



GREAT YARMOUTH
BOROUGH COUNCIL

Scrutiny Committee

Date: Thursday, 10 April 2014

Time: 18:30

Venue: Supper Room

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

AGENDA

Open to Public and Press

DECLARATIONS OF INTEREST

You have a PERSONAL INTEREST in a matter being discussed at a meeting IF

- It relates to something on your Register of Interests form; or
- A decision on it would affect you, your family or friends more than other people in your Ward.

You have a PREJUDICIAL INTEREST in a matter being discussed at a meeting IF

- It affects your financial position or that of your family or friends more than other people in your Ward; or
- It concerns a planning or licensing application you or they have submitted
- AND IN EITHER CASE a reasonable member of the public would consider it to be so significant that you could not reach an unbiased decision.

If your interest is only PERSONAL, you must declare it but can still speak and vote. If your interest is PREJUDICIAL, you must leave the room. However, you have the same rights as a member of the public to address the meeting before leaving.

1 MINUTES

3 - 5

To confirm the minutes of the meeting held on 6 March 2014.

2	<u>NOTICE OF CALL IN - ACCELERATING TRANSFORMATION AT GREAT YARMOUTH BOROUGH COUNCIL</u>	6 - 12
		The Committee are asked to consider the attached Call in from the Scrutiny Chairman along with the report which was presented to Cabinet on 2 April 2014.
3	<u>LAND HOLDINGS</u>	13 - 15
	To consider the Property and Construction Manager's report attached.	
4	<u>CIVIC PROTOCOLS</u>	16 - 61
	To consider the attached report.	
5	<u>SCRUTINY COMMITTEE WORK PROGRAMME 2013-14</u>	62 - 64
	The Committee are asked to consider the attached Work Programme.	

Scrutiny Committee

Minutes

Thursday, 06 March 2014 at 18:30

Present:

Councillor Stone (in the chair), Councillors Castle, M.Coleman, Collins, Fairhead, Hacon, Hanton, Marsden, Robinson-Payne, Shrimplin, J Smith and Wright.

An apology for absence was received from Councillor Field.

Councillor's T Wainwright, Jeal and Plant attended as observers.

Mrs J Beck (Director of Customer Services), Mrs M Lee (Customer Services Group Manager), Mr T Chaplin (Housing Services Group Manager), Mr C Rowland (Corporate Policy and Performance Officer), Mr P Cheeseman (Employment and Skills Officer) and Mr R Hodds (Cabinet Secretary) and Mrs K Smith (Senior Member Services Officer).

Mr P Hardy (Consultant) attended for item 7.

1 MINUTES

The minutes of the meeting held on 30 January 2014 were confirmed subject to the following amendments:-

That Councillor Robinson-Payne stated that the Conservation Officer had reported that he had recommended refusal of the proposal to adopt the contractors and that this had not been minuted by the Preservation Trust.

The Cabinet Secretary reported that he had written to DCLG and to date had not received a response.

2 TO REVIEW THE IMPACT OF BENEFIT CHANGES UPON THE BOROUGH

The Committee considered the Measuring the Impact of Welfare Reform report which included the impact of under occupancy, collecting rent and benefits.

A Member stated that Norfolk Constabulary had reported that there were no crimes as a result of Fuel Poverty in the rural villages and that crime was being reduced and asked for this part of the report to be removed. The Employment and Skills Officer stated that the report was not a static report and that this could be updated and that this information had been received from the Norfolk Rural Communities Council.

A Member pointed out that residents on benefits still spend this in the town and that any cuts to benefits results in money being removed from the local economy.

RESOLVED:
That the report be noted.

3 PERFORMANCE REPORT - MEASURES AND PROJECTS QUARTER 3

The Corporate Policy and Performance Officer reported on the second quarter's performance report in the new format.

A Member queried how much officer time was being spent on KP07 and the Director of Customer Services stated that no officer time was being spent on this as it was just a performance measure of when the project would come to fruition.

RESOLVED:
That the report be noted.

4 BUS STATION UPDATE

The Cabinet Secretary read out the following update from Norfolk County Council:-

* Procurement of the signage has been completed and the signs ordered from the supplier. The signage has been procured via a European procurement that was conducted as part of a larger project being delivered in Norwich (the Better Bus Area Initiative) to also install new electronic signage. By adopting this approach, we have been able to achieve economies of scale through a larger sign order.

* Site visits have been conducted to identify the specific fitment requirements at each bus stop. This has highlighted the need for new fitment brackets to be designed, manufactured and installed to ensure there is sufficient headroom beneath the signage for people to walk within the shelters. This is underway with the involvement of Clear Channel, the bus shelter providers.

* site visits have been conducted as part of a package of works to ensure all bus shelters have electrical power for the signage (and for existing lighting). There are currently four shelters without electrical power and works are underway for this to be resolved. Some problems have been encountered in terms of finding the existing ducting and cabling with several areas of Market Gates being excavated. An option to utilise street lighting electrical power is being progressed, which will require around 3 metres of excavation at the site.

In summary, the main focus of work at the moment is around the reinstatement of electrical power and the installation of brackets for fitment of the displays. All signage has been ordered and orders raised for the completion of the required electrical and installation works. A revised installation date will be around Easter 2014 but this is dependant on electrical works being completed.

5 SCRUTINY COMMITTEE WORK PROGRAMME 2013-14

That the Cabinet Secretary reported that it was anticipated that the following items would be considered at the April meeting:-

- Civic Protocols
- Budget Monitoring
- Land Holdings

6 EXCLUSION OF PUBLIC

The Cabinet Secretary read out the following advice from the Council's Monitoring Officer:-

"The Local Government Act 1972 allows a local authority to consider a matter in private if two tests are met: it must be likely that exempt information will be disclosed and it must be considered that there is no public interest in discussing the matter in open session. In this case it could be argued that the report discloses exempt information in that it relates loosely to the financial or business affairs of the contractor and consultants employed on the St George's project. The question then to ask is whether there is public interest in discussing this information in public that outweighs the fact that exempt information may be disclosed. If members consider that the report as it stands should be discussed in public, there is no reason why a resolution to move into private session should not be passed if the nature of the discussions become more specific."

It was therefore agreed to take the item as a confidential item.

7 ST GEORGES CHAPEL AND PAVILION

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

The meeting ended at: 19:45

GREAT YARMOUTH BOROUGH COUNCIL

NOTICE OF CALL-IN

Report Number: TR 8

Subject: Accelerating the Council's Approach to Efficiency

Date of Consultation: 2nd April 2014

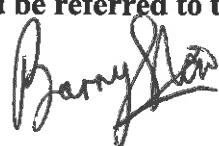
The following three Members of Council give notice that the above proposed decision(s) should be referred to the Scrutiny Committee for consideration.

Signed:

(1)

(2)

(3)



Councillor

B. STONE

Councillor

Councillor

Date:

3/04/2014

The reason (s) for this Call-in is/are as follows:-

Financial implications and why it has taken over a year to identify the need for this proposed initiative to be brought forward.

NOTES:

- (1) This notice must be signed by either the Chairman or any three Members of the Council (excluding Cabinet Members).
- (2) Members should be aware that, as part of the call-in procedure and to avoid any unnecessary call-ins, a valid reason(s) will need to be given at the Scrutiny Committee for that call-in and, therefore, it is advisable for Members to contact the relevant officer to satisfy any minor queries or to discuss the proposed reason for the call-in prior to the formal submission of this form.
- (3) Members should note that in order to make this call-in valid the reasons for the call-in MUST be specified in writing above.

(NB) Members should note that, in accordance with Article 6, paragraph 6.5.3 of the Constitution, if the Head of Central Services is of the opinion that the call-in process is being abused, he may refuse to deal further with the call-in.

FOR OFFICE USE ONLY:

Date Notice Received:

Accelerating The Council's Approach To Transformation And Efficiency.

Is this decision for:

Cabinet	Yes	Is it a Key Decision?	Yes
Single Member	No	Is it a Key Decision?	No
Portfolio Holder:			Cllr Williamson
or a Key Decision for an Officer			No

Date for Decision:

2 April 2014

**For publication/
Not for publication?**

If not for publication, why is the information exempt?
Paragraph 9, Schedule 12A Local Government Act 1972
Confidential terms relating to a development agreement

Report by:

Interim Chief Executive

Matter for decision

To consider the work to accelerate the council's approach to transformation and savings to meet its future financial targets.

Recommendation

To agree the overall approach and timescales.

Existing relevant Council policies
Corporate Plan Medium Term Financial Strategy
Budget details
Consultations
Financial Implications
This work can be achieved within existing resources.
Legal Implications
Executive Board or Director Consultation
Possible options and recommendations
To agree the overall approach and timescales.
Background Papers
None

Notes:

(1) Non confidential reports to Executive must be publicly available for five days beforehand.
 (2) Non confidential reports dealing with key decisions to be taken by a single Executive Member or Officer must be publicly available for five days before the decision is taken. Whether or not such a report is confidential, a copy must be given as soon as practicable to the relevant Overview and Scrutiny Chairman.

