Norfolk has a diverse mix of communities, all of which have assets which we can support our communities to make themselves safer and healthier through Asset Based Community Development.

4.14 District council's own enforcement policies setting out their approach to key issues in their area. Locality based enforcement policies will be used to contribute to the achievement of this plan's outcomes. This will require the district councils, other community safety partners and the community itself working together to achieve shared goals. The enforcement policers cover how the district council will robustly respond to:

- Food hygiene and safety
- Licencing
- Health and safety
- Environmental protection and public health

### Communications

4.15 Core to our approach is the need to make the public and professionals aware of a variety of community safety issues in order to enable them to identify and protect themselves and others. We believe that by providing Norfolk's residents and its workforce with knowledge about community safety issues we will be able to build resilience and make it harder for criminals to exploit people locally.

4.16 We will deliver communication campaigns targeted at groups where the messages are most needed, such as school aged children, to address key community safety issues in Norfolk, including:

- Increasing public awareness of fraud, how to spot it and reduce the stigma around reporting
- Raising awareness of domestic abuse, what is unacceptable behaviour and how to access the available support
- Promote services providing support to victims of sexual abuse and encourage survivors to access support if they feel they need support
- Highlight to those known to be at risk of criminal exploitation the methods used by criminal exploiters to recruit exploit people
- Increase awareness of how to report anti-social behaviour and how the local authorities respond
- Highlight to residents at risk of neighbourhood crime how they can protect themselves
- Encourage hate crime victims to report their experience and highlight the support available

4.17 Our workforce also needs to be given the latest and best information available to support the community as best it can. We will make sure that the NCCSP member's workforces are given the best and most up to date information possible, including:

- The prevalence of fraud, what the signs of victimisation are and how to support a person to access support
- What hate crime is, how it affects victims and how they can be supported
- Knowledge to support people protect themselves and their community from neighbourhood crime and anti-social behaviour
- Information about abuse in all its forms, including the signs and symptoms of abuse violence and know how to respond.
- The risk factors for serious violence, including the signs and symptom of the risk factors and how to respond to them.

### Victim-offender overlap

4.18 There is a growing acknowledgement that the response to victimisation and perpetration should be inter-related as victims and perpetrators share a range of characteristics, such as age and deprivation. This relationship is thought to operate on a number of levels with retaliation and risky behaviour put forward as explanations. The most important explanation for this strategic plan is childhood victimisation leading to adolescent and adult offending<sup>3</sup>, something which is frequently identified in exploitative and abuse crime types. In addition,

<sup>3</sup> [https://www.sagepub.com/sites/default/files/upm-binaries/70566\\_Daigle\\_Chapter\\_3.pdf](https://www.sagepub.com/sites/default/files/upm-binaries/70566_Daigle_Chapter_3.pdf)

victims of child criminal exploitation are simultaneously offenders by definition, as they have been coerced into committing crimes. Some effective interventions have used this explanation to develop approaches that take account of life course, as we will do through our ACE and trauma informed approach.

#### Covid-19 recovery

- 4.19 The 12 months leading to this strategic plan have been extraordinary in many ways. We want and hope the world can return to normal as soon as possible, but we also know it will be a long journey. Our economy has shrunk significantly over the past year and we do not know when it will return to normal. Times of economic uncertainty do impact on crime and anti-social trends so we need to be realistic about what we can achieve and that what we can achieve very much depends on our wider recovery from the pandemic.
- 4.20 Further, the way we interact with one another has changed, with members of the public being unable to socialise in many parts of the entertainments industry. This has been associated with a reduction in violent and sexual crimes. As we work through the Government's roadmap out of the current Covid-19 restrictions, the reduction in violent and sexual crime may reverse. The NCCSP needs to work collaboratively to prevent these crimes and support any victims.

## 5. Partnership Delivery Structure

- 5.1 To respond to all strategic priorities, the NCCSP needs a diverse delivery structure. The current delivery structure will be expanded to enable the partnership to effectively target each priority and effectively respond to community safety issues on a locality basis. The below diagram outlines the structure that will deliver this strategic plan. Norfolk Anti-Slavery Network, Cohesion Group and Serious Violence Prevention Task and Finish Group are all examples of an expansion to the NCCSP delivery structure.

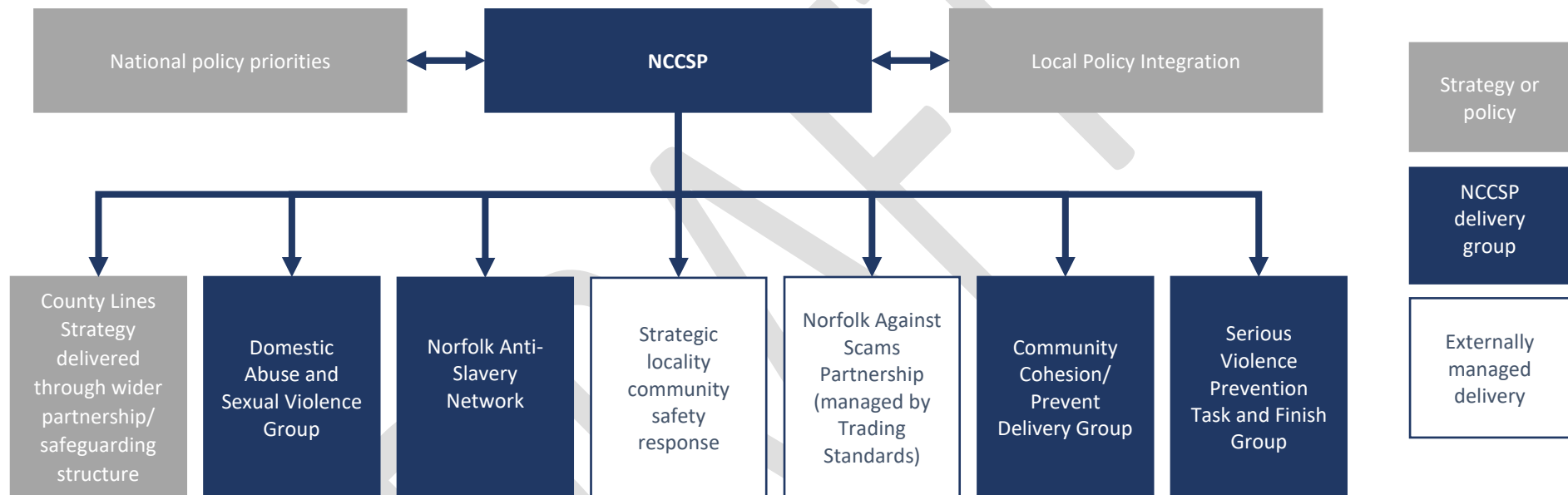


Figure 5: Delivery Structure

- 5.2 NCCSP thematic priority delivery groups will be responsible for responding to NCCSP priorities, including domestic abuse, Modern Slavery, serious violence and community cohesion. In addition, there is an externally managed delivery group supporting the work of the NCCSP fraud – Norfolk Against Scams Partnership.
- 5.3 The NCCSP sits alongside other strategic partnerships, including the Health and Wellbeing Board, Norfolk Safeguarding Adults Board, Norfolk Safeguarding Children Partnership and the Norfolk and Suffolk Criminal Justice Board. To ensure integration between these statutory partnerships,



the Chairs of each meet at the Norfolk Public Protection Forum enabling good co-ordination of response to shared priorities and working together to achieve shared outcomes.

- 5.4 Within each of Norfolk seven districts there are locality-based partnership community safety approaches, which support the delivery of the NCCSP at a more localised level. The NCCSP will support localities to deliver key strategic objectives across priority areas; ensure that localities are heard when developing responses to priorities; and to identify community safety issues on a local level and support the response to these issues. This will include working between district councils and the police to undertake co-ordinated analysis of anti-social behaviours, building on good practice from other local authorities.

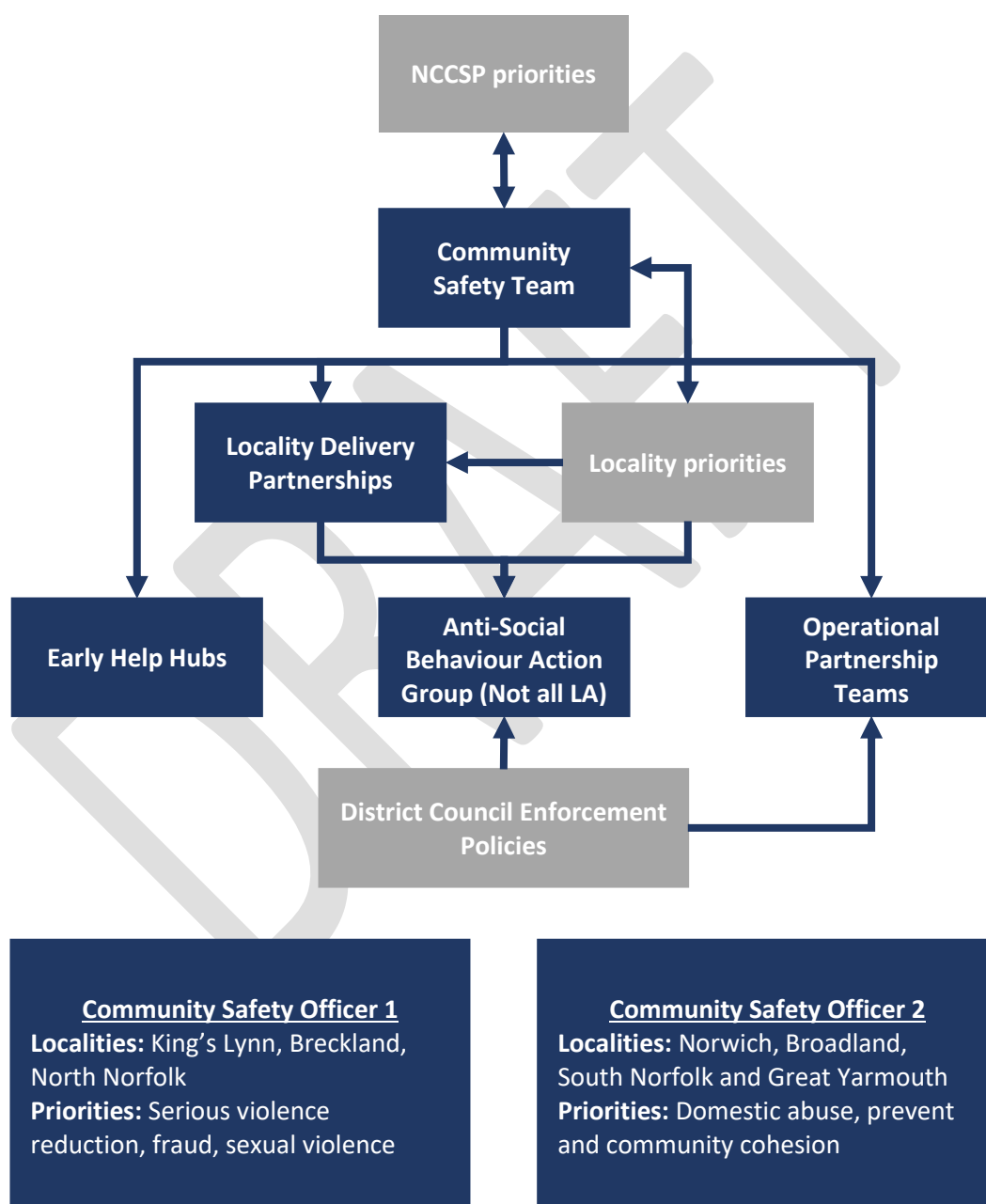


Figure 6: Locality delivery structure

## 6. Developing our partnership

- 6.1 To improve community safety outcomes across the county in a complex and difficult set of economic, social and health conditions, will require an improvement in the way the NCCSP works.
- 6.2 Improvements have begun to be made, including the development of the basis on which the partnership makes decisions, identifies priorities, sets outcomes and measures the impact of its plans and activity.
- 6.3 The new evidence base comprises an enhanced strategic assessment, the greater use of partnership data and an ongoing review of key community data to ensure the strategic plan remains fit for purpose and responsive to the issues that are affecting our communities.
- 6.4 The strategic assessment has contributed to the development of the Strategic Plan and will underpin the measurements of its success over the next three years through the new performance framework that will be established next, and outlined below.

