



**GREAT
YARMOUTH**
BOROUGH COUNCIL

ANNUAL ACTION PLAN

2024 - 2025



INTRODUCTION

Great Yarmouth Borough Council launched its five-year corporate plan in 2020 and, since then, the world has changed at rapid pace. There is war in Ukraine and the Middle East, challenged relations with China, the residual impact of the devastating Covid-19 pandemic, the effects of Brexit remain and there will be hugely significant general elections in the UK and North America within months. All of these events touch our lives constantly.

Meanwhile, accelerated changes in the economy and technology demonstrate the reach and positive impact Great Yarmouth Borough Council can have as we seek to support and improve the life chances and aspirations of everyone

who lives and works in the borough. It is more important than ever that as a council, working with external partners, we continue to deliver against the four strategic priority areas we identified in “The Plan 2020 – 2025”.

These priorities are:

A STRONG AND GROWING ECONOMY

IMPROVED HOUSING AND STRONG COMMUNITIES

A QUALITY AND SUSTAINABLE ENVIRONMENT

AN EFFICIENT AND EFFECTIVE COUNCIL

As we come towards the final stretch of the plan period, working with our key partners, businesses, business improvement districts and individuals across our communities, Great Yarmouth Borough Council continues to lead positive change towards our goals of producing a dynamic, vibrant economy and capitalising on the drive towards clean growth and net-zero economy.

We have successfully secured a Town Deal of £20.1m Government investment to deliver an exciting £60m vision supporting economic regeneration, recovery, jobs and growth across the borough’s main urban areas.

This was be bolstered by the news we received at the end of 2023 that the Government – as part of its focus on towns - has allocated the Council an additional £20m of funding for the work we deliver in the borough.



Meanwhile, we continue to progress our plan to regenerate the North Quay after our successful Levelling Up Fund bid for £20m for this area of the town. Our ambition is the funding will help us extend, amplify and build on other major projects already planned or underway.

Our exciting vision to revitalise the town centre is focused around re-introducing more residential use, making better use of our cultural heritage and historic buildings - highlighted by the work now underway to create a stunning new £17m university campus and learning centre in the former Palmers department store in Great Yarmouth market place, in partnership with the University of Suffolk, East Coast College and Norfolk County Council.

The learning centre will complement the successful delivery of an innovative £6.3m new, greener covered market, operating at capacity with 29 stalls, activities space and events to drive town centre footfall coupled with major work

to revamp and revitalise public space around the market.

The High Street Heritage Action Zone is now starting to show the benefits of innovative investments in our heritage and tourism economy, with the regeneration of 15 listed buildings and 30 heritage assets. Planning permission has also been secured and £12m of National Lottery Heritage Fund finance announced to create an £18m package to transform the historic Grade II* listed Winter Gardens on the seafront into a “people’s palace” predicted to increase visitor numbers by 300,000 a year in a nationally significant project.

And on the Golden Mile, the new £26m Marina Centre wellbeing and fitness centre is operating successfully for residents and visitors. At the same time, we continue to demonstrate the power of working collaboratively, with our close partnerships with central Government, New Anglia Local Enterprise Partnership and Norfolk County

Council bringing about a total of £240m of investment to the borough, including the third river crossing - the Herring Bridge - which opened early in 2024, and an offshore operation and maintenance campus that will confirm us as a natural base for the burgeoning offshore wind sector.

The Town Deal Board and its vision for the Borough ‘Our Place is Your Stage’ continues to strengthen the collective energy that exists across all our partners, from statutory agencies to voluntary, community and social enterprises, and businesses from global players to local start-ups.

We continue to deepen our strong relationships with health and social care partners including Norfolk Public Health, the NHS Norfolk and Waveney Integrated Care Partnership, Great Yarmouth & Waveney Place Board and the Great Yarmouth Health and Wellbeing Partnership. We are additionally supporting the James Paget University Hospital with

its new state-of-the-art build and we look forward to maximising new opportunities through the UK Shared Prosperity Fund and a potential County Deal for Norfolk.

Detailed within this Annual Action Plan for 2024/25, are key projects and activities aligning ‘The Plan’ with the Council’s Business Strategy. This strengthens Great Yarmouth Borough Council’s ability to work strategically while continuing to deliver high-quality services to our residents. These key projects have a detailed reporting framework, with clear key performance indicators to ensure consistency of approach and accountability.