For Member Services Department Use

Report No.

TR 8

Date circulated to Members of Council

Expiry of call in

Called in

Does this report raise any legal, financial, sustainability, equality, Crime and Disorder or Human Rights issues and, if so, have they been considered?	Issues	
	Legal	Y- Requirement to set balanced budgets in future years
	Financial	Y – As above
	Risk	Y – As above
	Sustainability	
	Crime and Disorder	
	Human Rights	
	Every Child Matters	
	Equality	
	EqIA Form completed	

1. Background

- 1.1 The council has carried out a range of work over the last few of years to realise significant savings and make the organisation more efficient and effective.
- 1.2 In May 2013 a peer challenge, supported by the Local Government Association, identified the council had 'achieved a great deal for the borough' and had 'flashes of brilliance' and 'pockets of excellence' across the organisation. However, it also identified areas for further development.
- 1.3 During 2013/14 the council has also been receiving Efficiency Support Grant (ESG) from the government as it has received the largest reduction in government funding in the country. ESG funding comes with a number of criteria and as part of this process a project board was set up in March 2013 to inform how the council was utilising this funding to support its work to realise savings and support organisational redesign.
- 1.4 The combined effects of government funding reductions and other budgetary pressures such as inflation mean that the council will need to make significant further savings each year for the foreseeable future. This is on top of reductions in the past.

	10/11	11/12	12/13	13/14
Expenditure	£19.1m	£15.2m	£16.2m	£14.5m
Income	£20.0m	£17.7m	£16.3m	£12.2m

1.5 The table below sets out the future position in more detail:

	14/15	15/16	16/17	17/18	18/19
Expenditure	£13.3m	£12.4m	£11.3m	£10.4m	£9.9m
Income	(£12.2m)	(£11.2m)	(£10.1m)	(£9.4m)	(£9.1m)
Annual savings required	£1.1m	£1.2m	£1.2m	£1m	£0.8m
Cumulative savings over period	£1.1m	£2.3m	£3.5m	£4.5m	£5.3m

1.6 These requirements are in addition to significant savings already realised. For example, the council is delivering a net overall reduction of approximately £1.6 million on its general fund for 2013/14.

1.7 The budget report to Cabinet and Council in February 2014 highlighted the need to consider options for moving forward given these significant financial challenges.

1.8 In order to ensure that these challenges are successfully addressed work is now underway to significantly accelerate the council's approach to transformation and efficiency. This report, therefore, updates Cabinet on the overall approach and timescales.

2.0 Key priorities

2.1 It is proposed that the council focuses its transformation and savings work on two very simple priorities:

- **Priority One** (by far the most important and pressing priority) – to ensure the council's savings targets are delivered by putting in place a multi year transformation programme of income and savings, informed by public consultation, that fully addresses the council's ongoing budget deficits for the medium term.
- **Priority two** – to ensure the key supporting arrangements, organisational infrastructure and capacity are in place to enable the council to be well placed for the future informed by the results of the peer challenge and other processes.

3.0 Key work streams

3.1 To ensure the two key priorities are delivered the following work has already been commenced:

- A. Refresh of the Medium Term Financial Strategy (MTFS)** - To develop a new five year MTFS which sets out the council's ongoing financial position and approach.
- B. Development of a detailed council vision / blueprint** – To further develop the council's current organisational vision into a set of detailed principles (a target operating model) that can guide the transformation of the council that will be required to meet the financial challenges.
- C. Comprehensive opportunity assessment for savings/income** – To carry out a full opportunity assessment across the council that identifies all the potential options for generating income and realising savings. All the options developed through the opportunity assessment would then be risk and impact assessed and prioritised, guided by the draft vision.
- D. Key supporting elements** - To put in place the key supporting arrangements to deliver the transformation and ensure the council can continue to move forward successfully.
- E. Developing a communications and consultation plan** - To develop a supporting communications and consultation plan to ensure that the draft vision and proposed savings and income options are effectively consulted upon with stakeholders including the public, partners and employees and that appropriate communications are carried out throughout the change process.

4.0 Delivery of the programme

- 4.1 The council, as you would expect for a district council, is not resourced to deliver a transformation programme of this nature. As such, a temporary, dedicated transformation and efficiency team is being established, made up of internal secondments and supplemented by specialist external resources, to develop and manage the delivery of the programme. This will be funded from within existing resources.
- 4.2 The remit of the council's current ESG project board has also been widened to act as the programme board for the council's whole transformation and efficiency programme.

5.0 Key overall milestones

5.1 A series of project specific timescales are being developed and built into the transformation programme as part of its further development. However, the table below sets out the key overall milestones for the next 12 months.

	Key milestone	Timescale
1	To complete the detailed refresh of the council's MTFS	18 April 2014
2	To complete the opportunity assessment for options for generating income and realising savings across the council and development of the supporting communication and consultation plan.	30 June 2014
3	Cabinet formally consider the draft vision and proposed income and savings options for 2015/16 for public consultation	9 July 2014 (Cabinet meeting)
4	12 week public consultation on the draft vision and the proposed income and savings options for 2015/16	14 July – 6 October 2014
5	Cabinet formally consider the results of the public consultation and determine the expanded vision and package of income and savings options to go forward for the 2015/16 proposed budget	12 November 2014 (Cabinet meeting)
6	Early implementation preparation work carried out on income and savings package for 2015/16	13 November – February 2015
7	Cabinet and Council formally consider proposed policy and budget framework for 2015/16	11 & 17 February 2015
8	Final implementation of income and savings package for 2015/16	25 February 2015 – 1 April 2015
9	Detailed work on future income and savings options for 2016/17 and 2017/18 and key organisational improvement projects	Ongoing

Subject: Review of Ground Rents, North Yarmouth

Report to: Scrutiny Committee 10th April 2014

Report by: Group Manager – Property & Construction

SUBJECT MATTER/RECOMMENDATIONS

To review Ground rents held by the Council in North Yarmouth

1. INTRODUCTION/BACKGROUND

Historically the Council disposed of land by way of plots on long leases rather than selling freeholds.

In 1993 the majority of the Council's residential ground rents were disposed of as a package.

2. GROUND RENTS IN NORTH YARMOUTH

The Council currently retains ownership of 51 properties held on 999 year ground rents (identified on the attached plan). The Leasehold Reform Act 1967 (as amended) gives the tenant of a leasehold house who fulfils certain rules of qualification the right to acquire the freehold

To qualify three conditions need to be met; namely:

- (i)It must be a house, this can mean a shop with a flat above, or a building converted to flats.
- (ii)The lease must comprise the whole of the house and it must be a long tenancy, i.e., a lease with an original term of more than 21 years.
- (iii)The tenant must have owned the lease of the house for a period of at least two years before the date of the claim.

Ownership of these properties was retained as they did not meet the requirements of the Leasehold Reform Act at that time. This was primarily as they were being used on a commercial basis.

A leaseholder may, subject to the rules above, enact an enfranchisement by serving a notice on the Council, agreeing to pay all associated costs. In reality the costs far exceed the enfranchisement value. Enfranchisement usually occurs when the leaseholder is trying to sell the property and being able to offer a freehold rather than a leasehold can be more attractive, particularly in

a sluggish housing market. In these cases the overall costs are seen as minimal and give the owner a stronger negotiating position.

2 CURRENT POSITION

The remaining ground leases involve no management by the Council, whilst bringing in a modest income. There are companies that purchase ground rents but this is only economic if there are large numbers in a package. Informal enquiries have been made of these companies and the remaining leases in North Yarmouth are not sufficient to be seen as an attractive investment.

3 RECOMMENDATION

As the Leasehold Reform Act gives a qualifying Leaseholder the ability, at any time, to purchase their freehold and there are minimal management costs in holding the leases to the Council, the status quo should remain whereby the Council will deal with claims as they are submitted.