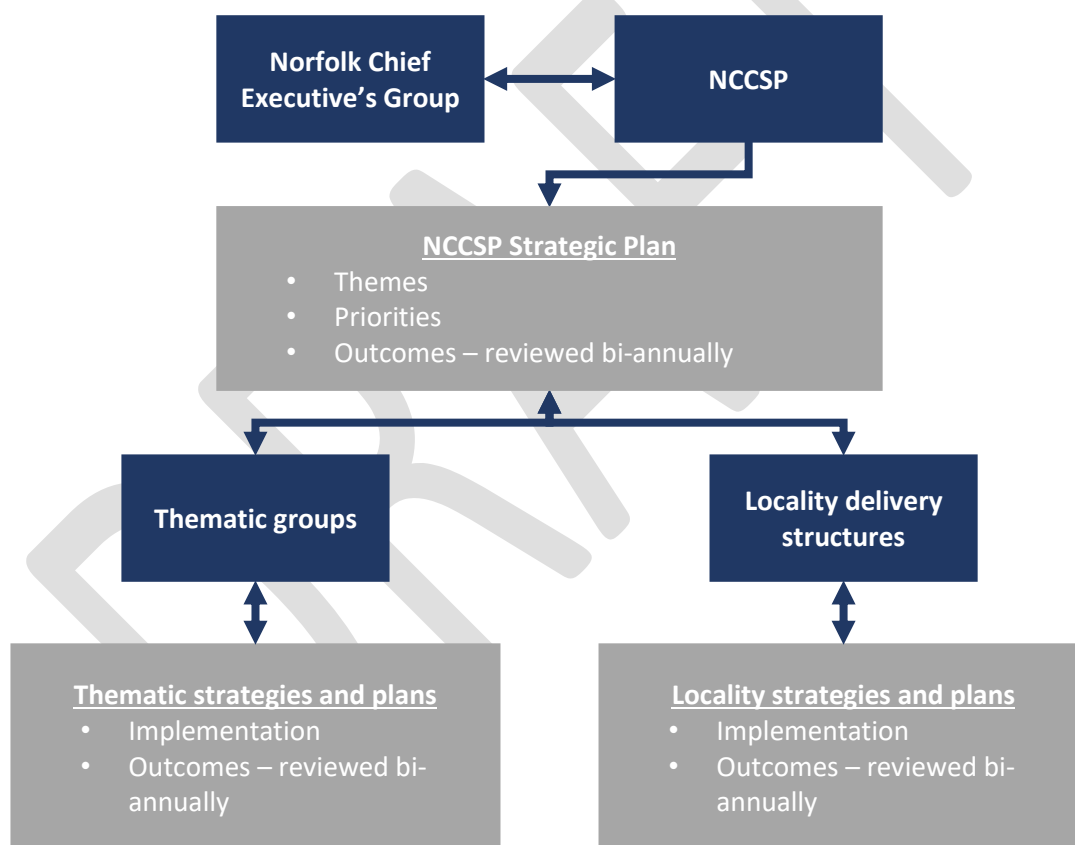
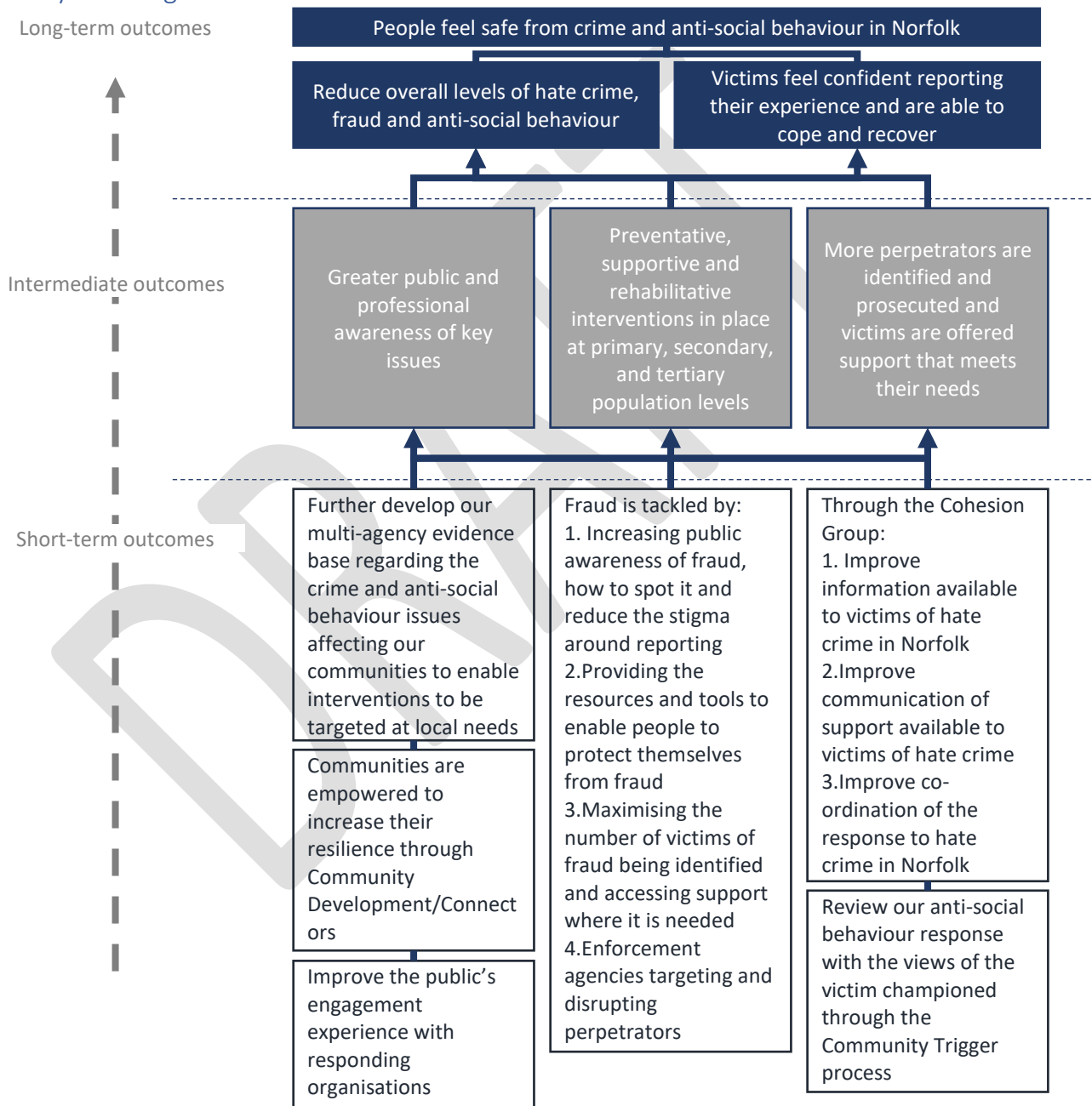


Figure 7: NCCSP Governance Structure

## 7. Building Resilient Cohesive Communities

- 7.1 Resilience and cohesion help communities to look out for and help each other, which is key to communities thriving. Communities need to be able to withstand, adapt to and recover from adversity and residents need to feel they belong and comfortable mixing and interacting with others. Everyone should have the right to feel safe in their local neighbourhood and in town centres. To help Norfolk communities to become more cohesive and resilient the NCCSP wants to achieve the following outcomes and priorities over the course of the plan.

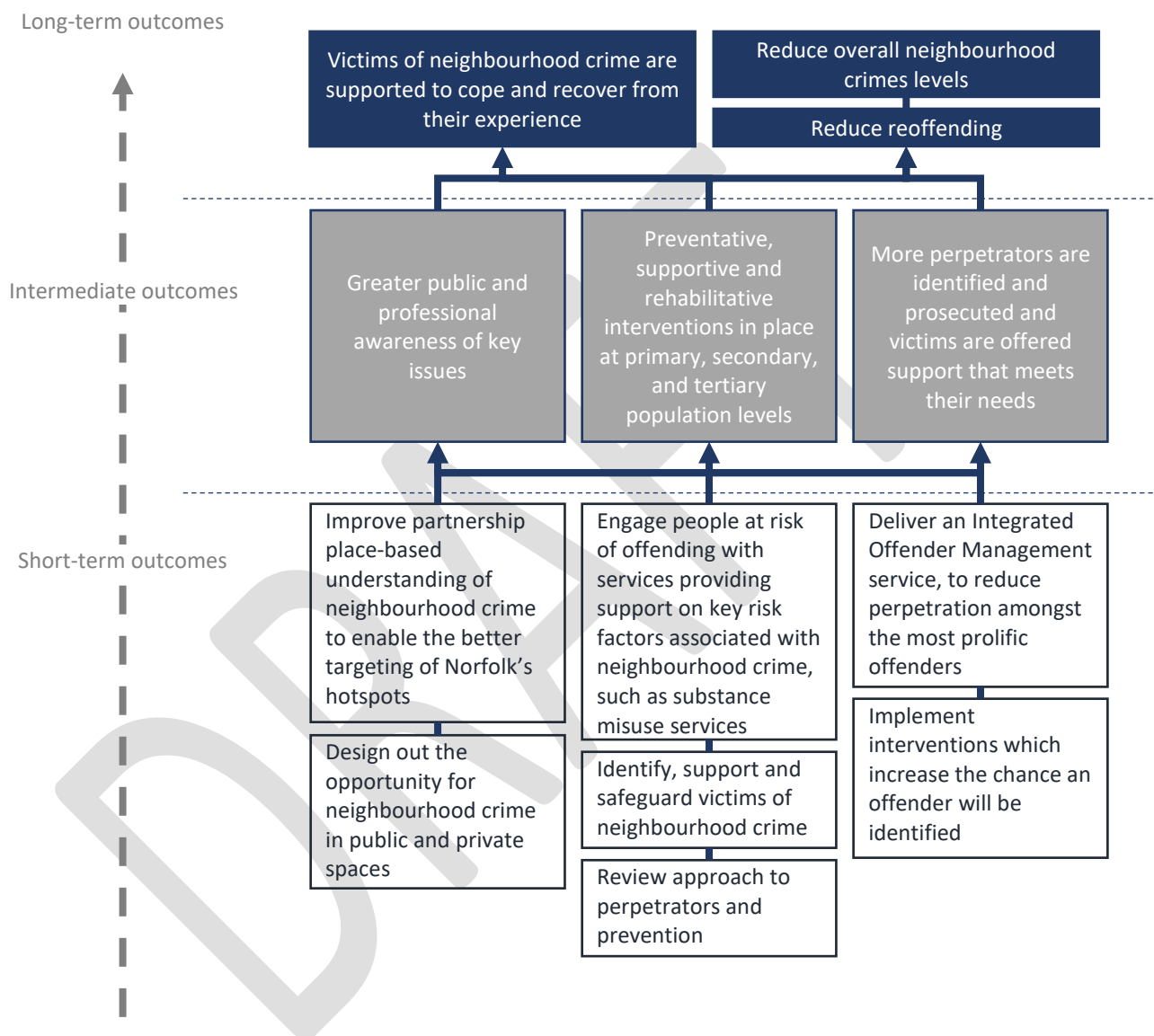
### Theory of change



## 8. Tackling and Reducing Neighbourhood Crime

- 8.1 Where we live has a huge impact on who we are and how we feel. We want local residents to live without fear of being the victim of crime in their neighbourhood. We know that some neighbourhoods are more affected by neighbourhood crimes than others and we want to work together to tackle neighbourhood crime in these areas.