This strong sense of identity and shared vision, combined with mature evidence-based strategies and plans puts us in a unique position to deliver a place-shaping agenda, rooted in our culture and heritage while being innovative and community led.



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

A STRONG AND GROWING ECONOMY

Key: New Action for 2024/25

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
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.	Complete Great Yarmouth O&M phase 1 infrastructure delivery.	November 2024	Head of Property & Asset Management	Economic Development and Growth
		Sign Land Reservation Agreements with Vattenfall and other interested parties.	April / May 2024		
		Continue engagement with RWE.	Ongoing		
		Procure an operator for the O&M facility.	March 2025		
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.	Continue Promotion of the facility through GENERATE.	Ongoing	Head of Inward Investment	Economic Development and Growth
		Support the seamless transition of inward investment collaboration from New Anglia LEP to Norfolk Council from April 2024.	June 2024		
		Adopt the new Norfolk Economic Strategy in which the Borough's challenges and opportunities are fully reflected.	August 2024		
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.	Implement the agreed GENERATE 2024/25 Delivery Plan to promote local capability and specific sites, such as the O&M Campus, in national and international markets	March 2025	Head of Inward Investment	Economic Development and Growth
		Continue the "Riverside Gateway" land assembly of the North Quay area and commence master planning to enable the submission of full planning application.	March 2025	Executive Director - Major Projects	Governance, Finance and Major Projects
		Secure a strategic development partner.	November 2024		
		Work up proposals to ensure sustainable future of the Vauxhall Bridge and initiate key linkages between the railway station and the town centre.	March 2025		
		Develop and adopt a new Great Yarmouth Economic Growth Strategy.	June 2025	Head of Inward Investment	Economic Development and Growth

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Key: New Action for 2024/25

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
3	Shape our town centres to make them places where people will choose to visit, shop, learn, socialise and live.	Complete the regeneration and landscaping of the Market Place public realm.	December 2024	Executive Director - Major Projects	Governance, Finance and Major Projects
		Install equipment to extend free Public Wi-Fi in identified areas around Great Yarmouth town centre.	May 2024	Head of IT, Communications & Marketing	Governance, Finance and Major Projects Economic Development and Growth
		Continue to deliver and monitor the nine Town Deal Interventions.	March 2025	Head of Inward Investment	Governance, Finance and Major Projects
		Finalise full audience and participation plan of the University Campus & Learning Centre to ensure residents understand the project and can take part in meanwhile activity.	May 2024	Executive Director - Place	Governance, Finance and Major Projects
		Completion of the building phase and full occupation. Formal opening.	December 2024 January 2025		
4	Continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate redevelopment	Continue engagements, inspections, valuations, negotiations and land assembly to facilitate delivery of the scheme (TOWN DEAL)	March 2025	Chief Executive	Governance, Finance and Major Projects
5	To transform The Conge as the key linkage between the railway station and town centre by delivering a mix of new residential as well as improving the physical environment.	Complete demolition of the south side of The Conge. Execute the strategic partnership development agreement. Submit planning application. Commence development.	March / April 2024 August 2024 October 2024 December 2024	Executive Director - Major Projects	Governance, Finance and Major Projects
6	Strengthen our tourism and culture offer to provide greater year-round attractions and facilities for a more integrated visitor experience.	Develop specification of works and delivery model for Town Wall restoration and repair.	March 2025	Head of Inward Investment	Tourism, Culture and Coastal Management
		Creation and installation of commissioned Sculpture pieces ready for launch of Wayfinding Sculpture Trail in Autum 2024.	October 2024	Executive Director - Place	Tourism, Culture and Coastal Management

A STRONG AND GROWING ECONOMY

Key: New Action for 2024/25

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
7	To continue to develop our heritage offer through the promotion and development of our own assets across the borough.	Commence delivery stage of the Winter Gardens regeneration with Permission to Start from the Heritage Fund	April 2024	Executive Director - Major Projects	Governance, Finance and Major Projects
		Commence detailed design			
		Develop bespoke procurement strategy			
		Set low energy consumption and decarbonisation benchmarks			
		Initiate the procurement of the operating partner			
		Develop revised business case for St John Church prior to commencement of this final project.	March 2025	Executive Director - Place	Tourism, Culture and Coastal Management
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.	Continue to enact the Local Development Orders for both Enterprise Zones (Beacon Park & South Denes) to attract additional inward investment to the borough. Explore an extension to Beacon Park Enterprise Zone.	March 2024	Head of Growth & Capital Projects	Economic Development and Growth
		Seek sources of funding for the Business Incubators and progress development of the South Denes masterplan.	March 2024	Head of Growth & Capital Projects	Governance, Finance and Major Projects
9	Support the completion of the Great Yarmouth Third River Crossing and the dualling of the A47.	Work with National Highways and Norfolk County Council to progress a scheme design for the Vauxhall roundabout capacity improvements.	August 2024	Head of Growth & Capital Projects	Economic Development and Growth
10	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.	Successfully commission and deliver the 'People & Skills' investment priority within UKSPF Investment Plan in line with contracted financials, outputs and outcomes.	April 2024	Head of Inward Investment	Economic Development and Growth
		Development and adoption of a Skills & Employability Strategy and Action Plan	May 2024		