FINANCIAL IMPLICATIONS:

None

LEGAL IMPLICATIONS:

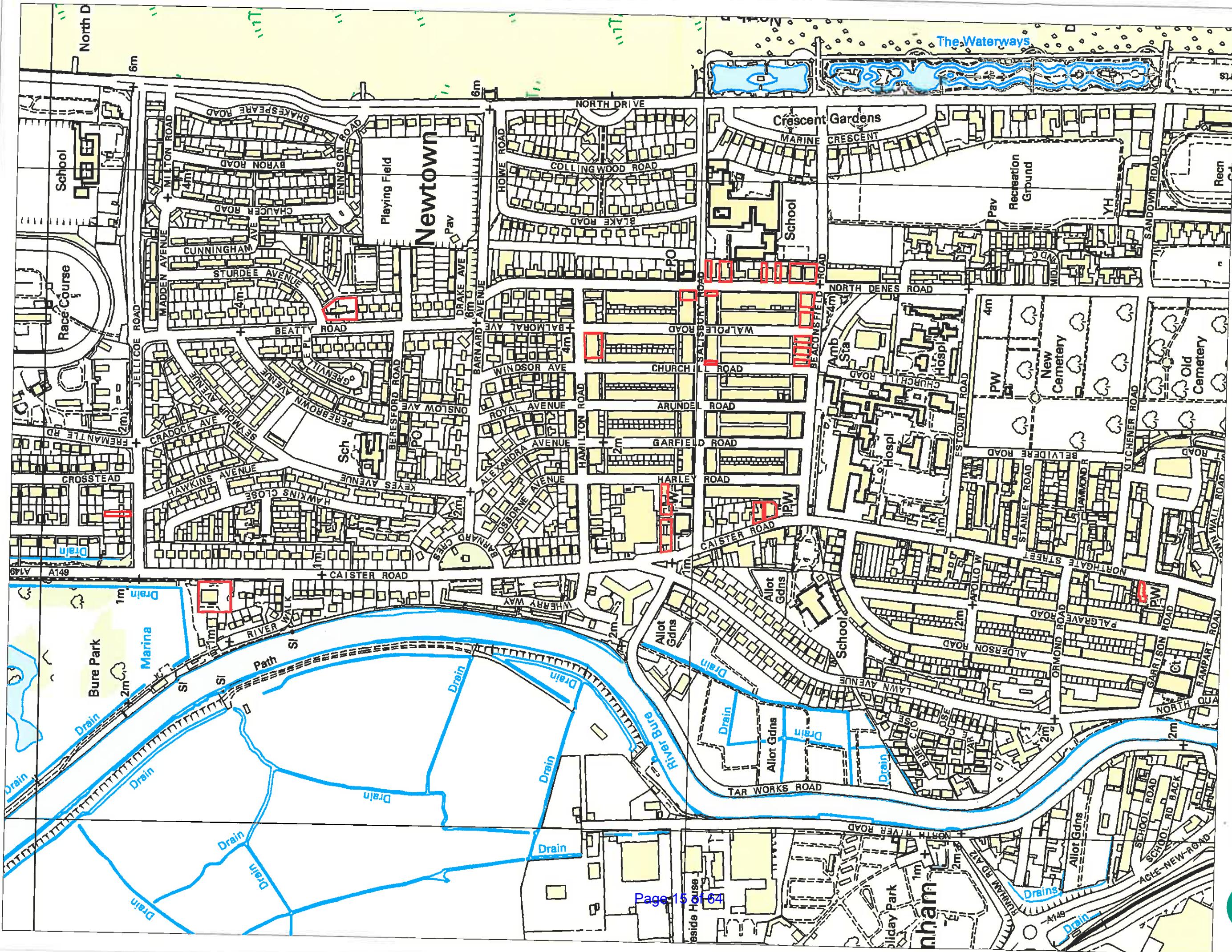
None

EXECUTIVE BOARD OR DIRECTOR CONSULTATION:

Director of Resources, Governance and Growth.

RECOMMENDATIONS

Does this report raise any legal, financial, sustainability, equality, Crime and Disorder or Human Rights issues and, if so, have they been considered?	Issues	
	Legal	No
	Financial	No
	Risk	No
	Sustainability	No
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No
	Equality	No
	EqIA Form completed	N/A



999 year ground Rents

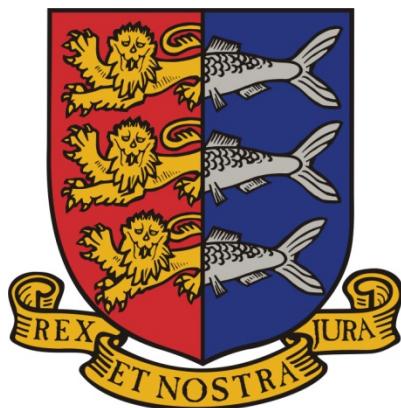
Property Services

Great Yarmouth Borough Council
Town Hall
Great Yarmouth
Norfolk NR30 2QF



GREAT
YARMOUTH
BOROUGH COUNCIL

MAYORAL & CIVIC PROTOCOLS



Great Yarmouth
Borough Council

2014

2014v10

INDEX

Paragraph	Topic	Page
1	Mayor	3
2	Roles & Responsibilities	5
3	Precedence	8
4	Engagements	10
5	Chains, Badges and Robes	13
6	Clothing	17
7	Civic Support Staff	19
8	Civic Car	22
9	Speeches	24
10	Charity	26
11	Gifts	30
12	Budgets	32
13	Chairing Council	33
Appendix 1	Annual Civic Functions	35
Appendix 2	Flag Flying	39
Appendix 3	Election Purdah	40
Appendix 4	Mobile Phones	41
Appendix 5	Freedom of the Borough	42
Appendix 6	Alderman	43
Appendix 7	High Steward	44
Appendix 8	Affiliations and Adoptions	45
Appendix 9	Contacts	46

1. INTRODUCTION

1.1 The Mayor

1.1.1 The Mayor of the Council of the Borough of Great Yarmouth is our community's First Citizen. These protocols have been produced to provide information and guidance during the term of office.

1.1.2 At the heart of the new arrangements (... *LG Act 2000*) is the belief that local government must capture and retain the interest of local communities. This is vital to:

- Allow them to articulate their aspirations, needs and priorities;
- Assist in co-ordinating a Council's work with organisations which operate locally;
- Focus and shape the future work of such organisations;
- Contribute to the achievement of sustainable development in the area; and
- To act as a representative of the Community at joyous and tragic occasions.

1.1.3 The Mayor can be a major influence in promoting the image and importance of Great Yarmouth in a regional and national context and can also help in the promotion of the Council's objectives in the local community. In turn, the people of the Borough of Great Yarmouth continue to have the highest regard for their Mayor.

1.1.4 Being a Mayor is very different to being a Councillor. For those chosen it becomes clear that the rules of office for the Mayor are unlike those of Councillor

1.1.5 There are different 'rules', different working hours, different restraints and it can often be physically and mentally tiring. It is also, if entered into with the right spirit, a hugely enjoyable and rewarding job.

1.1.6 These protocols are intended to be a working document which can be updated – if there is additional information which could usefully be included for the Mayor's these can be encompassed into future editions.

1.1.7 We want the Mayor's year of office to be enjoyable and will do everything possible to support the Mayor in his/her role as one of the Borough's high profile ambassadors".

1.1.8 The words 'Mayor' and 'Major' derive from the same Latin word 'Magnus', meaning great. The office of Mayor, together with the Domesday Book and the feudal system, were brought to this country by the Normans. As such, an office has existed on the continent since at least the fifth century.

1.2 History of the Mayor & Town Hall

- 1.2.1 Before 1715 the day to day affairs of the borough took place either at the Tolhouse (which still stands besides the library) or at the guildhall (which stood near the Parish Church). The first Town Hall on the current site was Georgian. Built in 1715 at a cost of £880, its main, very imposing entrance faced onto the river and South Quay. It was demolished in 1870 when the site was cleared for the present Town Hall.
- 1.2.2 Charles Aldred was the Mayor when the first three ton cornerstone was laid on 20th April 1880. The Town Hall was designed by architect JB Pearce and cost £35,764 including fittings to build. It was opened on 31st May 1882 by the Prince of Wales.
- 1.2.3 Throughout the Town Hall you will find lots of memorabilia regarding Great Yarmouth's history.
- 1.2.4 Around the foyer in the Town Hall are all of the names of past Mayor's dating back to 1249.

2. ROLES & RESPONSIBILITIES

2.1 A-Political

2.1.1 First and foremost it is important to remember that the position of Mayor.

Being apolitical means taking an unbiased position in regard to political matters; being politically neutral; without political attitudes, content, or bias.

2.1.2 Mayor's therefore need to be careful about attending events which may be construed as having a political bias.

2.1.3 The convention has been that during the Mayoral Year, the Mayor reduces his or her political profile. Mayors generally go out of their way to display their even-handedness in political matters during the year. It would be inappropriate for an individual to be associated with a contentious issue or election process, which confuses roles. The Mayor should also maintain this a-political role when chairing Council meetings.

2.1.3 The year in office may lead the Mayor to consider how ward business can be kept up to date during the year. The Mayor should discuss this with his/her Group Leader and/or fellow Ward Councillors (if it is a multi-member ward)".
Election Purdah

2.2 Function

The Mayor, and in his/her absence, the Deputy Mayor, will have the following roles and functions:-

2.2.1 Ceremonial Role
2.2.2 Chairing the Council Meeting

2.3 Responsibilities

The Mayor (and Deputy Mayor) will be elected annually and will have the following responsibilities:-

2.3.1 To uphold and promote the purposes of the Constitution, and to interpret the Constitution, when necessary.

2.3.2 To preside over meetings of the Council so that its business can be carried out efficiently, paying due legal regard to the rights of Councillors and the interest of the Community

2.3.3 To ensure that the Council meeting is a Forum for the debate of matters of concern to the local community and the place at which Members who are not on the Cabinet or hold Committee Chairs are able to hold the Cabinet and Committee Chairmen to account.