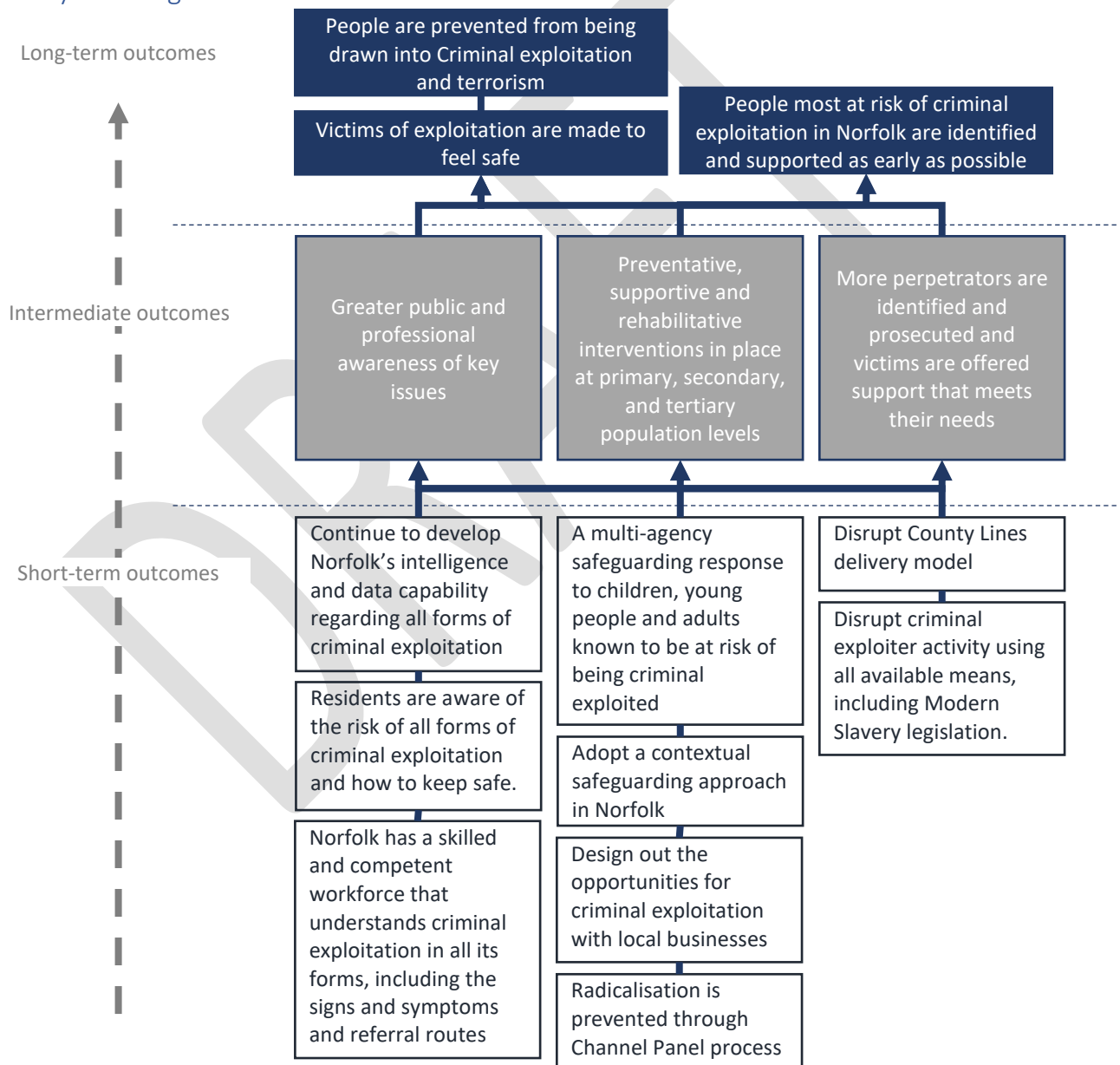
### Theory of change



## 9. Reducing the Threat of Criminal Exploitation

- 9.1 Criminal exploitation takes many forms, all of which are affecting Norfolk currently. It occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child, young person or vulnerable person for criminal purposes. A prominent example currently is County Lines, a model of drug trafficking that exports drugs from major cities to rural areas, often exploiting children and vulnerable adults to move and store the drugs and money. However, this is not the only form of criminal exploitation and this strategic plan aims to set a framework for the NCCSP to tackle all forms through this strategic theme's priorities.

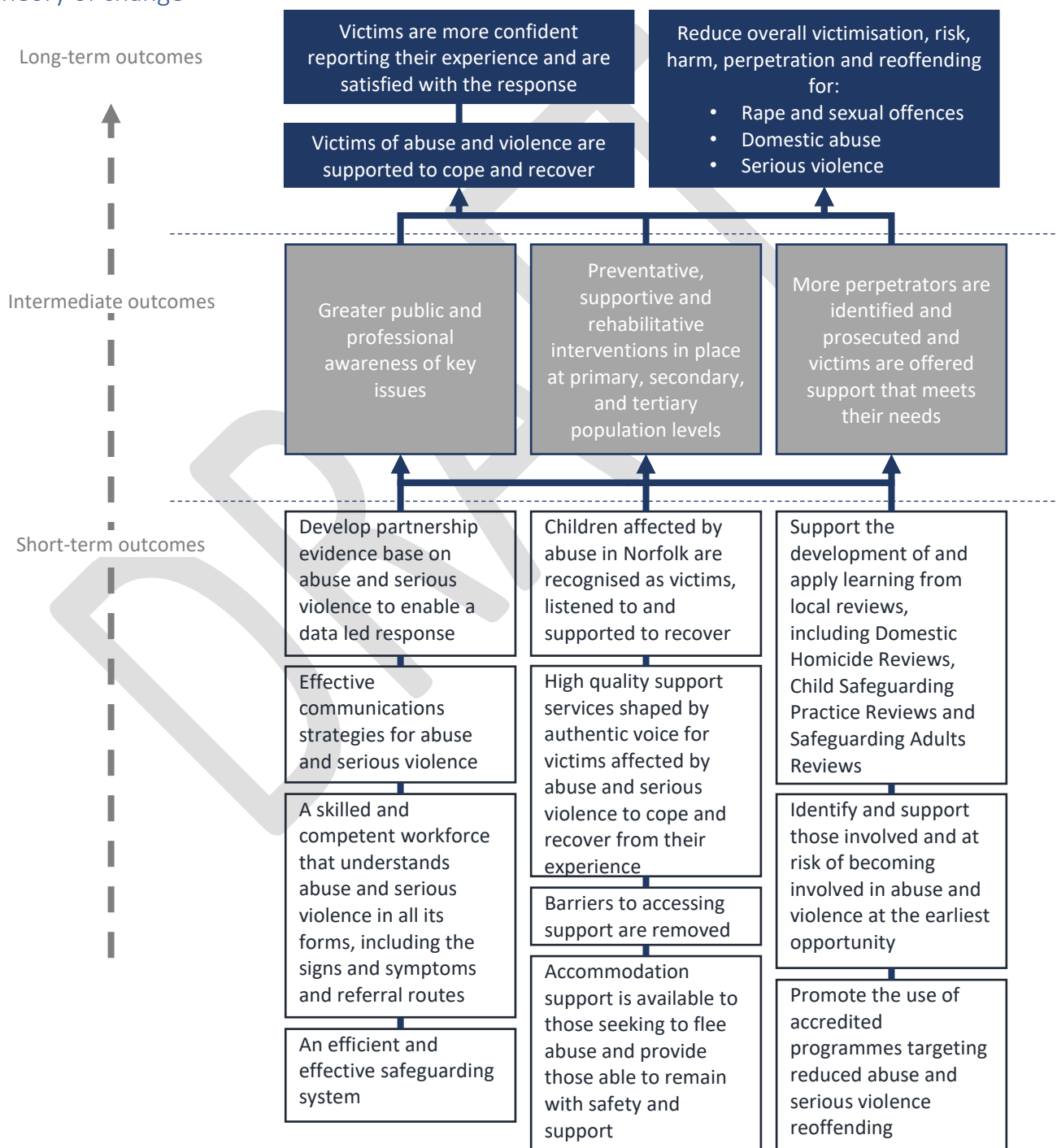
### Theory of change



## 10. Safeguarding Communities from Abuse and Serious Violence

- 10.1 Domestic and sexual abuse have seen significant increases in reports to police over recent years. The impact on victims can be very damaging and perpetrators can continue abusive behaviour in future relationships. We cannot accept this in Norfolk and must prevent it from occurring, support victims recover and prevent perpetrators continuing their behaviour.
- 10.2 There is evidence to show that knife crime, gun crime and homicide have increased nationwide. We cannot accept serious violence taking place in our county and the NCCSP will work to drive it down locally through an evidence based, robust and holistic response.

### Theory of change



## Appendix 1: Outcomes, Delivery Planning and Impact Assessment

- A1.1 The following outcomes and associated measures have been set for each strategic theme, and will be measured at both a county wide, district and locality level (wherever appropriate). For each priority a separate delivery plan exists, or will be developed, to performance manage delivery and monitor the impact of the plan on the outcomes in our theories of change over the next three years.
- A1.2 The NCCSP acknowledges that data accuracy issues mean that the ideal direction of travel is not always clear. For example, hate crime is significantly underreported, so a change in the number of hate crimes reported to police would not necessarily show a similar change in the number of hate crimes committed. Therefore, where this is the case the intended impact has been listed as neutral, and other measures will be required to show whether intended long-term outcomes have been achieved.

Measures	
<b>Long-term outcome 1: People feel safe from crime and anti-social behaviour in Norfolk</b>	
1	Monitor anti-social behaviour reported to police and councils
2	Qualitative feedback from Norfolk residents on feelings of safety and fear of crime
3	Norfolk's residents are satisfied with the service provided by responsible authorities
<b>Long-term outcome 2: Reduce overall levels of hate crime, fraud and anti-social behaviour</b>	
1	Monitor hate crime reported to the police
2	Monitor fraud reported to Norfolk Constabulary and Action Fraud
3	Monitor anti-social behaviour reported to police and councils
<b>Long-term outcome 3: Victims feel confident reporting their experience and are able to cope and recover</b>	
1	Victims feel satisfied with the response to crime and anti-social behaviour from responsible authorities
2	The public are confident reporting crime and anti-social behaviour to the responsible authorities
3	Victims who access support service feel they have been supported to cope and recover
<b>Long-term outcome 4: Reduce overall neighbourhood crimes levels</b>	
1	Number of reported burglaries in Norfolk
2	Number of reported robberies in Norfolk
3	Number of reported vehicle crimes in Norfolk
4	Number of reported violent offences in Norfolk
	Reduce levels fly tipping
<b>Long-term outcome 5: Reduce reoffending</b>	
1	Number of reoffences
2	Number of reoffenders
<b>Long-term outcome 6: People are prevented from being drawn into criminal exploitation and terrorism</b>	
1	Children and young people arrested for drug offences
2	Number of referrals to channel panel process
3	Deliver against the 'Prevent Duty Toolkit for Local Authorities and Partner Agencies'
4	Disrupt the spread of ideologies in an area which may lead vulnerable people to become radicalised
<b>Long-term outcome 7: Victims of exploitation are made to feel safe</b>	
1	Monitor National Referral Mechanisms referrals

**Long-term outcome 8: People most at risk of criminal exploitation in Norfolk are identified and supported as early as possible**

1	Monitor trends in the Children and young people screened through the MACE process
2	Monitor the number of Modern Slavery offences recorded
3	Monitor the number of children and young people diverted from the criminal justice system

**Long term outcome 9: Reduce overall victimisation, risk, harm, perpetration and reoffending for:**

- Rape and sexual offences
- Domestic abuse
- Serious violence

1	Monitor number of reported rapes in Norfolk reported
2	Monitor number of other sexual offences reported
3	Monitor Number of historic rapes and sexual offences reported
4	Monitor number of victims referred to sexual violence services by the police
6	Monitor number of sexual offences referred to Crown Prosecution Service
7	Monitor number of sexual offence reports resulting in a conviction
8	Monitor number of child sexual offences reported
9	Monitor number of domestic abuse crimes reported
10	Monitor number of repeat domestic abuse victims and offenders
11	Monitor number of hospital admissions for serious violence
12	Monitor knife crimes recorded
13	Monitor number of homicides



