THE PLAN 2020 -2025
EMPOWERING, ENTERPRISING AND ENGAGING
INTRODUCTION

Great Yarmouth is a special borough – the holiday destination for millions of visitors, a place to call home for our communities and the centre of England’s offshore energy sector. As a Council and place leader, we have a shared ambition for our Borough and the people we represent. This five-year Plan is set in the context of a longer-term vision for our borough which is supported by four key strategic priorities.

Our vision is: to have a vibrant economy, capitalising on the investment in clean energy alongside further investment in our place and our visitor economy; creating a quality environment for all and improving the life chances of all those living and working in our borough.

We will achieve this by driving and facilitating change in four strategic priority areas:

- A strong and growing economy
- Improved housing and strong communities
- High-quality and sustainable environment
- An efficient and effective council

Our priorities are strongly focused on outcomes. We remain focused and responsive to the people we serve plus the other strategies relating to our borough, such as the Local Industrial Strategy and the Economic Strategy for Norfolk and Suffolk.

Each priority within The Plan is explained in terms of what we will achieve for our residents, visitors and business communities. The Plan is underpinned by detailed actions which are reviewed annually to ensure specific activities and projects remain on track to deliver.

Supported by The Plan, Great Yarmouth is well placed to adapt and flourish, thanks to a unique mix of assets and opportunities, which provide a solid platform for place-making, in addition to tackling the complex challenges we share with other coastal resorts.

As England’s offshore energy capital, centred around the port and top-performing Enterprise Zone, our borough is at the forefront of £39bn of energy investment over the next 20 years, including in the burgeoning area of offshore wind. We are working with partners to maximise and capture these significant opportunities to benefit local communities and improve life chances for all. We will also look to lead by example through our work on tackling carbon reduction and the challenges associated with climate change.

Great Yarmouth remains Norfolk’s top seaside destination, with a growing visitor economy worth £625m annually. To continue to grow, we are working collaboratively to harness our immensely rich cultural heritage.

The town centre is another area of focus. Working with stakeholders and partners, we are delivering an exciting Town Centre Masterplan to regenerate and unlock the potential of our historic town centre as a community hub and destination.

To drive these improvements, we also recognise the importance of fostering communities where people can access the help they need, are proud ambassadors of their borough and can live well in good quality housing and in clean neighbourhoods.

There are both opportunities and challenges. To succeed in the future, Great Yarmouth will increasingly need to guide its own destiny: to play to our strengths and to work collaboratively with key partners. As the elected representatives of local people, members have given a clear mandate for growth and enabling local people to be more socially mobile.
Our Values

The way we do things is important. The priorities we are looking to deliver are underpinned by our values. During the last twelve months we have undertaken significant work with team members to better understand and develop our values.
A STRONG AND GROWING ECONOMY

The nature of the local economy continues to change and we will be playing an active role in creating the right conditions for local businesses to thrive. The borough’s offshore energy industries will continue to grow and greater numbers of local people will benefit from a vibrant local job market with young people aspiring to access quality jobs. The tourism industry will continue to evolve, creating a year-round visitor economy which generates better-paid jobs in the hospitality sector and contributing to a quality environment. Our culture and heritage offer will be strong and unique, with enhancements made to signage, streetscapes and the setting of key buildings and locations.

BOROUGH PROFILE

- Enterprises zones: 2
- New business start ups each year (2018): 325
- Jobs in the borough: 39,750
- Visitor economy per annum: £625M

OUTCOMES

By 2025 we will focus on the following key outcomes:

- To have secured new inward investment in the borough creating a vibrant economy and matching local skills provision with future job and career opportunities.
- To support Great Yarmouth and Gorleston town centres as important community hubs and places where people choose to live as well as work, shop and undertake leisure activities.
- Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work.
- A thriving visitor economy with an extended season beyond the peak summer period.
To achieve these outcomes we will focus on the following strategic aims:

- 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.

- 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.

- Shape our town centres to make them places where people will choose to visit, shop, socialise and live.

- Continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate re-development.

- 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.

- Strengthen our tourism and culture offer to provide greater year-round attractions and a more integrated visitor experience.

- To continue to develop our heritage offer through the promotion and development of our own assets across the borough.

- Extend Beacon Business Park and encourage growth in the South Denes Enterprise Zone to support new businesses establishing themselves as well as attracting existing businesses to expand.

- Convert greater numbers of planning permissions into developed out sites.

- Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47.

- To work with colleges, schools and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships, encourage social mobility and ensure more local people can benefit from local job opportunities.

- To explore opportunities with the Higher Education sector to have a greater presence and influence within Great Yarmouth.
IMPROVED HOUSING AND STRONG COMMUNITIES

Having access to a good quality home to either rent or buy plays a fundamental part in our residents’ quality of life. We will be focusing on improving the range and quality of housing in the borough. The age profile of our residents is increasing but their health demonstrates that ageing healthily is a challenge. We want local people to have good access to facilities and services to improve both physical and mental well-being and to lead healthier, more active lifestyles as a consequence. We want to support communities to be self-sufficient and to be doing more to help themselves and their fellow residents. Overall our aim is to have a borough with vibrant, sustainable and self-reliant communities.