2.3.4 To promote public involvement in the Council's activities

2.3.5 To be the conscience of the Council (moral sense of right and wrong)

2.3.6 To attend such civic and ceremonial functions as the Council and he/she determines appropriate.

2.3.7 To be advised by the Civic Committee which has responsibility for co-ordinating civic matters on behalf of the Borough

2.4 Ceremonial Responsibilities

2.4.1 To represent the whole Borough during his/her term of office

2.4.2 To promote public involvement in the Council's activities

2.4.3 As the first citizen of the Borough of Great Yarmouth, to perform an ambassadorial role both inside and outside the Borough.

2.4.4 To promote the Borough of Great Yarmouth in a positive manner

2.4.5 To act as a link between the Council and various groups and organisations.

2.5 Mayoress & Consort

2.5.1 These roles are not recognised by law. The role of Mayoress was originally bestowed on the Mayor's wife. If the Mayor chooses to appoint a consort, the role may be undertaken by a spouse, partner, friend or relative of either sex and is accorded precedence alongside the Mayor. It is generally understood that they will provide assistance as follows: -

- Personal Support for the Mayor
- Accompany the Mayor on engagements
- Observance of civic protocol
- Support with the Mayor's charities

2.5.2 In carrying out their roles, the Mayor, Deputy Mayor, Mayoress, consort, or escorts, should consider the public nature of their office. Behaviour and manner will need to be appropriate at all times and not bring the Council into disrepute. They should follow the advice and guidance issued by the Mayor's Office and should not:-

- Attend any function or otherwise give support to any organisation or person whose objectives are contrary to law and/or Council policy
- Solicit engagements or visits or otherwise procure favours by virtue of office.

2.5.3 On rare occasions when the Mayoress/Consort is unable to escort the Mayor to an appointment, the Mayor can choose to either attend alone or take another person to escort them. Should the Mayor wish to take another escort it is important that this person does not wear the chain and that the Mayoral Secretary is given advanced notification of the person attending so he/she can contact the person/organisation which had invited the Mayor.

2.6 Deputy Mayor

2.6.1 Purpose of the Post
To assist the Mayor of the Borough of Great Yarmouth

2.6.2 **Duties**

Deputise for the Mayor, when the Mayor is unable to fulfil the duties of that post, at the request of the Mayor.

Support the Mayor at annual civic events and other events hosted by the Council, at the request of the Mayor.

Carry out the duties of the post fairly and without discrimination, and in accordance with the aims and objectives of the Council.

2.7 Mayor's Parlour

2.7.1 The Mayor's Parlour is the Mayor's room and it is the Mayor's prerogative to have the room as he/she pleases. In recent years Mayors have chosen pictures from the civic collection held at the Library to have in the Parlour.

2.7.2 The parlour is there for the Mayor to meet with guests and to have meetings when required. There are facilities for the Mayor to have refreshments and a locked drink's cabinet. The Mayor will be supplied with the keys once appointed

2.7.3 The parlour is locked by keypad and the code is the same as the door code for the rest of the council building. Access is limited and can only be gained by using an appropriately programmed keyfob.

2.7.4 Nobody should use the Parlour without the Mayor's permission.

2.7.5 Guests the Mayor may be welcoming to the Parlour during the year could be:-
-Members of the Royal Family
-Senior Military
-Captains' of Naval Ships that visit the Harbour
-Lord Lieutenant of Norfolk

2.7.6 Staff leaving the Borough Council who have more than 15 year's service.

2.7.7 Children or Groups who come for a tour of the Town Hall.

2.7.8 At Christmas time the Mayor is asked to decorate the Parlour. The Council has some decorations but the Mayor may feel that he/she would like to decorate the parlour to his/her own taste.

2.8 Civic Functions

2.8.1 All Civic events must be held at the Town Hall or St Georges Theatre.

3. PRECEDENCE

3.1 The ‘Chain Gang’

3.1.1 The respective districts Mayor's and Chairman are commonly known as the "Chain Gang" they are

Chairman of Norfolk County Council
Lord Mayor of Norwich
Mayor of the Borough of Great Yarmouth
Mayor of Kings Lynn and West Norfolk
Chairman of Broadland District Council
Chairman of Breckland District Council
Chairman of North Norfolk District Council
Chairman of South Norfolk District Council
Chairman of Waveney District Council

3.1.2 When any of the above persons visit our Borough it is your responsibility to also be present to welcome them.

3.1.3 Obviously you will not be able to attend every function you are invited to or there could be some functions that overlap. You have the right to offer a function that you cannot attend to the Deputy Mayor. The Deputy Mayor would then attend on your behalf.

3.1.4 Permission to wear the chain outside the Borough must be obtained from the host authority.

3.2 Borough and Parish

3.2.1 Inevitably, senior and prominent Members of County, District and Parish (or Town) Councils find themselves on a regular basis involved in civic, social, and ceremonial events and clear agreed and settled rules of protocol will do much to minimise unnecessary misunderstanding which may arise from time to time.

3.2.2 So far as civic protocol is concerned, the Local Government Act 1972 provides at Section 3(4) that the Mayor of a Borough Council shall have precedence after the Sovereign over all others within his/her Borough, but not so as prejudicially to affect the Royal prerogative.

3.3 Other Events

3.3.1 If the Mayor is present in an official capacity at functions not organised or hosted by the Great Yarmouth Borough Council, then provided that no Royal personage is present, the Mayor is entitled to be afforded precedence over all other persons present.

3.3.2 The Mayor may, however, with the spirit of Her Majesty's wishes with regard to the Royal visits, be pleased to afford precedence in respect of events not organised by Great Yarmouth Borough Council to the Chairman of the Norfolk County Council if he/she is present.

3.4 Events where the above rules will be waived

3.4.1 Mayor Making: This is a meeting of the Borough Council of the Borough of Great Yarmouth and as such the respective Mayor shall take precedence.

3.5 Church Services and Processions

3.5.1 On the occasion of the Mayor's Civic Service the civic dignitaries and principal guests will process from the Town Hall to the Minster in the following order:

- Clergy
- Sword
- Mace
- Mayor/Mayoress
- Deputy Mayor & Mayoress
- High Steward of Great Yarmouth
- High Sheriff of Norfolk
- Member of Parliament for Great Yarmouth
- Borough Councillors
- County Councillors for Great Yarmouth
- Chief Executive of Great Yarmouth Borough Council
- Mayor's Chaplain
- Mayor's Cadet
- HM Lord Lieutenant of Norfolk/Deputy Lieutenant

3.5.2 In respect of processions on entering the Church the above order of precedence will be recognised with the first in precedence entering the Church last, i.e. the Mayor will be the last person to enter the Church. On leaving the Church the Mayor will lead the procession, other dignitaries following in the order narrated above.

3.6 Recognition of the Mayor

3.6.1 ...if not presiding, the place to be reserved for his use should be on the immediate right of the person presiding

3.7 Recognition of the Chairman of a Parish Council (or Town Mayor)

3.7.1 Subject to the consideration of any of the dignitaries referred to in paragraph 3c, the Chairman of the Parish Council ranks second in order of precedence within his own Parish after the Mayor.

3.7.2 The Chairman of a Parish Council has no status or powers outside the area of his own Parish.

3.8 Line-ups

3.8.1 Orders for Royal line-ups will be determined by the Lieutenant's office.

4. ENGAGEMENTS

4.1 Invitations

4.1.1 It cannot be stressed too strongly how essential it is that all who seek the Mayor's presence at their events be referred to the Mayor's Secretary and that all invitations (including those that arise internally – from Officers or Councillors!) be sent to the Mayor's Secretary to discuss with the Mayor.

4.1.2 **It is essential that every appointment is routed through the Mayoral Secretary. Often the Mayor will be approached in person, by letter, over the phone, by representatives of the Charity, or an organisation asking him/her to attend a function. In this instance it is wise to refer the person to the Mayoral Secretary, who can advise on the availability of the Mayor and inform them of proper procedures and send out the appropriate form to be completed. This prevents the possibility of a clash of functions and helps greatly to plan the Civic Year.**

4.1.3 **You should not accept any invitations verbally. For your own safety and the security of the chain it is essential that the Mayor's Secretary or the civic office has details of the function you will be attending. You will be given business cards with the Mayor's Secretary's details to hand out if you are approached at other functions.**

4.1.4 A mobile will be available for your use and a mobile or contact number given in case of emergency.

4.1.5 The weekly engagement list will be issued on Thursdays for the following week commencing on a Monday. It will give details of the venue, dress code, whether a speech is required and whether you should wear the chain of office. Attached is a list of the last year's engagements for your information.