## Appendix 2: What is a Community Safety Partnership?

- A2.1 Community Safety Partnerships were created by the 1998 Crime and Disorder Act, which required a partnership to be created between the responsible authorities. The responsible authorities are Local Authorities (County & District), Police, Probation, Community Rehabilitation Company, Fire, NHS Clinical Commissioning Groups. They have a duty to work together to:
- reduce reoffending
  - tackle crime and disorder
  - tackle anti-social behaviour (ASB)
  - tackle alcohol and substance misuse, and
  - tackle any other behaviour which has a negative effect on the local environment.
- A2.2 This duty is underpinned by a requirement on Responsible Authorities to:
- form a Community Safety Partnership (CSP)
  - undertake an annual strategic assessment of the crime and disorder in the area
  - determine priorities
  - consult with the public on the priorities identified
  - draw up and publish a partnership plan, revised annually
- A2.3 In Norfolk the 7 district-based CSPs merged in 2012 to form a single Norfolk countywide CSP (NCCSP). This statutory partnership has a number of requirements placed on it, which fall to the Responsible Authorities to ensure delivery:
- identification of a cohort of Prolific and Other Priority Offenders – relating to having a formal responsibility for reducing re-offending
  - Chair of the CSP has a formal responsibility to initiate multi-agency reviews of domestic homicides occurring within the CSP area
  - at least one public meeting to be held each year, which must be attended by individuals who hold a senior position within each Responsible Authority
  - protocol governing information sharing, with each Responsible Authority having a designated liaison officer to facilitate the sharing of information with other partners
  - certain defined sets of depersonalised information must be shared quarterly
- A2.4 Following election of the Police & Crime Commissioner (PCC) in 2012, Government grants for local crime & disorder initiatives were transferred from CSPs to PCCs. In addition, a new duty was established requiring the CSP and PCC to cooperate and take account of each other's priorities. Wider partners also participate in the NCCSP, including:
- Police & Crime Commissioner
  - Youth Offending Team
  - Trading Standards
  - Victim Support
  - Housing Registered Providers senior representative.
- A2.5 In November 2020 a Memorandum of Understanding between the Office of the Police and Crime Commissioner (OPCCN) for Norfolk and Norfolk County Council was signed which

confirmed that the OPCCN would create a single Community Safety team responsible for supporting and working directly with the Chair of the NCCSP.<sup>4</sup>

- A2.6 Scrutiny of the NCCSP is required at least annually, and is undertaken by the County Council through a sub-panel called the Community Safety Scrutiny Panel, which includes a representative from each district council.

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<sup>4</sup> [NCCSP MoU \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk)

## Appendix 3: Local policy context

A3.1 The policy landscape in Norfolk has several other key partnerships operating within a similar space to the NCCSP. The key groups and their priorities at the time of writing this strategy are set out in the below table.

Norfolk Strategic Partnership Priorities	
Partnership	Priorities
Norfolk Safeguarding Children Board	<ul style="list-style-type: none"> <li>• Priority areas: <ul style="list-style-type: none"> <li>○ Neglect</li> <li>○ Child Exploitation</li> </ul> </li> </ul>
Norfolk Safeguard Adults Board	<ul style="list-style-type: none"> <li>• Preventing abuse and neglect</li> </ul>
Norfolk Criminal Justice Board	<ul style="list-style-type: none"> <li>• Provide support to Victims and Witnesses throughout the CJS</li> <li>• Prevent crime and reduce the likelihood of re-offending by managing offenders effectively and diverting people away from offending behaviour</li> </ul>
Norfolk Reducing Reoffending Board	<ul style="list-style-type: none"> <li>• Prevention – Intervening early to help to prevent the onset of offending behaviour</li> <li>• Diversion – Diverting people involved in minor offences away from unnecessary contact with the criminal justice system</li> <li>• Offender Management – Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future</li> <li>• Rehabilitation and Resettlement – Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime</li> </ul>
Norfolk Health and Wellbeing Board	<ul style="list-style-type: none"> <li>• Tackling inequalities in communities – providing support for those who are most in need and address wider factors that impact on wellbeing, such as housing and crime.</li> </ul>

**URN:** 21-096

**Subject:** Local Plan Part 2 Update and Adoption of revised Local Development Scheme

**Report to:** Policy and Resources Committee

**Report by:** Samuel Hubbard – Strategic Planning Manager

#### **SUBJECT MATTER**

This report provides an update on progress of the Local Plan Part 2 (future development plan for the borough to 2030) now that the examination hearings have concluded with the Planning Inspectorate. It provides a summary of the initial findings from the Planning Inspectorate and the likely modifications needed to the plan in order for it to be found sound.

The report also recommends adoption of a revised Local Development Scheme which sets out the content of Local Plan documents and timescales for preparation. The Local Development Scheme needs amending to reflect the latest timescales and content of the Local Plan Part 2. The timescales for the Local Plan review which is due to commence this year have also been revised to reflect latest activity.

#### **RECOMMENDATION**

That Policy and Resources Committee:

- Notes progress on the Local Plan Part 2
- Adopts the revised Local Development Scheme (Appendix 2)

### **1. Local Plan Part 2 Update**

- 1.1. The Local Plan Part 2 was approved for publication under Regulation 19 of the Town and County Planning (Local Planning) Regulations (2012) by Council on the 20th February 2020. The 20<sup>th</sup> February Council decision also gave delegated authority to:
  - Submit the plan for examination following the representations period along with a request to recommend any modifications necessary to make the plan sound and a request to confirm the five-year housing land supply.
  - Work with the Planning Inspector and participants to agree any necessary modifications and undertake a public consultation on those modifications (should they arise).
- 1.2. On the 28th February the Local Plan was published for representations to be received. The representations period (consultation period) was planned to run to the 23rd April 2020.

However, due to the impact of the Covid-19 pandemic and associated restrictions the consultation period was first extended and then repeated to ensure regulatory requirements were met and to ensure that everyone had a chance to make representations (following Counsel's advice). This was detailed in an update report to Policy & Resources committee on the 19<sup>th</sup> May 2020.

- 1.3. The plan was submitted for examination by the Planning Inspectorate on 31<sup>st</sup> July 2020. Planning Inspector Gareth Wildgoose was appointed to examine the plan. The hearings were originally scheduled for early January 2021. However, due to the circumstances of the Planning Inspector associated with the January 2021 'lockdown', the hearings were delayed and took place between March and April 2021. The hearings were conducted virtually and can be viewed on the Council's Youtube channel (<https://www.youtube.com/channel/UCcXjvwYFXW1zCUuE-MdZ8dw> ).
- 1.4. On 19<sup>th</sup> May 2021 the Inspector wrote to the Council with his initial findings following the hearings. The letter is included in Appendix 1 to this report. The letter concludes that the plan can be made sound providing a number of 'main modifications' are made to the plan. This conclusion was expected, as pointed out in the report to Policy and Resources and Council in January/February 2020, not a single Local Plan in the country has navigated the examination process without requiring modifications. The modifications required are those that were identified during the hearings which can be found in [Document J1.3](#) of the Local Plan examination library plus a number of other modifications listed in the Inspector's letter. The majority of the modifications are technical changes to the detailed wording of policies to improve the effectiveness of policies when used in determining planning applications. They do not change the overall thrust or effect of the policy. The most significant modifications are as follows:
  - **New Policy UCS4** . Ensures Policy CS4 from the Core Strategy is consistent with the affordable housing thresholds set out in the National Planning Policy Framework.
  - **New Policy UCS5**. Removes the gypsy and traveller pitch requirement from Policy CS5 as it is considered out of date. The new Policy also supports the potential extension to the Gapton Hall site should future needs arise. Finally, the policy commits the Council to an immediate review of the evidence on Gypsy and Traveller accommodation need to inform the Local Plan review.
  - **All site allocations** – extra detail on highway access requirements and pedestrian and cycle improvements as requested by Norfolk County Council.
  - **Policies GN4 and GN5 - Beacon Park and Beacon Park Extension** - Protection of employment uses in Beacon Park and Extension in light of new permitted development rights and changes to the use classes order.
  - **Policy CA1 – Land West of Jack Chase Way**. Number of modifications including:
    - Consolidation of local centre and healthcare land on site allocated by Policy CA1 – Land west of Jack Chase Way to ensure more effective use of land .
    - Removal of trigger points from policy in terms of infrastructure delivery to give flexibility in section 106 negotiations.

- Requiring playing fields on the school site to be used as open space to ensure more effective use of land.
  - Requirement for greater consideration of heritage assets including World War 2 gun batteries associated with Nova Scotia Farm.
  - **Policy OT2** – addition of vehicular access on to Thurne Way to give flexibility to ensure early delivery of the site due to potential access constraints at Barton Way.
  - **Policy H4** – addition of caveats allowing developers to reduce the amount of open space provided if they can demonstrate there is a local surplus of provision.
- 1.5. Officers have also identified a number of ‘additional modifications’ to address minor factual inaccuracies or improve the clarity of the supporting text. These are not necessary to make the plan sound but do improve the quality of the plan.
- 1.6. A small number of changes are also required to the policy maps to address concerns raised in representations. These include:
- Changes to the Development Limits to include the East Coast Hospice site (south of Beacon Park) and to ensure they reflect the full extent of site allocations and planning permissions for development.
  - Amendment to the Coastal Change Management Area to represent the ‘hold-the-line’ policy for the Hopton frontage (which was amended as a result of the Gorleston to Lowestoft Strategy)
  - To show the Broads Authority area on the Policies Map.
- 1.7. It is now necessary to undertake a consultation on the proposed modifications. This will start in June 2021 and last for 8 weeks. Any responses to the consultation will be forwarded to the Inspector for his consideration. The Inspector plans to write the final report on the Local plan in September 2021. Therefore, the Council should be able to adopt the plan in October/November 2021.
- 1.8. On submission of the Local Plan the Council requested that the Inspector confirmed the Council’s five-year supply of housing land on adoption. The Inspector will confirm his findings on this when he issues his final report. However, the Inspector has provided some initial conclusions in his letter about supply on some sites. The reductions in supply identified in the letter will still leave the Council with a robust five-year supply.

## 2. Revised Local Development Scheme

- 2.1. The Council’s Local Development Scheme (LDS) sets out the timetable for the preparation of development plan documents (that form the Local Plan). It must also set out the subject matter and geographical area which the development plan document will cover.
- 2.2. The LDS was last revised in January 2020. Since then, the Covid-19 pandemic caused a number of delays to the progress of the Local Plan Part 2 as detailed above. The revised LDS (Appendix 2) updates the timescales to reflect the latest situation. Providing there are no further unforeseen issues arising from the consultation on the modifications (or further Covid-19 restrictions), the Local Plan Part 2 is planned for adoption this autumn.

- 2.3. The modifications required with regard to Policy CS4 and Policy CS5 mean that the subject matter and scope of the Local Plan Part 2 will change. Therefore, the revised Local Development Scheme also amends the description of the Local Plan Part 2.
- 2.4. The existing Local Development Scheme also sets out a timetable for a new Local Plan to be prepared which will eventually replace the Core Strategy and the Local Plan Part 2. The timetable for the preparation of this plan also needs to be updated to reflect the current position. The updated timetable for the new Local Plan could be subject to further change pending potential changes to the planning system as proposed in the Planning White Paper.

### 3. Financial Implications

- 3.1. No additional implications. Preparation of the Local Plan is provided for in the agreed Strategic Planning budget.

### 4. Legal and Risk Implications

- 4.1. Preparation of the Local Development Scheme is a requirement of the Planning and Compulsory Purchase Act 2004 (as amended). Section 19(1) of the act requires development plan documents (the Local Plan) to be in accordance with the Local Development Scheme. Therefore, it is important that the Local Development Scheme is up to date with respect to both the description of the plan and the timetable for its production.