IMPROVED HOUSING AND STRONG COMMUNITIES

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
11	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.	Finalise the Housing Strategy, undertake public consultation and align adoption with the Local Plan.	October 2024	Head of Strategic Housing	Housing, Health and Communities
		Monitor and deliver Homeless & Rough Sleeping Strategy's Action Plan.	March 2025		
		Progress property acquisitions and leases.	March 2025		
		To continue to grow the market for their rented portfolio of homes and to explore the addition of a social letting portfolio of homes	March 2025		
		Embed Design Code in Local Plan review. Publish Final Draft Local Plan and submit for examination.	November / December 2024	Head of Planning	Economic Development and Growth
		Equinox Property Holdings Ltd work towards having at least 2 housing schemes in development or construction.	March 2025	Equinox Executive Officer	Economic Development and Growth
12	Better quality private rental accommodation will be available for residents by tackling substandard provision and ensuring the roll- out of the selective licensing scheme.	Complete business case viability assessment on Selective Licensing scheme and report to Cabinet / Council. Undertake Public consultation on proposed Selective Licensing scheme. Report to Council on Selective Licensing Scheme final designation	October 2024 December 2024 March 2025	Head of Environment and Sustainability	Environment and Sustainability, Licensing and Waste
13	Providing decent homes to our existing tenants through a planned programme of improvement works and providing a responsive and quality repair service.	Complete draft Housing Investment Plan, which will include a draft Sheltered Housing Standard and an enhanced Decent Home standard. Consult on this plan via a series of Roadshow meetings and a digital survey, before revised plans are submitted for Council approval.	May 2024 July 2024	Executive Director - Property & Housing Assets	Operational Property and Asset Management
		Develop the Concerto and NEC systems to deliver a first class, fit for purpose Health and Safety Management regime for both Council Housing Stock and the Corporate Property Portfolio.	March 2025		

IMPROVED HOUSING AND STRONG COMMUNITIES

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
14	To understand the issues facing our largest housing estates and where appropriate bring forward regeneration plans.	Establish baseline viability costs for Middlegate regeneration and model any potential funding gap as part of the Housing Investment Plan. Undertake conversations with potential funders and develop options for a pilot scheme.	October 2024 March 2025	Executive Director - Property & Housing Assets	Operational Property and Asset Management
15	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.	Obtain agreement on and launch Invest and Lease scheme. Following launch of Invest to Lease scheme introduce the use of Empty Dwelling Management Orders (EDMO).	June 2024 September 2024	Head of Strategic Housing	Housing, Health and Communities
		Continue charging the Council Tax Levy Premium for longer-term empty homes alongside offering support and options provided to bring empty homes back into use. Adopt an Empty Homes Strategy which will introduce a priority matrix and process mapping to ensure the limited resource is focused on the more problematic properties of the Borough.	March 2025	Head of Strategic Housing	Housing, Health and Communities
16	To support residents to live in high quality and warm homes.	Submit bid for Social Housing Decarbonisation Fund Wave 2 funding and if successful, mobilise and deliver energy improvement works during 2024/5.	March 2025	Head of Housing Assets	Operational Property and Asset Management
		Deliver energy improvements to over 160 Council homes.	March 2025	Head of Housing Assets	Operational Property and Asset Management
17	Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with key health partners.	In conjunction with partners and “hearing the voice of residents”, co-produce a Great Yarmouth Later Life Strategy focused on prevention, living well and staying independent.	March 2025	Head of Strategic Housing	Housing, Health and Communities
		As part of the finalisation of the Housing Investment Plan complete a review of the sheltered housing stock to establish the costs of bringing sheltered housing scheme up to the new sheltered housing standard. Communicate the outcome of the plan and next steps.	March 2025	Executive Director - Property & Housing Assets	Operational Property and Asset Management