4.1.6 The booking form is sent out in response to all invitations, which includes guidance notes for those persons booking the Mayor (see appendix 1). This helps the Mayor to plan a speech and lets him/her know exactly what is expected when he/she reaches the venue. The biography (see again appendix 2) and a leaflet on the Mayor's Charity (see appendix 3), are also sent to the organisers of events.

4.1.7 An engagement, once accepted, should not be cancelled except for most important reasons. And under no circumstances swapped for a later invitation that is received and is more appealing. The organiser of each event sees theirs as being the most important and this must be remembered.

4.1.8 The Mayor should attend punctually (but not too early), and be ready to take their places at the appointed time, complete with chains and robes if necessary. Failure to do so means everybody at the function is

affected.

- 4.1.9 The Mayor should not attend commercial functions where his name might be used for advertising purposes, except in cases where they are clearly for the benefit of the Borough.
- 4.1.10 At dances or other functions that cover a lengthy period, it is not necessary to stay to the end.
- 4.1.11 Once an invitation has been properly accepted, it should not be cancelled unless there is an extreme emergency. You must attend punctually wearing your chain as appropriate. The timing of the event will have been taken into consideration when drawing up your diary worksheets – please endeavour to arrive on time at the agreed place.
- 4.1.12 Training in Chairing skills and a short induction in the civic role programme can be provided.
- 4.1.13 The Mayor should be in a position to accept 95% of all engagements and your Deputy should only be expected to be involved in the event of a double booking or during the Mayor's annual holiday, unforeseen illness etc".

4.2 Quality Engagements

- 4.2.1 A performance indicator is kept by the Civic Office, to measure, as percentages of the total number of engagements that are within and outside the Borough boundary. Ideally, the Borough has a target of 90% within its boundary, on the basis that it is local people who are funding the Mayoralty.
- 4.2.2 A measure of the effectiveness of the Mayoralty in undertaking quality engagements is maintained. Each event attended by the Civic Party is 'scored' depending on the type of activity. The scores are nationally set, and fall into seven categories. (The higher the score, the more appropriate the event!) These categories also assist in determining the Mayor's attendance at events when there is more than one invitation for the same day.
- 4.2.3 The Mayor and Deputy Mayor are asked to look closely at any invitation to attend events outside the borough and are asked to reduce or eliminate attendance at civic functions of other councils outside Norfolk. Local invitations take precedence over invitations to visit other district councils in the county to attend social/charity events organised by other county civic heads.

4.3 Analysis

INDEX	2013/2014
Total Invitations Received	
Invitations declined:	
Within the Borough	
Outside the Borough	
Total Engagements attended	
% of Engagements attended within the Borough	
Breakdown of Mayoral engagements:	
Monday to Friday:	
Number of engagements commencing before 12 noon	
Number of engagements after 12 noon but before 6 pm	
Number of engagements after 6 pm	
Saturday:	
Number of engagements am/pm/evening	
Sunday:	
Number of engagements am/pm/evening	
Number of events/tours hosted in the Civic Suite	
Number of visitors to Civic Suite	

4.3.1 These figures do not include diary and other meetings held with Mayoral staff.

Invitations to events outside the Borough are often declined when judged by the Mayor that their attendance would be of little or no value to the citizens of Great Yarmouth. (Mostly charity events hosted by other civic heads)

5. CHAINS, BADGES & ROBES

5.1 General Principles

- 5.1.1 The general rules for the wearing of robe, chain and badge of office, are set out below.
- 5.1.2 The Mayor should not wear the Chain of Office outside the Borough boundary without the express permission of the Council being visited. The Mayor's Office will give advice when appropriate.
- 5.1.3 In attending events, ceremonies and services, the civic 'team' should take into consideration diversity, and the customs, traditions and religious representation of others.
- 5.1.4 The Mayor wears the Chain of Office:
 - At all meetings of the Great Yarmouth Borough Council,
 - At other meetings over which he may be asked to preside as the Chairman of Great Yarmouth Borough Council,
 - When hosting social occasions within the Borough,
 - When attending formal civic functions within the Borough,
 - When representing the Council at any formal occasion within the Borough,
 - At any other occasions when it is appropriate that he should do so in the interests of the status and dignity of the office of Mayor of the Borough Council.
- 5.1.5 The Badge of Office is normally worn when attending less formal social occasions within the Borough, or when invited as guest of other civic leaders outside the Borough, unless otherwise requested.
- 5.1.6 The Deputy Mayor of the Council will, when deputising for the Mayor, wear the Deputy Mayor's Badge of Office and for the purpose of civic protocol will generally be accorded the same status as the Mayor.
- 5.1.7 The rules governing the wearing of the Mayoral insignia varies from council to council. Great Yarmouth Borough Council adopts the advice contained in Shaw's publication "Civic Ceremonial" and the following guidelines are in place:

5.2 Functions where robe and chain appropriate

Functions when robe and chain are appropriate include:-

Public functions within Borough of Great Yarmouth attended by a member of the Royal Family (subject to arrangement with the organisers)

-Ceremonial Council Meeting - held in May

- Civic Church Services
- Civic wreath laying ceremonies
- Greeting the High Court Judges
- Mayor's official reception
- Festival of Remembrance

5.3 Functions where chain is appropriate

Functions when just chain is appropriate include:-

Functions outside the Borough of Great Yarmouth attended by a member of the Royal Family (providing the permission of the relevant mayor/chairman is given)

- Civic receptions
- Receiving or entertaining parties of visitors to the Town Hall
- Civic receptions in other towns (by agreement)
- Complimentary supper in honour of the Outgoing Mayor
- Meetings where the Mayor presides or officiates
- Opening conferences of organisations of a public character
- Opening exhibitions arranged by organisations of a public character
- Official University/College functions and ceremonies including Degree ceremonies
- Speech days and school prize-givings and open days
- School sports days
- School carol services
- Memorial services
- Hospital visits
- Military services
- Inspections of units and depots of the armed forces
- Bazaars, carnivals
- Ordinary Council Meetings

5.4 Chain and Badge – Safe Custody Guidelines

The Council has agreed the following guidelines for the safekeeping of the Civic Regalia. You should read these carefully and adhere to them. If you have any doubts, please contact one of the Civic Offices.

5.5 Responsibilities

5.5.1 The Council will:

- Maintain insurance cover for all civic regalia under the Corporate 'All Risks' Insurance Policy;
- Be responsible for the maintenance of the regalia including any damage or wear and tear, etc as set out in the exclusions section 2 to the Corporate all risks policy.

5.5.2 The Mayor will:

- Ensure the specific conditions of the Council Insurance are followed as outlined in the guidance below; and
- As far as is practical follow the other guidelines as to the safe custody of the regalia.

5.5.3 Specific Conditions of the Insurance:

- The regalia **must not** be left in an unattended vehicle **unless** all the doors, windows and other means of access have been secured and locked and all keys of the vehicle removed to a place of safety **and** the regalia is placed in the boot of the vehicle or is otherwise out of sight.

5.5.4 Other practical measures:

- The regalia, unless being worn, should be kept in the case provided by the Council.
- If the regalia is not required over a period of two weeks, it should be returned to the Mayor's office for safekeeping.
- During any holiday periods or when it is likely that the member will be away from home, the regalia should be returned to the Mayor's office for safekeeping.
- The Mayor should normally only wear the regalia on arrival at a function. In any event the regalia should be kept covered in public areas. They should seek advice from the Mayor's office if this arrangement is not convenient.
- The regalia should not be left unattended in its case.

- The regalia should not be cleaned with anything other than with a soft cloth. Any damage or wear and tear should be reported to the Mayor's office as soon as possible.

- Regalia should not be loaned or placed in the custody of any other

person other than the Mayor's office.

-The Mayor and Deputy Mayor should inform the Mayor's office immediately if their Chains of Office are lost, mislaid, stolen or otherwise missing in order that the Council's insurers can be informed".

- 5.5.5 The Council has agreed a set of guidelines for the custody and safekeeping of the Civic Regalia. These are set out in the Guidance Section of this document. In essence you should remember that the regalia should at all times be kept in its case and treated with care, not only **when** being worn but giving thought to **where** it's worn".
- 5.5.6 The Mayor should ensure that additional appropriate insurance is obtained when the chain is to be transported overseas.

6. CLOTHING

6.1 General Principles

6.1.1 The Civic Office will offer advice for each civic engagement if it is not clear from the invitation however the following is suggested as a guide.

6.2 Men

6.2.1 For Gentlemen it is useful to have at least three lounge suits and one dinner suit with, perhaps, a light suit for summer as when wearing the Mayoral robe it could get very hot. To enable the chain of office to sit correctly on your shoulders it would be advantageous if you could get two loops sown into the seam of the shoulders of the jackets and then the chain can be tied in place using a thin piece of ribbon. Advice will be included on the weekly engagement sheet of the dress code for each engagement.

6.2.2 Tradition favours a lounge suit, usually black, dark grey or navy. Dinner jackets are usually worn for important dinners.