### 5. Conclusion

- 5.1. That Policy and Resources Committee:
- Notes progress on the Local Plan Part 2;
  - Adopts the revised Local Development Scheme (Appendix 2)

### 6. Background Papers

Appendices:

- Appendix 1 – Letter from Planning Inspector – Post Hearing Note Relating to the Great Yarmouth Local Plan Part 2.
- Appendix 2 – Local Development Scheme

Area for consideration	Comment
Monitoring Officer Consultation:	Through ELT
Section 151 Officer Consultation:	Through ELT
Existing Council Policies:	Local Plan Part 1 (Core Strategy) & Corporate Plan
Financial Implications (including VAT and tax):	Addressed in the report
Legal Implications (including human rights):	Addressed in the report
Risk Implications:	Addressed in the report
Equality Issues/EQIA assessment:	n/a

Crime & Disorder:	n/a
Every Child Matters:	n/a



## **GREAT YARMOUTH BOROUGH COUNCIL**

### **Examination of the Great Yarmouth Local Plan Part 2**

Inspector: Gareth Wildgoose BSc (Hons) MSc MRTPI

Programme Officer: Mrs Annette Feeney

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Dear Mr Glason,

### **POST HEARINGS NOTE RELATING TO THE GREAT YARMOUTH LOCAL PLAN PART 2**

1. As indicated in the final hearing session on 29 April 2021, I am writing to set out my initial views on the Great Yarmouth Local Plan Part 2 document (the Plan). In summary, the Plan as submitted has deficiencies in respect of soundness. However, subject to modifications in respect of a number of matters discussed during the hearings and further modifications which I set out later in this note, I consider that there would be sufficient prospect of the Plan being found legally compliant and sound so as to proceed to consider the detail of those modifications.
2. In reaching the above view, I have given full consideration to all of the representations made relating to the Plan, including the oral contributions at the hearing sessions. My final conclusions and associated reasoning relating to my findings in terms of soundness and legal compliance will be given in the report to be produced having taken account of the responses to the consultation on the proposed main modifications. The views expressed in this note may alter in the light of any further evidence that emerges, including as part of the consultation process and any necessary sustainability appraisal (SA) or habitats regulations assessment (HRA) of the modifications. Therefore, the views given here are without prejudice to the conclusions and reasoning that will appear in my final report.
3. Further to the above, it is not the intention of this note to list all of the parts of the submitted Plan that I consider to be sound and legally compliant, or any associated reasoning. The final report will cover the relevant main issues that have arisen as part of the examination, including those not referred to specifically in this note. The comments in this note are provided only for the purpose of

identifying the matters where consideration should be given to further modifications in order to achieve soundness.

4. The suggested changes and further modifications I set out are in addition to those already contained in the Schedule of Potential Modifications to the Local Plan Part 2 (document J1.3). These have been provided by the Council in relation to the submitted Policies UCS7, GSP1, GSP2, GSP3, GSP4, GSP5, GSP6, GSP8, GY1, GY3, GY4, GY5, GY7, GY9, GN1, GN2, GN3, GN4, GN5, GN6, BL1, CA1, BN1, HY1, HP2, MA1, OT1, OT2, A1, A2, A3, H2, H4, H5, H6, H7, H9, H11, R1, R2, R3, R4, R5, R7, B1, L1, L2, L3, E1, E2, E3, E4, E5, E6 and I3, together with associated and other changes to supporting text and some alterations to Appendices. Without prejudice to the outcome of the consultation on them and the conclusions of the final report, I am satisfied at this stage that all of the main modifications in that document are necessary to address soundness issues and will be effective in so doing.
5. Nonetheless, I will decide whether any changes to the detailed wording of the potential main modifications listed (as set out in document J1.3) are needed, once the Council have responded to me with respect to the matters identified in this note. I, therefore, at this stage deal with only the relevant submitted policies and other parts of the Plan that I consider will require further modifications to those already suggested by the Council, and the potential additional policies included in document J1.3 as discussed at the hearings.

**New Policy UCS4:  
Amendments to CS4 - Delivering affordable housing**

6. The potential main modification identified in document J1.3 to add a new Policy UCS4 that part amends Policy CS4 of the Great Yarmouth Local Plan: Core Strategy (CS), with associated changes to the supporting text, is necessary to ensure an up-to-date approach to affordable housing that is consistent with recent changes to national policy as set out in the National Planning Policy Framework - February 2019 (the Framework). The new policy would complement the adjustment to the CS housing requirement in the submitted Plan within Policy UCS3.

**New Policy UCS5:  
Amendments to CS5 - Meeting the needs of gypsies, travellers and travelling showpeople**

7. Similarly to the above, the potential main modification to add a new Policy UCS5 which part amends Policy CS5 of the CS is also required, together with associated changes to the supporting text. The

modification is necessary to enable an up-to-date approach for provision for gypsies, travellers and travelling showpeople to account for the implications of more recent evidence and location specific changes in the context of national policy as set out in the Framework and Planning Policy for Traveller Sites - August 2015 (PPTS).

#### **Policy UCS7: Amendments to CS7 - Strengthening our centres**

8. In addition to the potential main modification to Policy UCS7 identified in document J1.3, the associated amendments to its supporting text currently identified as 'additional modifications' should also be included. The changes to the supporting text are necessary to ensure that the interpretation of the policy would be effective for the purpose of decision-making on any future planning applications for main town centre uses, including retail.

#### **Policy GSP2: Housing requirements for Neighbourhood Plan Areas**

9. The potential main modification to Policy GSP2 and a new paragraph following 2.9 are noted. However, the modification should also include the associated amendments to its supporting text currently identified as 'additional modifications' that assist its interpretation.

#### **Policy GSP5: Internationally protected habitats and species avoidance and mitigation**

10. Further to the potential main modification to Policy GSP5 and amendments to its supporting text at paragraph 2.25. The new paragraphs to clarify the approaches to tourism development and exemptions currently identified as 'additional modifications' should also be included as they assist the effectiveness of policy interpretation.
11. In addition, the references to 'Natura 2000' should now be replaced with 'national site network' to reflect the transfer of functions from the European Commission to UK authorities from 1 January 2021. The change should also be made in any other references to Natura 2000 throughout the Plan.

#### **Policy GSP6: Green Infrastructure**

12. The potential main modification to Policy GSP6 and the new paragraph making reference to ecological corridors and priority habitats and species, should incorporate further wording to provide certainty of consistency with national policy. This could be achieved by clarifying that the identified Green Infrastructure networks have

associated functions as ecological networks and that the policy seeks (together with related approaches in Policies GSP5 and GSP8) to ensure that they are more resilient to current and future pressures.

### **Policy GSP8: Planning Obligations**

13. As well as the potential main modification to Policy GSP8 and its supporting text, the 'additional modifications' to paragraph 2.40 and new paragraph after 2.45 should also be included. In addition, the policy wording relating to 'other contributions' should be modified to link directly to criteria a) and b), and 'exceptional circumstances' should be deleted from paragraph 2.45 and replaced with 'particular circumstances' to ensure consistency with national policy.

### **Policy GY4: King Street enhancement area**

14. Further to the potential main modification to Policy GY4 and its supporting text, the reference in criterion b) of the policy and paragraph 3.28 to 'retail use' should be altered to 'a main town centre use' to ensure that it is effective and takes account of the changes made by the Town and Country Planning (Use Classes) (Amendment) (England) Regulations 2020.

### **Policy GY6: Great Yarmouth Seafront Area**

15. A main modification is required to the final paragraph of Policy GY6 to ensure that it is effective and justified, by making clear that it relates to only 'Proposals for...', to reflect the recent changes introduced by The Town and Country Planning (General Permitted Development etc.) (England) (Amendment) Order 2021. The main modification should also include consequent amendments to the identified changes in document J1.3 to paragraphs 3.40 and 3.41.

### **Policy GN6: Shrublands Community Facility**

16. The potential main modification to Policy GN6 should also include the associated changes to its supporting text currently identified as 'additional modifications' that assist the interpretation of the policy. In addition, criterion g) of the policy should be re-worded in terms of tree replacement(s) to be more effective. An alternative could be "Retention of trees where practicable, with suitable replacements provided where trees are required to be removed". Similar criteria in other allocation policies, such as in Policy GN1, should be modified accordingly in the interest of consistency.

### **Policy CA1: Land west of Jack Chase Way, Caister-on-Sea**

17. The potential main modification to Policy CA1 and its supporting text, should include further changes to criterion f) to remove the reference to land being provided 'free of charge' for a primary school. Such matters should alternatively be dealt with via revised supporting text clarifying that it is the typical position taken by the education authority when seeking to meet the needs of new development.

### **Policy A2: Housing design principles**

18. I note the main modification to Policy A2 and its supporting text as set out in document J1.3. However, further changes are required to criterion c) bullet point 2 to provide certainty of what is intended to be achieved by a 'sense of enclosure'. It should clarify whether it is to ensure suitable natural surveillance and/or enhance community cohesion, or a different purpose. The reference to 'lower densities' in bullet point 4 of criterion c) should also be modified to avoid inconsistency with the approach of Policy H3 to housing density.

### **Policy H1: Affordable housing tenure mix**

19. A main modification is required to the final paragraph to make reference to and ensure consistency with the listed exemptions in national policy as set out in paragraph 64 of the Framework. The supporting text should also be updated to link to Policy UCS4.

### **Policy H3: Housing density**

### **Policy H6: Retention and removal of existing occupationally restricted workers dwellings**

### **Policy L1: Holiday accommodation areas**

### **Policy I3: Foul drainage**

20. As discussed during the hearings, a main modification is required in the interest of effectiveness and consistency with national policy to replace 'exceptional' circumstances with 'limited' circumstances in Policy H3 and its supporting text.
21. Similarly, and further to the potential main modification to Policy H6 and its supporting text, the reference to 'exceptional circumstances' in paragraph 6.16 should be replaced with something like 'will only be approved in the specific circumstances as listed in Policy H6'.
22. Furthermore, and in addition to the main modification to Policy L1 and its supporting text, the reference to 'exceptional circumstances' in the policy wording should be removed. To ensure that the related

policy wording is effective, it should be modified to something like 'The loss of holiday accommodation within Holiday Accommodation Areas to alternative uses will only be acceptable in circumstances where the current use is demonstrated to be unviable due to:...'.

23. Turning to Policy I3 and notwithstanding the potential main modification seeking to align the approach to foul drainage with national policy and the CS, the reference to 'exceptional' is not necessary to reflect the circumstances referred to in criterion b) and therefore, should be removed.

#### **Policy H4: Open space provision for new housing development**

##### **Policy E3: Protection of open spaces**

24. The potential main modification to Policy H4, its supporting text and new associated Appendix, require further changes to ensure it is justified and effective by clarifying the methods by which a local surplus of provision could be demonstrated by an applicant. This should include consideration of the Council's own evidence and monitoring. Related changes are also required to criterion c) and its reference to 'recreational play space', and to paragraph 10.14 of the supporting text of Policy E3 to ensure consistency. In addition, a further modification is also necessary to ensure that the policy approach is effective and consistent with the requirements of paragraphs 56 and 96 of the Framework by including details of accessibility standards for each of the typologies listed in Policy H4 of the Plan (if appropriate, it may reference details in the supporting text or a relevant Appendix of the Plan).

#### **Policy H5: Rural worker dwellings**

25. In addition to the potential main modification to Policy H5, the term 'full-time workers' should be replaced with 'rural workers' to ensure that it is consistent with national policy.

#### **Policy B1: Business development**

26. Further to the potential main modification suggested to Policy B1, an additional change is required to clarify that the approach to offices (and Class E of which it forms part) outside of defined town centres, district and local centres or suitable employment locations otherwise listed elsewhere in the Plan, are subject to the sequential test as set out in national policy. In addition, alteration to the policy wording is required to ensure consistency with paragraph 84 of the Framework.

### **Policy L3: Equestrian development**

27. The potential main modification to Policy L3 and its supporting text, should be altered at criterion b) in particular to ensure effectiveness by improving the certainty of the circumstances where the 'more sensitive setting of the Broads' would be a material consideration when assessing planning applications.

### **Policy E1: Flood risk**

28. To ensure consistency with the potential main modification to Policy E1, further changes to paragraph 10.6 are required to reflect that the Exception Test is no longer part of the policy and instead provide a cross-reference to its wider policy context.

### **Policy E2: Relocation from Coastal Change Management Areas**

29. Notwithstanding the potential main modification to Policy E2 and its supporting text, as set out in document J1.3. To ensure that the policy is effective; the flexibility suggested in paragraph 10.10 for an evidence based approach to consideration of the viability of relocation schemes, and the possible need for enabling development in some circumstances, should be reflected in the policy wording.

### **Policy E5: Historic environment and heritage**

30. In addition to the potential main modification to Policy E5 and its supporting text, the policy wording that refers to 'character' should also mention the 'significance' of heritage assets and contribution to 'local distinctiveness' to ensure consistency with national policy.