A QUALITY AND SUSTAINABLE ENVIRONMENT

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
18	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	Using work stream 2 of the GY Health and Wellbeing Partnership action plan identify key actions and groups to target place expansion funding.	Using work stream 2 of the GY Health and Wellbeing Partnership action plan identify key actions and groups to target place expansion funding.	Using work stream 2 of the GY Health and Wellbeing Partnership action plan identify key actions and groups to target place expansion funding.	Using work stream 2 of the GY Health and Wellbeing Partnership action plan identify key actions and groups to target place expansion funding.
		Work with Active Norfolk to deliver an overarching physical activity strategy to deliver the wider action plan.			
		Review the delivery model of the Great Yarmouth Community Investment fund, consider its impact and role.	March 2025	Executive Director - People	Housing, Health and Communities
		Complete land transaction for a new acute James Paget University Hospital.	June 2024	Head of Property & Asset Management	Operational Property and Asset Management
19	To continue to develop our partnership approach to Early Help and preventative services to support our most vulnerable residents.	Consolidate Great Yarmouth Health and Wellbeing Partnership workstreams in line with funder locality priorities and the Great Yarmouth & Waveney ICB Place Board.	July 2024	Executive Director - People	Housing, Health and Communities
		Review various 'Community Hub' offers and consolidate to strengthen our offer to residents and partner practitioners.	December 2024	Executive Director - People	Housing, Health and Communities
		Continue to forge links and facilitate Health Inequalities interventions in collaboration with the Norfolk & Waveney ICB, Adult Social Care, JPUH, Norfolk Public Health, NSFT, PCNs, GPs and ECCH.	Ongoing	Executive Director - People	Housing, Health and Communities



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	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
20	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.	Submit refreshed Anti-Social Behaviour Strategy and Action Plan to Cabinet for review / approval, publish and implement upon ratification.	April 2024	Head of Environment and Sustainability	Environment and Sustainability, Licensing and Waste
21	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.	Pending terms and conditions agreed, identified coastal, rural and tourism locations to have their power supply upgraded following which installations of EV Charge Points will be scheduled/completed through 24/25	March 2025	Head of Customer Services	Environment and Sustainability, Licensing and Waste
		Agree terms and conditions with supplier to further expand Electric Vehicle Charging Points across the Borough, initially this will be focused on GYBC car parks and on-street tourism/commercial locations. This will include a potential pilot for solar powered car port charging on a seafront car park funded through the Norfolk Investment Fund.	March 2025	Head of Customer Services	Environment and Sustainability, Licensing and Waste
		Continue investigations jointly with Norfolk County Council into a suitable Supplier and locations for installation of an EV Charging Hub funded by a combination of Norfolk Investment Fund/Supplier Contribution and potential landowner.	March 2025	Head of Customer Services	Environment and Sustainability, Licensing and Waste
22	Environmentally sustainable long-term management of our high-quality coastal environment.	Work with the Adaptation Working group to identify and propose opportunities for financing a long-term solution to Hemsby coastal erosion.	March 2025	Head of Property & Asset Management	Tourism, Culture and Coastal Management
		Work to procure funding from the Environmental Agency to complete full business case that would outline the recommended remedial works to repair the South Denes sea wall and access to further funding.	March 2025	Head of Property & Asset Management	Tourism, Culture and Coastal Management



A QUALITY AND SUSTAINABLE ENVIRONMENT

Key: New Action for 2024/25

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
23	Play an important local role in enhancing environmental sustainability, using resources more efficiently, recycling more and promoting the use of 'green energy'.	Implement Year 3 of the Council's Sustainability Strategy towards a Pathway to Net Zero by 2035 including a pilot Norfolk Net Zero Community, through the Officer Working Group.	March 2025	Head of Environment and Sustainability	Environment and Sustainability, Licensing and Waste
		Commence Holiday Lets Trade waste service including recycling.	May 2025	Director of Operational Services	Environment and Sustainability, Licensing and Waste
		Follow up on the GYBID and Visit Great Yarmouth questionnaire and work to understand the set-up requirements and costs of creating a new Commercial Service.	March 2025		
		Implement domestic waste route optimisation project, including the placing of communal bins on domestic routes.	April 2024	Director of Operational Services	Environment and Sustainability, Licensing and Waste
		Complete challenge of DEFRA capital funding.	April 2024	Head of Environment and Sustainability	Environment and Sustainability, Licensing and Waste
		Progress procurement and delivery plan for food waste collection roll out.	March 2025		
		Work with Norfolk Waste Partnership to ensure make use of any of efficiencies.	March 2025		
		Be the accountable body for 'Norfolk Net Zero Communities' project on behalf of the Norfolk Climate Change Partnership. Work with each of seven communities across Norfolk (Ormesby for GYBC) to gather research & feedback relating to Net Zero non-technical barriers, support positive local action, inspire behaviour change and create opportunities working with Innovate UK.	March 2025	Executive Director - People	Environment and Sustainability, Licensing and Waste