6.2.3 A good quality dark overcoat and/or raincoat for inclement weather are advisable.

6.2.4 You are recommended to invest in the following items:

- 3 lounge suits
- -Light suit for summer wear
- 1 dinner jacket and trousers
- An official Council tie can be provided
- An appropriate tie to go with the lounge suits
- Bow tie to go with the dinner jacket
- 6 white shirts
- 1 evening shirt

6.3 Ladies

6.3.1 Hats should not be worn to functions after 6pm unless the function is a church service.

6.3.2 The general advice is to dress "up" rather than "down" i.e. wear a suit, skirt or trouser rather than casual dress. Civic occasions should be regarded similar to a wedding with a dressy suit or jacket and dress, sari or other traditional outfit.
An official Council scarf can be provided

6.3.3 For evening wear cocktail dress is advisable, this can be knee length however long dresses are occasionally worn.
It is traditional for ladies to wear a hat for church services however it is entirely up to the discretion of the Mayoress.

6.3.4 The Mayoress should always wear her chain.

6.4 Chains

6.4.1 The Chains of Office are heavy and have "claws" to correctly position

them on your clothing. It's advisable to have some fabric "loops" sewn into any jackets that you may wear on a regular basis to avoid damage your clothing.

- 6.4.2 When wearing official Robes and Hats, the Mayor should remove the Hat when:-
 - Acknowledging Salutes;
 - During the playing of the National Anthem;
 - In the presence of a member of the Royal Family;
 - During March Pasts, the Mayor should remove and replace the Hat;
 - As each section passes the salute;
 - When the Colours pass; and
 - On an Inspection when the Mayor passes the Colours.
- 6.4.3 It is not appropriate to wear any floral decorations, other than a poppy, whilst wearing the Chains of Office. The Mayor on occasions may be offered a buttonhole, lapel badge or ribbon whilst attending a function. It may be acceptable to wear it until the end of that engagement and remove it before attending the next one.

7. CIVIC SUPPORT STAFF

7.1 What We Do

- 7.1.1 Through past experience, the Civic Team respects the fact that all Mayors are different, in terms of their personalities and requirements. It is their job to establish a Mayor's requirements and change their working practices to meet those requirements.
- 7.1.2 In order to meet these requirements, communication will be essential; the Civic Team value constructive criticism and act upon it. They aim constantly to improve by listening to their customers.
- 7.1.3 Obviously, the "civic door" will always be open to enable issues to be discussed, but it is useful to remember that it is more practical to discuss matters at the weekly meetings rather than constantly "popping in".
- 7.1.4 Ensure there is regular liaison with the Cabinet Secretary to ensure the Mayor is aware of matters pertaining to the Council which may impact on the way the Mayor's duties are carried out. (*At the commencement of the Mayoral Year, a meeting will be arranged for the Mayor (and Deputy Mayor) to meet EMT*).
- 7.1.5 Operational support on a day-to-day basis is provided by the Civic Office. The Chief Executive is available to assist the Mayor when necessary.

7.2 Support Details

- 7.2.1 Details of the specific support provided by the Civic office are:-
- 7.2.2 Provide a copy of the Handbook
- 7.2.3 Provide day to day secretarial and administrative support
- 7.2.4 Deal with correspondence and draft letters for the Mayor's signature
- 7.2.5 Manage the Mayor's civic diary.
- 7.2.6 Receive and follow up invitations, write thank you letters where appropriate
- 7.2.7 Provide appropriate stationery
- 7.2.8 Provide support for the Mayor's charity appeal (if required)
- 7.2.9 Advise on civic dress and protocols
- 7.2.10 Assist with speeches by liaising with others to obtain information
- 7.2.11 While messages for the Mayor can be taken by the Mayor's Office, the Office cannot undertake constituency work on behalf of the Mayor
- 7.2.12 Advise on acceptance of engagements
- 7.2.13 Arrange briefings

- 7.2.14 Provide and receive background information on events
- 7.2.15 Update the website in respect of Mayoral matters
- 7.2.16 Liaise with local press
- 7.2.17 Take into account the Mayor's well-being, safety and security
- 7.2.18 Maintain and purchase civic regalia
- 7.2.19 Arrange appropriate training for the civic 'team'
- 7.2.20 Organise civic functions
 - Issue invitations
 - Arrange accommodation
 - Arrange menus, catering, seating, sound, floral displays, press, photographs, car parking, processions
 - Order of service
 - Civic awards and gifts
- 7.2.21 Arrange occasional events
- 7.2.22 Provide the Mayor's Chaplain with guidance in relation the duties of the Chaplain
- 7.2.23 Provide such other support that is necessary and appropriate
- 7.2.24 Ensure there is regular liaison with the Chief Executive and the Cabinet Member responsible for Civic Affairs to ensure the Mayor is aware of matters pertaining to the Council which may impact on the way the Mayor's duties are carried out. *(At the commencement of the Mayoral Year, a meeting will be arranged for the Mayor (and Deputy Mayor) to meet EMT)*
- 7.2.25 Briefings will also be arranged with other officers on matters of interest or on issues that arise relevant to the Mayoral duties.

7.3 Contact Information

Current contact details relating to the Mayor's Office included as Appendix 9

7.4 Familiarity

- 7.4.1 Due to the nature of the engagements and the time that the Civic staff spend in the company of employees, it can be difficult in avoiding familiarity. On all occasions staff will refer to the Civics and their partner/consort by their titles.
- 7.4.2 It is essential that any discussion about managerial issues are not entered into with the Civic staff themselves, as these are the responsibility of the Chief Executive and the Director of Customer Services
- 7.4.3 On Civic occasions the Mayor will always be addressed as "Your Worship" or as "Mr. Mayor/Madam Mayor" and the Mayoress as "Mayoress".

7.4.4 Familiarity will be at the discretion of the Mayor.

8. CIVIC TRANSPORT

8.1 When the car can be used

8.1.1 The Civic transport can **only** be used by the civics when undertaking official duties
“an official engagement is one for which an official invitation and Information has been received by the Civic Office, and for attendance at the Town Hall for meetings about Civic matters”.

8.1.2 If a chauffeur is asked by a Civic to take him/her to a destination that is NOT shown on the Civic Engagement sheets, and the chauffeur has not received notification of this further engagement from the Civic Office, then the chauffeur must inform the Civic that neither he/she or the car will be covered by insurance if he/she takes the Civic where they have asked, the chauffeur must then contact the Civic Office to gain approval.

8.1.3 The civic transport is not available for private use (i.e. shopping or visits to relatives) or for activities associated with being an elected Councillor. Should the role of Civic and Councillor occur on the same day; every effort will be made to reduce any inconvenience if possible. It is essential, if the non-political role of the Mayor is to be preserved and public cynicism to be abated, that there is a rigid and understood rule between a Member’s role as a Councillor and that as a Civic.

8.1.4 The civic transport is for use by the Civic and their Lady/Consort – the Insurance Section advise that there can only be a maximum of five persons, including chauffeur in a car. The insurance will be invalid if this is exceeded.

8.1.5 Attendance of the Mayor at a Committee meeting will not be classed as a Mayoral function.

8.1.6 For insurance reasons it is not possible to offer lifts in the car.

8.1.7 **The Civic car must be used for official functions only, other passengers being limited to official guests. The post-holder will be expected to make other arrangements for attending non-official functions.**

8.1.8 When using the civic transport, seat belts must be worn at all times and smoking is not allowed.

8.1.9 The current practice is to hire the services of a car hire firm for selected civic and high profile events. There is a limited budget for this (see budget section below for current levels) and this must be carefully managed.

8.1.10 The Mayor, guided by the Civic officer agrees in advance on those events that require the use of a car. The Mayor should be aware that the budget provision should not be exceeded without prior discussion with the Civic Officer. The means of transport should reflect the degree of formality/informality of the event.

8.2 Events where a car might be used would include:

- 8.2.1 Out of District functions – subject to confirmation
- 8.2.2 Other authority civic functions
- 8.2.3 Functions more than a certain number of miles/time from the Mayor's home – if other transport is unavailable.
- 8.2.4 Functions where it is known that the organiser can provide no parking
- 8.2.5 Functions where there is an expectation that the Mayor will have official transport.

8.3 Using Your Own Car

- 8.3.1 There will be times when you will be expected to use your own car, a mileage claim can be submitted.

9. SPEECHES

9.1 General Principles

9.1.1 The Civic Office will not write the Mayor's speeches.

9.1.2 There are no requirements for the job, other than to have the confidence of the Council, **but** speech making is an integral part of the duties. The Civic Office will assist, if requested, to draw up a standard or specific speech, or to arrange typing support for any speeches drafted by the Mayor.

9.1.3 Speeches will come across much better if:-

- they are written in your own words (adapted from our notes), and
- if you have read the speech through, ideally, practised it aloud and generally familiarised yourself with it. This also helps put you at ease which will lead to better clarity and delivery.