### **Policy C1: Community facilities**

31. Taking account of discussions during the hearings, I consider that a main modification is required to Policy C1 and its supporting text, to be effective and consistent with national policy. The changes should modify criterion a) to clarify that it relates to meeting the 'day to day' needs of existing users, and, to support criterion c), should include a requirement for a 12-month period for marketing evidence.

### **Policy I1: Vehicle parking for developments**

32. A main modification is required to ensure that the approach to the charging of plug-in and other ultra-low emission vehicles is consistent with paragraph 110 of the Framework.



## **Appendix A: Monitoring the Plan**

33. Notwithstanding the Council commitment in the supporting text of the Plan, and the Local Development Scheme (document A12), to commence a full review of the CS and the Plan immediately following its adoption. Table A.1 should be amended to include triggers and shorter-term actions (or cross reference to those in the CS) to ensure that monitoring and policy implementation of the Plan would be effective in the interim period. A monitoring indicator should also be added relating to implementation of the planning permission at the proposed allocation MA1 given its potential influence on the availability of employment land in Martham.

## **Appendix C: Housing Trajectory**

34. The housing trajectory as set out in Appendix C should be updated to reflect the most up-to-date evidence and my initial findings with respect to housing land supply which follows below.

### **Housing Land Supply**

35. I have had regard to the Council's most up-to-date evidence in the Five-Year Housing Land Position Statement as at 1 April 2020 (document C6.3), the associated technical note on housing supply matters (document H15) and related representations made both before and during the hearings. Consequently, I find that the lead-in times and build-out rates applied to the following sites in the deliverable supply as listed in document C6.3 are not realistic and should be amended as follows:
- Site Ref A37 - Land north of Staithe Road, Martham: build-out rate in 2023/24 reduced by 50% and re-profiled to deliver 30 dwellings in 2024/25. Contribution to deliverable supply reduced by 2 dwellings.
  - Site Ref C3 - Land west of Jack Chase Way, Caister-on-Sea (proposed allocation CA1): lead-in time to first completions increased by a year, with resultant re-profiling of delivery to 35 dwellings in 2023/24 and 50 dwellings in 2024/25. Contribution to deliverable supply reduced by 70 dwellings.
  - Site Ref C4 - Land south of Links Road, Gorleston-on-Sea (proposed allocation GN1): lead-in time to first completions increased by a year, with resultant re-profiling of delivery to 50 dwellings in 2023/24 and 75 dwellings in 2024/25. Contribution to deliverable supply reduced by 75 dwellings.



- Site Ref D10 - Land at Former Pontins, Beach Road, Hemsby (proposed allocation HY1): build-out rate in 2022/23 reduced by 50%. Contribution to deliverable supply reduced by 29 dwellings.
- Site Ref D8 - The Conge (Phase of Great Yarmouth Waterfront - allocation CS17): lead-in time to first completions increased by a year and build-out rate reduced by 50% in 2023/24. As a result, re-profiling of delivery to 15 dwellings in 2023/24 and 30 dwellings in 2024/25. Contribution to deliverable supply reduced by 44 dwellings.
- Site Ref D2 - Land at Wheatcroft Farm, Bradwell - remaining (allocation CS18): lead-in time to completions increased by a year and build-out rate reduced in 2023/24 to 50% of typical annual rate. As a result, re-profiling of delivery to 35 dwellings in 2023/24 and 70 dwellings in 2024/25. Contribution to deliverable supply reduced by 91 dwellings.

36. In reaching the above findings, I also consider that lead-in times to first completions and build-out rate assumptions as set out in Tables A-D of document C6.3 are likely overly optimistic for Site Refs: A16 (Northgate Hospital, Great Yarmouth), A35 (Land north of Repps Road, Martham), A40 (Land north of Hemsby Road, Martham - proposed allocation MA1) and C9 (Land north of Barton Way, Ormesby St Margaret - proposed allocation OT2). However, I do not provide detailed findings for those sites specifically as any re-profiling of delivery rates would not alter their contributions to the deliverable supply. I also have some reservations regarding the deliverability of Site Ref A36 (Somerton Road, Martham) based upon the evidence. Nonetheless, on balance, when taking account of the reduced delivery rate of 11 dwellings per annum applied to that site and others within Martham, I am satisfied that their cumulative contribution to deliverable supply would be realistic and achievable.

37. In response to all of the above, I would be grateful if the Council could provide updated statistics for my information to accurately reflect the implications of the above findings. This should be provided as only factual updates to the calculation of the deliverable five-year housing supply position as set out in Tables 1-3 of document C6.3, together with any consequential changes to the developable supply and plan period supply as set out in paragraph 1.6 of the Plan as submitted. As well as the findings I have set out in this note, the latter calculation should also incorporate the implications of changes to delivery rates discussed during the hearings for Site Ref C8 at Land south of Cromer Road, Ormesby St Margaret (proposed allocation OT1) which should be reduced to a maximum of 20 dwellings per annum after 2024/25.

## Next Steps

38. In identifying the main modifications that are necessary, I have taken full account of all of the evidence and information available and the discussions at the hearing sessions. I must stress that these are proposed main modifications and are therefore provided without prejudice to the conclusions of the final report. I am not seeking comments on them at this stage.
39. Assuming the Council would be content to adopt the Plan incorporating the modifications that I have indicated are necessary. I would be grateful if it would now prepare the updated statistical information I have requested and a full schedule of proposed main modifications to reflect my findings in this post-hearings note. Should this not be the case, please advise me as a matter of urgency in order that I can consider how best to progress the Examination.
40. The Council when preparing their subsequent response should review whether there are any consequential changes necessary to ensure that the Plan, and the Policies Map, read coherently as a whole. The existing schedules should also be reviewed to remove any inconsistencies or errors, and where possible, proposed changes to individual policies and their associated supporting text should be combined to reflect the comprehensive change made, whilst reducing the overall number of proposed main modifications. As part of the process I would also be grateful if the Council could again reflect upon which they consider to be main modifications and additional modifications. Please then divide the respective modifications into separate documents accordingly, in order that I can reach a final view on those matters.
41. As the main modifications are intended to form part of my report, before the consolidated schedule is published the Council should allow me to see it in order to ensure that it reflects my understanding and to avoid any obvious soundness issues. I would, therefore, be grateful if the full consolidated schedule of proposed main modifications in response to this note, together with a separate schedule of additional modifications proposed by the Council, should be sent to me via the Programme Officer by not later than **5pm on Friday 4 June 2021**.
42. I will work with the Council, through the Programme Officer, to finalise the wording of the main modifications. Once I am satisfied with the final wording, I will confirm that consultation can go ahead and I will agree a timescale with the Council. I will need to take into account the consultation responses and the results of the SA and any

HRA, before finally concluding whether or not the proposed main modifications are required to make the Plan sound.

43. Notwithstanding the findings set out above, it has been drawn to my attention that a decision on a pending appeal proposal relating to the proposed allocation GN3 (Land at Ferryside, High Road, Gorleston on-Sea) is expected to be issued imminently. When the appeal decision is issued, I ask that a copy is added to the examination library and that the Council also confirm whether they consider that any consequential modifications to Policy GN3 would be required to ensure that it is effective and justified. I will take the Council position into account alongside the previous representations relating to the proposed allocation and reach a view as to whether any changes are required following the appeal decision. If necessary, prior to the consultation, I would include any further changes to Policy GN3 in the proposed main modifications.
44. If there are any procedural or other questions arising from this post-hearings note, the Council should contact me via the Programme Officer. However, I am not inviting, nor envisage accepting, any comments from other examination participants. I would like to thank the Council for its co-operation during the Examination to date and I look forward to working with you during the final stages of the Examination.

*Gareth Wildgoose*  
INSPECTOR

19 May 2021

# GREAT YARMOUTH LOCAL PLAN –

## LOCAL DEVELOPMENT SCHEME



Timetable for the preparation of  
Great Yarmouth Borough Council  
Local Plan documents.

**June 2021**



For any enquiries please contact:

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## Introduction:

This Local Development Scheme sets out Great Yarmouth Borough Council's intended programme of formal Local Plan preparation. The Council's plans cover the whole of the Borough excepting those parts lying within the Broads area<sup>1</sup>.

Consultation will be an integral part of the preparation of each document identified, and this will be carried out in accordance with the Council's adopted Statement of Community Involvement which will shortly be reviewed.

It should be appreciated that the formal Local Plan documents which this Scheme covers are only part of the forward planning work undertaken by the Council. Other work includes cooperation with other public organisations (including joint non-statutory plans and research); project work to facilitate developments or environmental improvements; preparation of supplementary planning documents and guidance; and advice and support to communities preparing neighbourhood plans.

The Council will keep under review progress against the intentions indicated in this document, and report this in its Annual Monitoring Report.

The Council may produce a new Local Development Scheme during the period if required to reflect any changes in either the documents to be produced, or the anticipated timetable for their production. These could be affected by, for example, expected changes in the planning system, resource constraints, or unforeseen issues.

## Current Development Plan Documents

The following documents comprise the development plan for the local planning authority of Great Yarmouth Borough Council.

- Great Yarmouth Local Plan Core Strategy (Local Plan Part 1) (adopted Dec 2015)
- Saved policies from the Borough Wide Local Plan (adopted 2001)
- Minerals and Waste Local Plans (produced by Norfolk County Council)

## Proposed Development Plan Documents

The following sets out the formal plan documents the Council intends will undergo preparation during 2019-2022.

- **Local Plan Part 2: Detailed Policies and Site Allocations (Development Plan Document)**
- **New Local Plan (covering period to 2041) (Development Plan Document)**

Details of these are set out in the following pages.

### Local Plan Part 2: Detailed Policies and Site Allocations

**Description:** This document will provide strategic and non-strategic planning policies and site allocations to supplement and help deliver the policies and objectives of the Core Strategy (Local

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<sup>1</sup> The Broads Authority is the local planning authority for the designated Broads area and prepares its own plans.



Plan Part 1). The plan will also include amendments to policies of the Core Strategy to ensure the plan reflects the latest evidence and national planning policy.

**Background:** The Local Plan Core Strategy (adopted in 2015) represents Part 1 of the current Local Plan (2013 to 2030), and sets out the overall scale, distribution and type of development for the Borough.

This Local Plan Part 2 builds upon and supplements the policies within the Core Strategy and adds detail to them. Given the timescales passed since the adoption of the Core Strategy, this plan includes some amendments to policies within the Core Strategy, principally around housing and retail matters. Part 2 also identifies specific sites for allocation for different uses.

**Type of Document:** Development Plan Document

**Coverage:** Whole Plan Area

**Timetable:**

Key Stage	Target Date
Early informal consultation and development of evidence	Prior to Aug 2016
Call for Sites and Suggestions Consultation (Reg. 18)	Aug - Sep 2016
Draft Plan Consultation (Reg.18)	Aug – Sept 2018
Focused Changes Consultation (Reg.18)	Aug – Sept 2019
Publication of Final Draft Plan (Proposed Submission Plan) for representations (Reg.19)	February 2020 – June 2020
Submission of Final Draft Local Plan for Examination	July 2020
Examination	July 2020 – September 2021
Adoption	Autumn 2021

## New Local Plan (covering period to 2041)

**Description:** This plan will replace the current (2013-2030) Local Plan. It is intended the new Local Plan will be a single document, rather than have a separate Local Plans covering strategy, allocation and detailed policies. The plan will include a strategy for development, including identifying needs for housing and economic development. The plan will identify land for development and other site specific policies. The plan will include detailed policies to help determine planning applications.

**Background:** Work will need to commence on the review and replacement of the current Local Plan immediately following adoption of the Local Plan Part 2.

The period covered by the new plan is anticipated to cover the period to 2041, to complement the Local Plans of other Norfolk local planning authorities, but this will need to be kept under review

according to emerging circumstances. Potential changes to the planning system as outlined in the Planning White Paper<sup>2</sup> may affect the timetable below and the content of the plan.