A QUALITY AND SUSTAINABLE ENVIRONMENT

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
24	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.	Continue liaison with delivery partners and Historic England (HE) to address historic mismatch between HE and match funding. Initiate and complete Historic England project closure process for the Heritage Action Zone (HAZ).	September 2024	Head of Inward Investment	Tourism, Culture and Coastal Management
		Conduct audit of PDF's on Council website to ensure they are at least compliant with WACG 2.2 accessibility guidelines or replace with alternative documents. Roll out further accessibility training to staff.	December 2024	Head of IT, Communications & Marketing	Governance, Finance and Major Projects
		Explore measures to increase digital inclusivity including the consideration of a digital inclusivity strategy, a technology loan scheme (joining an existing national scheme – good things foundation) and allocation of publicly accessible computers as part of 'The Place' project.	October 2024	Head of IT, Communications & Marketing	Governance, Finance and Major Projects

AN EFFICIENT AND EFFECTIVE COUNCIL

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
25	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.	Using the results from the Best Employers Survey and in conjunction with staff feedback, refresh the People Strategy.	March 2025	Head of Organisational	Governance, Finance and Major Projects
26	A constitutional system and processes which support sound governance which are widely understood and support transparency and accountability	Provide training on the implications of the Procurement Act 2023 in readiness for its implementation in October 2024.	Provide training on the implications of the Procurement Act 2023 in readiness for its implementation in October 2024.	Provide training on the implications of the Procurement Act 2023 in readiness for its implementation in October 2024.	Provide training on the implications of the Procurement Act 2023 in readiness for its implementation in October 2024.

AN EFFICIENT AND EFFECTIVE COUNCIL

	Corporate Plan	Action 2024/25	2024/5 Key Milestones / Dates	Lead Officer(s)	Portfolio Holder
27	Continue to develop a robust approach to business planning and project management which underpins good decision-making	Review all expenditure and income budgets in 2024/25 and prioritisation of spend areas to inform the 2025/26 budget. Continue to lobby Government for a fair allocation of funding resources in response to demand pressures.	February 2025	Executive Director – Resources	Governance, Finance and Major Projects
28	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.	Expand the functionality of Concerto system to encompass the compliance elements of the system. Scrutinize and improve working principles in how we approach the portfolio to maximize efficiency and profitability.	March 2025	Head of Property and Asset Management	Operational Property and Asset Management
		Tender and complete feasibility study regarding GYS depot location and produce options report.	October 2024	Executive Director - Place	Governance, Finance and Major Projects
29	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.	As part of the PCI DSS compliance project remove assisted telephone payments and encourage customers to self-serve or sign up to direct debit for eligible services.	April 2024	Head of Customer Services	Governance, Finance and Major Projects
		Implementation of Direct Debit facility for Brown Bins.	June 2024		
		Review and update of digital strategy.	March 2025		
		Commence phased implementation of a new IT system for Environmental Services & Licensing.	December 2024	Head of Environment and Sustainability	Governance, Finance and Major Projects
30	A strong financially aware organisation with a financial strategy which supports good decision-making and capitalises on opportunities, giving confidence to external funding partners	Ensure strong financial awareness, accountability and governance across the organisation through the delivery of an internal finance training programme.	January 2025	Executive Director - Resources	Governance, Finance and Major Projects
		Once the Housing Investment Plan is complete, review the HRA Income Management Strategy and set clear priorities for HRA investment over the next five years.	March 2025	Head of Housing Assets	Operational Property and Asset Management
31	Meet our equalities responsibilities by ensuring that equality sits at the heart of our decision-making.	Develop and carry out actions for year 3 of the Equality, Diversity and Inclusion Action Plan, with a view to updating further in line with the new Corporate Plan in 2025/26.	March 2025	Head of Organisational Development	Housing, Health and Communities



GREAT YARMOUTH
BOROUGH COUNCIL