BOROUGH PROFILE

- To have delivered more new homes of mixed tenure including meeting specific identified needs, such as for older and disabled people.
- Improved the health and well-being of residents through better access to facilities and an inclusive approach to addressing physical and mental well-being, and reduce health inequalities.
- For our residents to feel safe in their homes and communities and share a sense of pride in their immediate community and the wider borough.

OUTCOMES

By 2025 we will focus on the following key outcomes:

- 48,011 homes in Great Yarmouth 2018/19
- 17% of residents live in social housing
- £172,500 Average price of a property
- 33% of residents live in rented accommodation
STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers.

- Better quality private rental accommodation will be available for residents by tackling substandard provision and ensuring the roll-out of the selective licensing scheme.

- Providing decent homes to our existing tenants through a planned programme of improvement works and providing a responsive and quality repair service.

- To understand the issues facing our largest housing estates and where appropriate bring forward regeneration plans.

- Bring empty properties back into use and in the town centre bring the first and second floors of appropriate properties back into residential use, creating quality homes.

- To support residents to live in high quality and warm homes.

- Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with key health partners.

- 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.

- To continue to develop our partnership approach to early help and preventative services to support our most vulnerable residents.

- Pro-actively engaging with younger residents to encourage them to be involved in shaping the borough’s future and supporting community wellbeing.
A QUALITY AND SUSTAINABLE ENVIRONMENT

The communities in which local people live will be clean and attractive. The Council recognises the value of our physical and built environment and the particular importance of our coastline, our relationship to the Broads National Park and particular challenges associated with future climate change. We recognise the world is changing and we must meet the challenge of global climate change by playing a positive local role leading by example. Great Yarmouth will be a place where sustainability is at the heart of our work and where people take pride in the clean and attractive environments found here. We will lead by example with local businesses to promote carbon reduction actions.

BOROUGH PROFILE

- **Sites of Special Scientific Interest (SSSI)**
  - Breydon Water • Burgh Common & Muckfleet mashes • North Denes Dunes • Hall Farm Fen • Trinity Broads • Winterton & Horsey Dunes

- **Water quality at all 6 bathing beaches**

- **6 Sites of Special Scientific Interest (SSSI)**
- **24,506 Tonnes of residual waste in 2018/19**
- **12,119 Tonnes recycled in 2018/19**

OUTCOMES

By 2025 we will focus on the following key outcomes:

- A high quality sustainable local environment where people feel proud to live.
- Our coastline and inland water will be managed in an environmentally-focused and holistic way.
- Reduce our carbon footprint, improve recycling and prevent waste across the Borough.
Strategic Priorities

To achieve these outcomes we will focus on the following strategic aims:

- To ensure all year round we have a clean and attractive borough, including our streets, green spaces and beaches.

- To ensure pro-active 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.

- To have implemented successful campaigns to generate civic pride and responsible citizenship.

- 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.

- Environmentally sustainable long-term management of our high-quality coastal environment.

- Play an important local role in enhancing environmental sustainability, using resources more efficiently, recycling more and promoting the use of ‘green energy’.

- 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.

- Working with local tourism businesses to improve the sustainability of our visitor economy and promoting our green credentials to visitors.
AN EFFICIENT AND EFFECTIVE COUNCIL

It is important that we are an effective and efficient Council, one with ambition, clear direction, which is operationally sound and which provides good value for money to our residents. Our customers will receive a responsive service and we will continue to invest in digital technology to improve the way in which we interact with our residents. As a democratic organisation we will be transparent and accountable in our decision-making.

BOROUGH PROFILE

- Provide good quality and responsive services embracing new technology and increasing our range of customer channels.
- Be a financially sustainable council with commercial acumen which understand the importance of social value.
- Provide sound governance to enable key decisions and major projects to be progressed, using all the resources available to the Council in the most efficient and business-like way.
- Have a skilled and positive workforce, with career and succession planning in place, able to retain good people, making us an employer of choice.

OUTCOMES

By 2025 we will focus on the following key outcomes:

- Council employees: 376
- Customers served online: 28,000
- Worth of assets owned by the council: £300M

376
Council employees

28,000
Customers served online

£300M
Worth of assets owned by the council
STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

• 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 people, acting as a centre of excellence for our team development.

• A constitutional system and processes which support sound governance which are widely understood and support transparency and accountability.

• Continue to develop a robust approach to business planning and project management which underpins good decision-making.

• 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.

• 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.

• A strong financially aware organisation with a financial strategy which supports good decision-making and capitalises on opportunities, giving confidence to external funding partners.

• Meet our equalities responsibilities by ensuring that equality sits at the heart of our decision-making.