9.1.4 You are high profile ambassadors for the Council and so it is important that you make the best impression possible at all public engagements. If you feel you are lacking in background information for a particular engagement ask the Civic Office to do more research. Similarly if you require help to improve your public speaking skills this can easily be sourced for you, something which is strongly recommended for all.

9.2 Being prepared to Speak

9.2.2 Read all the information provided prior to attending an appointment and make sure you are fully prepared.

It is guaranteed that you will be asked to speak on occasions without notice. To handle situations like these you should remain calm and follow the pointers below.

9.3 Making a Speech

9.3.1 Overcome your fears by taking deep breaths in through the nose and out through the mouth, do not worry about the fear as it needs to be there, always be prepared, try to forget the audience and be in charge when you speak, remember people do not see what you feel.

Helpful hints to ensure that you are always prepared to speak with little notice, prepare a standard short speech that can be used at any function i.e.

- I thank you for this kind invitation.
- There has always been a high rapport between your organisation and the Council and long may it continue.
- Thank you".

9.4 When Speaking

9.4.1 Look pleased about having to speak, and remember the points made

earlier about representing the Borough.

- 9.4.2 Do not partake in a large quantity of alcohol (keep a clear head)
- 9.4.3 Speak clearly and slowly
- 9.4.4 Smile when you speak
- 9.4.5 Be enthusiastic
- 9.4.6 Look at your audience

10. CHARITY

10.1 Civic Office Support

10.1.1 It is the Mayor's responsibility to lead in any fund raising initiative on behalf of various charities. Staff input limited by Audit rules and regulations.

10.1.2 All administrative functions related to the Mayor's charities must be undertaken by the appropriate officers of the charity in question and not by the Mayor or the Civic Office.

10.1.3 It is expected that the charities will undertake all fund raising and its administration, as the Council does not have the staffing resources to support this type of activity. However, staff in the Civic Office are happy to advise the charity as to the suitability of events, appropriate procedures and matters of protocol if required.

10.1.4 It is not possible for the Civic Office to undertake this role (*fundraising*), although Mayoral staff will undertake to be the custodian of any funds raised. The secretarial roles involving the organisation of any specific Mayor's Charity event is undertaken by the Charity Committee.

10.1.5 Unfortunately the Civic Office does not have the staff resources to act as fundraisers, but assistance can be given in other ways;

- By adding the details on of the charity or charities on Civic Engagement Forms
- By perhaps adding details on the Civic Christmas Cards, ie., *Spare a thought at Christmas for*
- By asking for a donation to the Mayor's charity or charities when he/she is asked to open or attend commercial premises.

10.1.6 On advice from audit officers, official officer support must be kept to a minimal level.

10.1.7 The Civic Office will not act as Charity Committee Secretary and cannot act as lead organiser, as their focus is upon the Council's civic programme and mayoral support rather than upon the Mayor's charities.

10.2 Mayor's Charity - A Cautionary Note

10.2.1 A note of caution, the primary role of the Mayor's Secretary and support staff is to ensure the smooth running of the Civic Events and Office of the Mayor, not charity events. Staff will attempt to support the Mayor but in looking at charity events, thought must be given as to how the Mayor can organise these without always assuming that the office will be able to staff and organise it.

10.2.2 The Civic Office may be a Trustee of the Mayor's charity and may act as Treasurer for the committee

10.3 Choosing a charity

10.3.1 The Mayor may wish to adopt a Charity (or several charities) for the Mayoral Year and it has usually been the practice to do so. It must be stressed that such an undertaking is secondary to the function of the Mayor (as detailed above) and therefore the setting of fundraising targets is to be avoided. This is because the use of monetary target can lead to the 'Mayor's Charities' becoming almost an overriding preoccupation of the Mayoral Year, which can detract from the role as well as requiring significant administrative support. This is not intended in any way to denigrate the remarkable fund raising achievement of some previous Mayors but in the light of experience it is suggested that the Mayor adopts existing Charities rather than creates a specific Charity.

10.4 First actions for a new mayor

10.4.1 Choose a charity or charities to be supported during the year. Make sure the charities have enough volunteers to run the Charity Committee for the year and help arrange/support fundraising events.

10.4.2 Set up the Charity Committee for the year, including nominating the chairman and secretary (the council's civic staff are not available to fulfil these roles)

10.4.3 It is the Mayor's responsibility to convene his or her Charity Committee at the start the mayoral year – preferably, the committee members will have been identified earlier, once the Mayor-Elect is identified in January.

10.4.4 It is normal practice that the Mayor names their chosen charities at the beginning of the mayoral year. Additional charities may be added during the year at the Mayor's discretion.

10.4.5 Throughout the year money is received for these charities, and each contribution is recognised by an official receipt and letter from the Mayor to the donor via the Civic Office, who also monitors the charity account".

10.4.6 The Mayor is the **only** Civic to select a charity or charities to support during his/her Year in Office.

10.4.7 At the end of the Year in Office cheques will be drawn for the charity or charities supported and presentations at the ... will be arranged. (Owing to Financial practice it is not usually possible to declare the definitive final totals of funds raised at the time of the outgoing Mayor's retiring speeches.).

10.5 Guidelines for Mayor's charity committee

- 10.5.1 The Civic Officer will meet with the Mayor-Designate as soon as possible to discuss the selection of a charity.
- 10.5.2 When choosing a charity, the incoming Mayor should bear in mind that practical help is needed for running events of any description as well as promoting and selling tickets. The number of representatives who attend the committee meetings should be kept to a minimum and other help called upon when needed. Charities based locally often prove to have more volunteers willing to help. At least one member of the committee should have some experience in fund-raising and it is advisable to find someone willing and able to take on the role of secretary.
- 10.5.3 Having chosen a charity, the Mayor will then call the inaugural meeting chaired by the Cabinet Portfolio Holder with Civic responsibilities. A representative from Accountancy who acts as Treasurer will bank any funds received, pay bills as required and report financial statements to the Committee. The Treasurer and the Civic Officer are able to sign cheques on the Mayor's Charity Fund Account which has been set up by the Borough Council and which is balanced off at the end of each Mayoral year.
- 10.5.4 The committee will discuss ideas for a completely new programme of events for the forthcoming year. Once an outline programme of planned events is agreed the Secretary of the Committee should check the availability of the Mayor and, where necessary, through the Civic Office book the rooms needed for each proposed event.
- 10.5.4 If a major event is planned such as, for example, a Mayor's Ball or a Banquet, this should be referred to the Civic Office who have expertise at planning large scale events and a member of staff will be designated to be part of the working party set up to run this event.
- 10.5.5 All printing of tickets, posters, menus etc. should be shown to the Civic Office for approval and the Office can advise on using the Council's own Design & Print Services.
- 10.5.6 The Charity Committee must be responsible for ensuring that sufficient people are available to run any event including buying the provisions required and probably making the coffee on the day or running stalls. They will also need to find sufficient tombola/raffle prizes for events and actively help to sell tickets and promote every charity event.
- 10.5.7 It is normal for the Mayor to report to Council at the Annual Meeting the results of the charity appeal during the year and make a presentation to the charity just prior to the end of the term of office".

11 GIFTS

11.1 Receiving

11.1.1 You should treat with extreme caution any offer of gift, favour or hospitality that is made to you. The person or organisation making the offer may be doing, or seeking to do, business with the Council or may be applying to the Council for planning permission or some other kind of decision.

11.1.2 There are no hard or fast rules about the acceptance or refusal of hospitality or tokens of goodwill. For example, working lunches may be a proper way of doing business, provided that they are approved by the local authority and that no extravagance is involved. Likewise, it may be reasonable for a member to represent the Council at a social function or event organised by outside persons and bodies.

11.1.3 You are personally responsible for all decisions connected with the acceptance or offer of gifts or hospitality and for avoiding the risk of damage to public confidence in local government.

11.1.4 Generally minor tokens of goodwill or flowers can be accepted as personal gifts.
The code of conduct also states:
“A member must within 28 days of receiving any gift or hospitality over the value of £25, provide written notification to the Authority's Monitoring Officer of the existence and nature of that gift or hospitality.”

11.1.5 Advice on gifts and hospitality can be obtained from the Deputy Monitoring Officer.

11.1.6 Arrange for letters of thanks to be issued. Gifts may not be retained by the Mayor either during their Mayoral year or after and shall be passed to the Mayor's Office who shall manage such gifts on behalf of the Council”.

The Mayor's Officer obtains civic gifts, as required. These are used upon the following types of occasion:-

Gift purpose	Typical example of a gift which may be given (this list is for guidance only)
To recognise the contribution of retired and non-elected councillors who have served for a considerable length of time or have served as Mayor;	Possibly a glass paperweight, crystal glasses, china plate or a crystal bowl bearing an inscription such as “For services to Great Yarmouth Borough Council”. The type of gift will reflect the length of service. For a particularly long-serving councillor, a specific gift with a personal engraving might be appropriate. The Mayor will be consulted about the gift to be offered.