**Type of Document:** Development Plan Document

**Coverage:** Whole Plan Area

**Timetable:**

Key Stage	Tentative Target Date
Early development of evidence and informal consultation	Autumn 2021 – Spring 2022
Options Consultation (Reg. 18)	Spring 2022
First Draft Plan Consultation (Reg. 18)	Winter 2023
Publication of Final Draft Plan (Proposed Submission Plan) for representations (Reg.19)	Autumn 2023
Submission of Final Draft Local Plan for Examination	Autumn 2023
Examination	Autumn 2023 – Autumn 2024
Adoption	Late 2024

## Neighbourhood Plans

A neighbourhood plan is a formal plan about development (building and changes in the use of land) and can be prepared by a local community (usually a parish council). It provides the opportunity to shape (but not stop) development in the area. Once adopted, a neighbourhood plan's policies are part of the development plan and are used to help decide planning applications in the area. A neighbourhood plan does not have to cover all planning matters, it could just be one policy! This provides the opportunity to focus on the local community's own agreed priorities for the area.

Neighbourhood plans have to pass through a series of formal stages, and conform to some nationally set 'Basic Conditions' (including general conformity with 'strategic policies of the Local Plan) before they come into force. One of the final stages is a local referendum, where the plan must receive at least 50% of the votes cast.

Once made, a Neighbourhood Plan becomes part of the development plan for the Borough and sits alongside the Council's Local Plan and is used to help determine planning applications.

There are no made Neighbourhood Plans within the Borough. The following Neighbourhood Plans have designated areas and are under preparation:

- Hemsby Neighbourhood Plan
- Filby Neighbourhood Plan
- Fleggburgh Neighbourhood Plan

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<sup>2</sup> Planning for the Future – White Paper August 2020. -

<https://www.gov.uk/government/consultations/planning-for-the-future>



- Hopton-on-Sea Neighbourhood Plan (not currently being progressed)
- Rollesby Neighbourhood Plan
- Winterton-on-Sea Neighbourhood Plan

The Council maintains up-to-date details of Neighbourhood Plan progress at <https://www.great-yarmouth.gov.uk/article/3131/Neighbourhood-planning>



**URN:** 21-089

**Subject:** Great Yarmouth Heritage Action Zone

**Report to:** Executive Leadership Team, 19 May 2021  
Policy & Resources Committee, 1<sup>st</sup> June 2021

**Report by:** Lou Robson, Heritage Action Zone Project Manager

#### **SUBJECT MATTER**

To update Members on the four-year Historic England part-funded Heritage Action Zone scheme for Great Yarmouth.

#### **RECOMMENDATION**

Committee is asked to:

- 1) Note the Heritage Action Zone progress update.
- 2) Delegate authority to any Strategic Director to sign off HAZ Scheme grants to third-parties, including items B, C, D, E, F and N from the main HAZ projects list which appears at paragraph 1.6 of this report, subject to approval of an application by the Officer Working Group and compliance with all relevant scheme criteria, conditions and checks.
- 3) Delegate authority to any Strategic Director to sign off HAZ Scheme expenditure on items A and G of paragraph 1.6, subject to approval of these items by the Officer Working Group and compliance with all relevant scheme criteria, conditions and checks.
- 4) Approve expenditure of HAZ Scheme funds on items H, I, J, K, L and M of paragraph 1.6 as incidental project costs which meet the Scheme criteria and conditions.

## **1. Introduction**

- 1.1 The High Streets Heritage Action Zone (HAZ) initiative is funded with £40 million from the Department of Culture, Media and Sport (DCMS) Heritage High Street Fund and £52 million from the Ministry of Housing, Communities and Local Government's Future High Street Fund. £3 million will be provided by the National Lottery Heritage Fund to support a cultural programme.

- 1.2 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.
- 1.3 The Great Yarmouth Heritage Action Zone (HAZ) target area includes Market Place, King St and Market Row. The four-year scheme is funded 50% by HE and the remainder through GYBC and GYPT, with smaller sums of match-funding. The original budget was £1,961,485.
- 1.4 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.
- 1.5 Community engagement is embedded throughout the scheme. The major building projects include training and skills development in traditional construction methods. Other projects support heritage protection, through better design and local listing, and will engage people in learning and contributing to the historic record of the area. A separate cultural activities programme, through a consortium run by OutThere Arts, along with the HAZ community engagement activities will attract residents, shoppers and visitors. The scheme will increase footfall and encourage a better understanding of the historic importance of the buildings, townscape and heritage of the HAZ.

1.6 Main HAZ projects:

Project	Building/work stream	Ownership	Budget	Description
A	Town Wall	GYBC	£70,000	Full consolidation of Market Place section of wall
B	St Nicholas Priory School	Diocese of Norwich	£80,000	Full restoration of railings
C	Market Row	Private ownership	£50,000	Repairs/improvements to 15 buildings
D	145 King Street (vacant historic building)	GYPT	£800,000	Full repairs to make ancillary space for St George's Theatre and residential units
E	6 Market Place (vacant historic building)	Private owner	£300,000	Full repair for residential use
F	Shopfront repairs/improvements	Private ownership	£50,000	Third-party grants to improve shopfront
G	Landscaping/public realm	Public ownership	£170,000	Market Place
H	IT/Telecoms		£850	IT for HAZ officer
I	HAZ Officer		£135,671	Four years salary and on-costs (NI, pension)

J	Mapping		£50,000	Interactive digital mapping resource
K	Design guides		£15,000	Five design guides and umbrella guide. Support development of Supplementary Planning Documents.
L	Evaluation		£10,000	Independent evaluation
M	Community Engagement		£15,000	In addition to community engagement embedded in individual projects
N	Building repair grants (key buildings)	Private ownership	£200,000	Third-party grants for conservation repairs

### 1.7 HAZ Community engagement projects:

Project	Description	Content	Participants
1. Understanding	Of HAZ area, history, architecture, culture, heritage	Workshops with Norfolk Records Office, Library, Time & Tide etc; On-site surveys across all building projects; Conservation Planning and Conservation Area Appraisal workshops	360
2. Practical Conservation and Repair	Skills – traditional, future maintenance, employability	Workshops at building projects, Rows, Minster. Lime plaster, joinery, brick, metalwork, roofing etc	320
3. Taster sessions	Hands-on for people interested in conservation	Workshop-based. Town Wall and Rows.	100
4. Open Days	Site access	Historic buildings	250
5. GYPT Training	Community training, skills development and employability	On major building projects in line with GYPT practice	150
6. Local List	Heritage critical skills	Professional training in visual survey and recording	40
7. Community Archaeology	Buried section of town wall	Under discussion with Historic England (Scheduled Ancient Monument)	100
8. Digital	Range of digital media: film, audio, 3D, augmented reality, interviews etc.	Embedded into projects. Also skills training for and with students	20 (plus local, national and international reach)

## 2. Work to Date

2.1 A project manager started in post in November 2020. Due to the pandemic, HAZ schemes nationally were delayed from the April 2020 target start date. As a result, Historic England and DCMS agreed to timetable changes and to carry forward likely underspend from the first year. A revised 2020/2021 financial update was agreed. GYBC met the spend target for Y1 and when schemes were asked to apply for additional Y2 funding for new or existing projects, GYBC made 13 applications and an announcement is expected in the week beginning May 17<sup>th</sup>.

- 2.2 One of the additional applications has already been funded under an emergency award. Historic England has awarded an extra £24,820 against eligible costs of £129,639 for work to the St Nicholas School Railings project. This has been matched by the Diocese of Norwich, which is the project partner.
- 2.3 Work is under way by the HAZ Officer to progress capital works under third-party grants and develop non-capital workstreams (Design Guides, Mapping and a Community Engagement Plan). Individual heritage assets have been surveyed, mapped and characterised. Meetings have been held with stakeholders and routes for partnership support and working explored and progressed. Key partners include: St Nicholas Priory School, East Norfolk College, Enjoy Great Yarmouth Education Partnership, Time & Tide Museum/Norfolk Museum Service, Great Yarmouth Preservation Trust, Town Centre BID and Partnership, GY Civic Society, Yarmouth and District Archaeological Society and Young Archaeologists, GYBC culture and community/neighbourhoods teams, St Georges Trust, Freshly Greated and other interested groups and individuals.
- 2.4 A separate but aligned Cultural Consortium has been set up, for which the accountable body is OutThere Arts. Under the separate High Streets Cultural Programme, OutThere Arts has been awarded £120,000 by Historic England for a three-year cultural activities programme within the HAZ area.

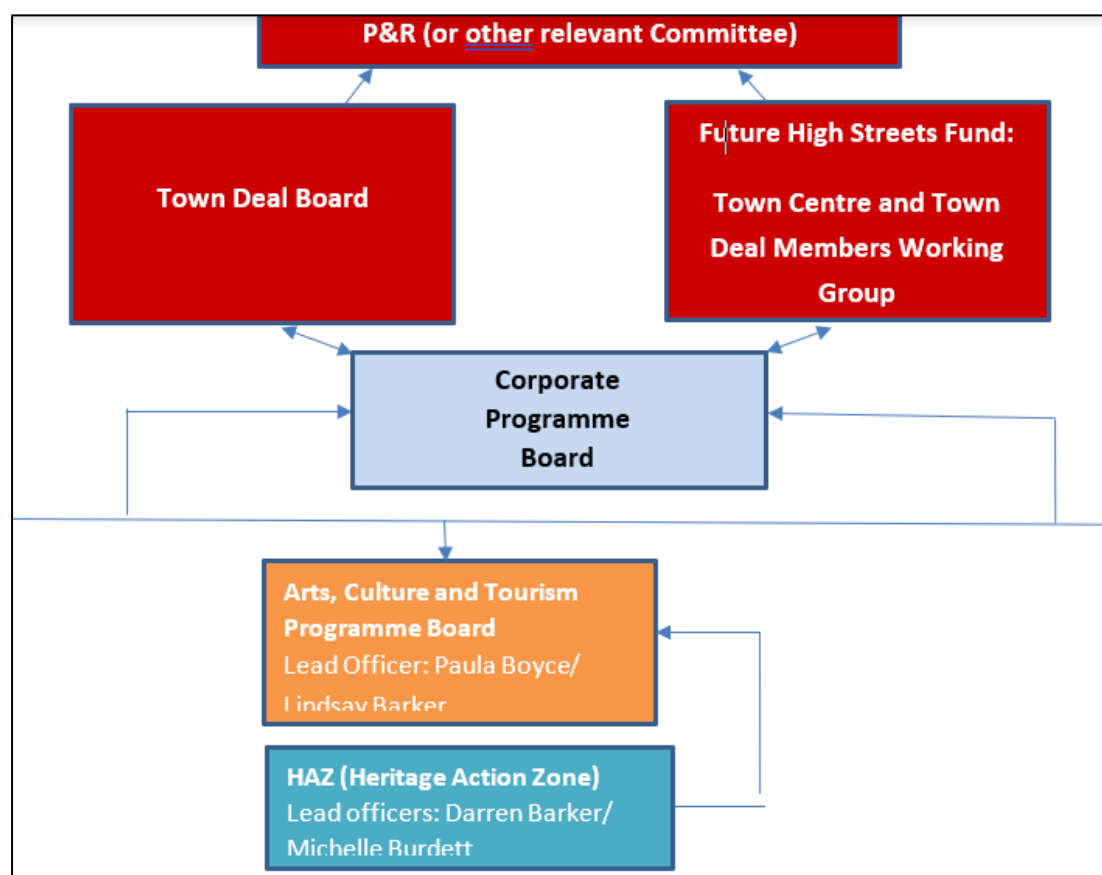
### **3. Next Steps**

- 3.1 The first phase of work on the Town Wall project has been completed. These were emergency works to stop masonry falling inside the school grounds. Preparation for the full second phase is under way with recording and surveying as the basis for Scheduled Ancient Monument approval by Historic England.
- 3.2 Work to replace and repair the railings on the Market Place frontage of St Nicholas Priory School has been fully tendered by the Diocese of Norwich and is due to start in June. The school is one of the main community engagement partners and all year groups are involved in creating a display for the temporary fencing on the Market Place frontage while construction work is under way. Pupils will also take part in a careers and heritage skills workshop with the blacksmith.
- 3.3 Two third-party grant schemes for building owners and tenants in the HAZ area will be launched at the beginning of June. A total of £250,000 is available to fund grants of up to £10,000 to building owners, or tenants with the support of their landlord. The grants will cover a maximum of 75% of total costs for shopfront improvements and 80% for building repairs. All works must be directly related to conservation or improvements that protect the heritage value of the building and wider HSHAZ area. Details of the scheme and eligible works will be posted on the council's website to invite expressions of interest.
- 3.4 The third-party grant scheme will be supported by the first of five design guides for the HAZ area, the Shopfront Design Guide. Capital projects involving repair, restoration or intervention will be inspected and approved by a Conservation Accredited Architect.

### **4. Scheme Management and Accountability**

- 4.1 Governance has been developed from the Programme Design which is the basis of GYBC's contract to deliver the HAZ scheme in partnership with Historic England. The Council is the grant manager for the scheme, which is governed by Historic England's HAZ Delivery Guidance.

- 4.2 Day-to-day management and operation of the scheme is the responsibility of the HAZ Operational Team, which comprises an experienced full-time Heritage Action Zone officer and the Heritage, Culture and Design Manager.



- 4.3 The Operational Team is responsible for day-to-day management, with decision-making taken by the Project Sponsor, or Executive Leadership Team as appropriate. The HAZ officer reports to Historic England's regional Project Manager and High Streets HAZ Project Officer, ensuring that the project meets contractual terms set out in the HAZ Programme Design and HE's Programme Delivery Guidelines. The two officers of the operational team are responsible for delivering project programme outputs; dealing with technical matters, permissions and quality assurance; financial and performance recording, monitoring, and grant management and grant claims; channelling messaging and information for the Project Board; and resolving delivery issues.
- 4.4 Under the direction of the Project Sponsor and the Culture, Heritage and Design Manager the HAZ project manager will: work with grant applicants and their representatives for capital works and take applications through to approval, confirming work is carried out to standard and on schedule; handle administration, reporting and fiscal oversight, including recording delivery and progress and claiming the HE contribution. The project manager will build relationships with partners, stakeholders and community representatives; promote the scheme locally; deliver the Community Engagement Plan and ensure community activities align to the scheme.
- 4.5 The HAZ project manager liaises with the local Cultural Programme Consortium to ensure it support the outcomes of the GYHAZ, attends board meetings as an observer, and oversees the consortium's claims to Historic England. This is fed back to the Officer Working Group and other groups as required.

- 4.6 The operational team will draw on a range of skills, departments and services within GYBC and external partners. Project working groups have been set up for the Mapping and Design workstreams. Each of these will report into the Officer Working Group with proposals being discussed and agreed at regular intervals, overseen by the Project Sponsor.
- 4.7 The operational team will report to an officer working group which will meet monthly/six-weekly to monitor progress, risks, financial updates and compliance with the reporting terms of agreed HE programme delivery and GYBC finance and governance structures and processes.
- 4.8 The operational team and officer working group will report into the Arts, Culture & Tourism Programme Board, which is a sub-committee of the Town Deal Board. The Arts, Culture and Tourism Board will be the senior management body for the scheme. It will provide accountable leadership, strategic guidance and oversight, champion the project and communicate key messages, and inform development and legacy.
- 4.9 The Historic England grant requires quarterly reporting of financial (forecast and spending) and outputs breakdowns; change and progress reports; risk register updating and a highlights report. These returns will also be submitted as regular reports through the GYBC governance structure. Periodic updates will go to the Council's Corporate Project Board, with updates to the Executive Leadership team as needed.
- 4.10 Drawdown is three-monthly. Historic England requires a quarterly payment claim, grants offers report, activity monitoring, risk summary and progress and financial expenditure update with evidence of spend as requested. By the end of the financial year, each scheme must supply an annual review, detailing progress against the programme design. Approval of the next year's funding is subject to a performance report with details of any proposed changes to allocation.
- 4.11 Historic England, via the delivery guidance, has supplied a suite of application and reporting documents and terms and conditions for capital and third-party grants. Any applications for building projects from GYBC or delivery partner GYPT must be submitted to HE's regional office for approval. Other criteria requiring HE approval include projects involving a Grade I or II\* listed building, any property owned by an elected member or employee of the Council, any projects over £50,000, public realm work; stand-alone reinstatement or works involving conversion, alteration or adaption of buildings
- 4.12 HE requires all procurement to comply with Public Contract Regulations 2015 and the Council's constitutional finance procedures. HE also requires that where a grant is offered for works to a building or public realm costing £20,000 or more in total, the recipient must employ a competent professional with specialist conservation knowledge and experience. For works to a Grade I or II\* listed building, or repairs to a Grade II listed building or an unlisted building, this must be a conservation accredited architect, chartered building surveyor or other architectural professional. Below £20,000 a conservation professional is recommended but not required.
- 4.13 Historic England HAZ guidelines set out three procurement methods for third-party grants building and repair works, depending on the project scope. The GY HAZ scheme will follow the first option for tendering: building owner procures and is required to obtain three quotations for all works (competitively tendered). GYBC contributions will be tendered in line with existing procedures.

4.14 The projects under the HAZ scheme range from major capital regeneration works such as 145 King St, with a proposed budget of £800,000 to smaller third-party grants of up to £10,000. The non-capital and community engagement projects will require procurement of contractors, conservation professionals, trainers, advice and small expenditure on equipment.

4.15 For third-party grants under £10,000, to ensure transparency and an open and competitive process, it is proposed that applications are taken with a recommendation to the Officer Working Group for decision. A detailed action and delivery plan for building works, including third-party grantees, will be signed off by the Officer Working Group. On completion of works a report for each finalised project will be taken to the board for approval and sign-off. Third-party grants over £10,000, in accordance with the Programme Design (see 1.6), will be signed off by a Strategic Director.

## 5. Financial Implications

5.1 The original total budget for the project was £1,961,485, with £980,742 (50%) funded by Historic England. Historic England grants are usually tied to financial years, but due to Covid, there is a one-off agreement that underspend from 2020/21 can be carried over to 2021/22. Around £1.6m of the total budget will be spent on capital and public realm works, mostly delivered through third-party grants. The increase for the St Nicholas Railings project takes the total budget to £2,011,125.

5.2 GYBC's financial commitment to the project is £250,472 or 13% of the total budget. This includes salaries, public realm, Town Wall and shopfronts capital works, community engagement and in-kind staff contributions. (£47,500 of the GYBC contribution is in kind, meaning a total outlay of around £200,000 towards the benefits of a £1.9m scheme.)

### 5.3 Funding sources breakdown

Funding source	Original Funding	Rate (%)	After May 2021 uplift	Rate (%)
Heritage Action Zone grant	980742.5	50	1005562.5	50
GYPT	577500	28.66	577500	28.72
GYBC	250742.5	13	250742.5	12.47
Delegated grant beneficiaries	112500	5.10	112500	5.6
St Nicholas Priory Primary School/Diocese of Norwich	40000	2	64820	3.22
<b>Total</b>	<b>1986485</b>	<b>100%</b>	<b>2011125</b>	<b>100</b>

## 6. Risk implications

The major risks relate to Covid. A delayed start was mitigated by spending and timetable revisions agreed with Historic England. Pressure from Historic England to deliver the first year's spending in a four-month timescale requires flexible and agile decision-making. (Reporting guidelines are detailed in the HE programme guidance and GYBC project guidance and it is important to minimise unnecessary duplication.)

Site-work planning includes safety measures including minimising meetings and contractors will be required to demonstrate insurance and compliance plans.

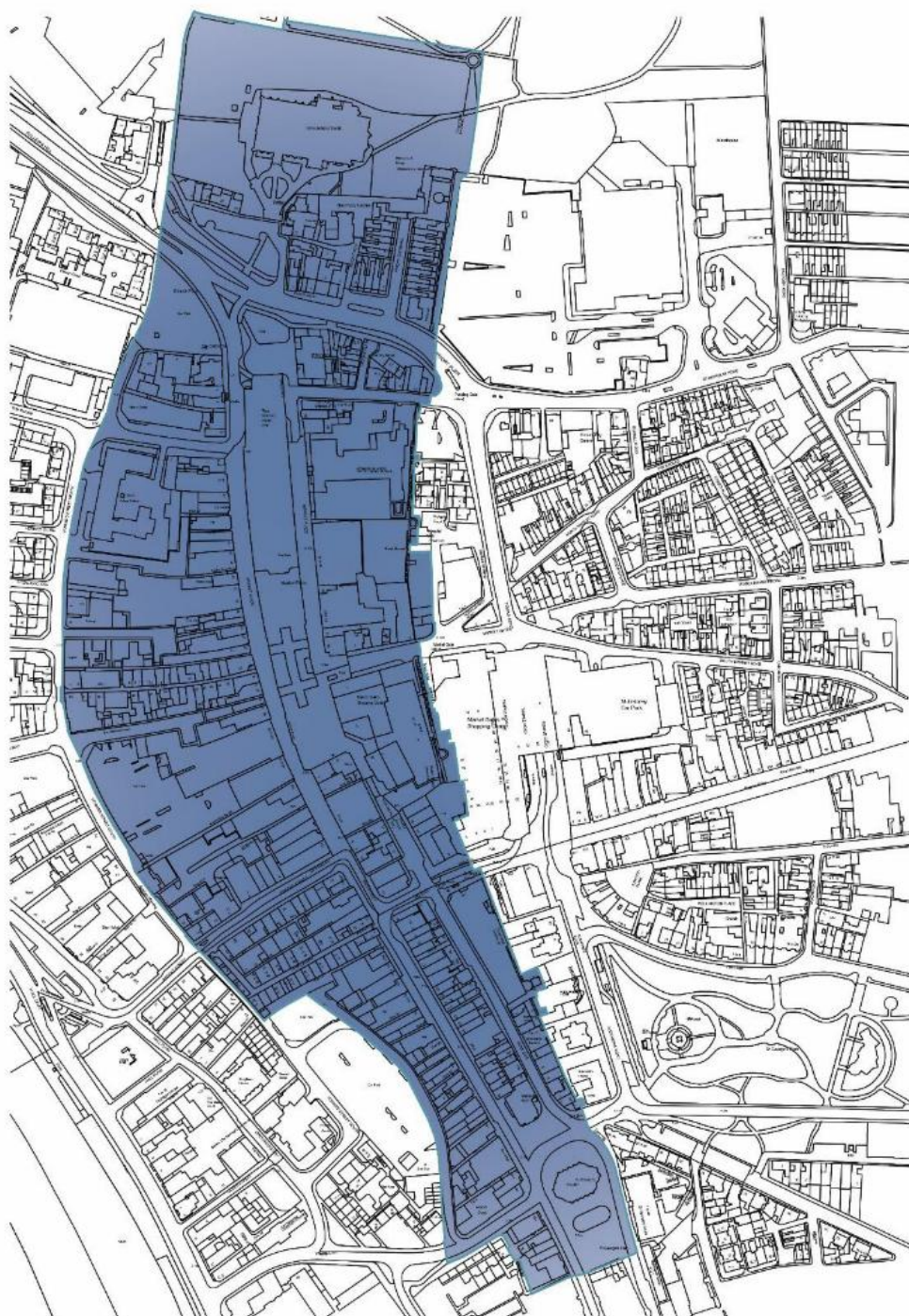



Community engagement relies on schools and museums, libraries and community/public spaces and organisations, all of which are daily adapting to closure or rapidly changing circumstances.

Risks will be mitigated by expanding digital elements and planning hybrid (digital and face-to-face) delivery of events, which may change audience/participant numbers. The smaller building repair and shopfront elements will rely on businesses feeling confident enough to invest their share of match-funding.

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	
Existing Council Policies:	Great Yarmouth Town Centre Regeneration Framework and Masterplan 2017, Economic Growth Strategy and Action Plan, Heritage and Tourism Strategy
Financial Implications (including VAT and tax):	As outlined in the report
Legal Implications (including human rights):	Consultation with GYBC legal team to ensure procurement and contracting aligns with GYBC procedures and HE contractual obligations
Risk Implications:	As outlined in the report
Equality Issues/EQIA assessment:	
Crime & Disorder:	
Every Child Matters:	

## 7. Map of Heritage Action Zone



 Proposed Heritage Action Zone