Ambassadors and other visiting dignitaries representing a city elsewhere	Possibly a JKL wooden shield or paperweight
Gifts taken to the Council's twinned and friendship cities during official visits	Possibly a clock or other suitable item, engraved with the JKL crest. The International Links Officer can advise about the appropriateness of the gift.
Presentations upon an occasion such as the wedding of an important local dignitary	Possibly a glass paperweight, crystal glasses, china plate or a crystal bowl bearing an inscription.
Small gifts for visitors such as volunteer organisations, youth organisations, etc	Badges, pens, pennant, literature, etc

12. BUDGETS

12.2 Mayor's Hospitality Budget

- 12.3.1 The Mayor's hospitality budget is very limited and the Mayor should be wary of promising hospitality to any group or organisation (including other Council Departments) without first discussing the possibility with the Civic office.
- 12.3.2 Alcoholic drinks are only provided in the Mayors Parlour and civic rooms for distinguished guests or VIPs at a Civic Reception. Drinks will not be provided for the Mayor's personal guests – any such drinks must be procured/paid for by you from the Mayor's personal allowance. Furthermore, it is also not acceptable to ask members of staff to take drinks from another event into their private rooms.
- 12.3.3 The cost of the photograph will be from the Mayor's allowance. The cost of the framing will be from the Civic Budget".

13 CHAIRING COUNCIL

13.1 **The Chairman shall undertake the following duties:-**

- 13.1.1 to determine that meetings of the Council are properly constituted and that a quorum of members is present;
- 13.1.2 to be informed as to the business and objects of meetings;
- 13.1.3 to preserve order in the conduct of those present;
- 13.1.4 to confine discussion within the limits required by the business to be determined and within a reasonable period of time;
- 13.1.5 to rule on the admissibility of motions and amendments put in debate by the Members of the Council;
- 13.1.6 to formulate summaries of those issues arising in debate for the consideration of the meeting;
- 13.1.7 to adjudicate on points of order and personal explanation raised at meetings and other incidental issues;
- 13.1.8 to determine the proper and most appropriate method of voting on any question before the Council;
- 13.1.9 to put relevant questions to the meeting, secure orderly votes thereon and declare the result;
- 13.1.10 to inform the Council whether he or she will vote on any matter to be determined;
- 13.1.11 to give if appropriate a second vote or a casting vote in order to deal with an equality of votes in the circumstances set out in this protocol;
- 13.1.12 to adjourn any meeting of the Council should the circumstances justify or require it, having first of all taken such steps to establish that Members of the Council support such action;
- 13.1.13 to read out any motion to exclude the press and public from meetings and to seek the consent of the Council; and
- 13.1.14 to sign the minutes”

13.2 **Use of casting vote**

13.2.1 The Chairman of the Council shall, at all times, have due regard to the requirements of the Council's Standing Orders and statute law concerning the use of a "second" or "casting" vote. The Chairman shall:

- 13.2.2 Give a "second" vote (after voting previously on the issue) or a "casting" vote (having not voted previously) on any issue on which there is equality of voting;
- 13.2.3 Shall issue a "second" or "casting" vote in favour of the status quo unless there is a legal requirement to vote otherwise than for the status quo;
- 13.2.4 May decline to give a second or casting vote if an affirmative vote is not required on grounds of urgency or otherwise and an opportunity will arise to consider the matter again, within a reasonable period;
- 13.2.5 Shall, in the circumstances outlined in (c) above, explain such a decision to the Council".
- 13.2.6 The Mayor has a casting vote in addition to his/her own vote and it is essential that this is exercised in the event of a tie at a Council meeting. There is no convention that the Mayor should seek to vote to protect the status quo. The law requires that the Mayor has complete freedom of conscience in exercising his or her casting vote and it is important that discretion is not seen to be fettered".

13.3 **Council Meetings**

- 13.3.1 You should ensure that you are available for all these dates. The rules governing meetings of the Council are contained within the Constitution (Rules of Procedure) but are complex. You should familiarise yourself with these (again) before meetings".
- 13.3.2 Mayor's Personal Views and Representational Role – It should not normally be part of the Mayor's role to comment on matters before the Council in a way which supports or opposes the issue before Council. On limited occasions this may be necessary either because of the Mayor's duty to represent his or her constituents or where personal views are strongly felt.

Appendix 1

ANNUAL CIVIC FUNCTIONS		
Date	Function	Details
May 2013 (June 2014)	Mayor Making	Incoming reception - this has a separate budget line. Mayor's Office will sort out invitations, food, flowers, engraving, deputy mayor's badge and guard of honour.
June	Armed Forces Day	June date varies - Flag Raising Ceremony on the Monday before involving Royal British Legion and Standard Bearers - Mayors Chaplain as said a few words and given a blessing. We have held this at the flagpole at the front of Town Hall and in St Georges Park. The following Sunday we have held a church service however, the organisers are very keen not to turn this event into another remembrance day.
July	Civic Service	Should be held in the Minster however, has been held at Mayor's own churches which they attend. Guests are invited including all chain gang and HM Lord Lieutenant, all members should attend with a civic procession including the band. The service is organised by the Vicar and Mayors Chaplain. Refreshments are served following the Civic Service. It is planned for 9th July this year
August	Civic Reception	Normally held at the Racecourse but as it is one of our most expensive events needs to be looked at - over the years the numbers have gone from 50 to 25. The racecourse was chosen as it was seen by members to be the jewel in our crown! It is an opportunity for us to show off and show to the rest of the county look how good we are!! I am sure there are other venues that could do with us promoting them as well as the racecourse but members do like to attend this. We now invite Cabinet Members only and Chain Gang including the High Sheriff of Norfolk.
September	Maritime Festival	It is essential that the Mayor attends both days of the Maritime Festival and Town Hall Open Weekend. The Mayor will be required to officially open the Festival on the quay on the Saturday and attending the closing ceremony on the Sunday. As the Town Hall will be open in conjunction with the Festival the Mayor will be expected to walk round the Town Hall and chat to the visitors and staff. We have facilities at the Town Hall to provide the Mayor's guests with refreshments if applicable.
October	Trafalgar Day	Held on the Sunday nearest the 21st October. A short service held at the monument and the Mayor lays a wreath along with the Lord Lieutenant or Deputy and Members of the Nelson Society and Nelson Museum. A

		tot of rum is passed around during the service and the East Norfolk Malitia are also involved but now charge us for there services. - We picked up the cost of this event two years ago as it was once funded by the Lottery.
November	Remembrance Day	November 11th or Sunday nearest to - Guests from the Armed Services locally are invited to attend along with Magistrates and Clergy of the Borough. This year I have booked St Georges so as not have to supply taxis to take guests to the Park. The Borough organises this event on behalf of the RBL it really is there show. Chris Terry prepares the service. Great Yarmouth Brass provide the music and a reception is held following a march past in the Market Place. A pre meeting for this is held in August/early September. There is a separate budget code for this event. We have to organise the depot to make sure that the park is clean and tidy and the trees are cut back to allow standard bearers enough room. Approx 3000 people attend this event - Following the main service a service takes place at the Far East Prisoner of War memorial on the Seafront.
December	Civic Carol Service	- This service is now held in conjunction with the High Sheriff of Norfolk and forms partly a justice service with Judges and JP's attending along with many businesses and guests of the sheriff and mayor. Chris Terry prepares the service and a reception is held following. A small civic procession is provided into the Church. We have had between 600 and 1200 people attend this event. The first year the sheriff paid half towards the cost but this hasn't happened since the first one. It has now become one of the high profile church services and has been attended by the Bishop and the Bishop of Thetford.
December	Launch of the new season visitor brochure	Held each year at various venues around the Borough. Attended by around 250 representatives from the local tourist industry.
January	Holocaust Memorial	A very small service held in rotation in one of our three Jewish cemeteries - Chris Terry leads - we have never been able to get anyone from the Jewish community take the service. Bread is passed around the congregation and the mayor lays a wreath. When the service is held at Blackfriars Cemetery we use Time and Tide for tea and coffee.
March	Annual Tourism Awards	Lunch and Awards ceremony in the Town Hall
first Thursday after Easter	Easter Fair	A Ceremonial opening and passing over of the Key which commenced in 2008 to mark the King John Charter Anniversary. A tour of the fair is held with members of the Showmans' Guild and a fish and chip

		supper served following. Members of the Guild and Chain gang together with Cabinet are invited.
April	Civic Ball	the Main Civic Event of the year and biggest fund raiser for the Mayors Charity .

OCCASIONAL CIVIC FUNCTIONS		
Date	Function	Commentary
	Royal Visits	Royal Visits - in conjunction with the Lord Lieutenant office at County Hall. More work is required from us when we have put the request in - we have put in a request for St Georges to have an Official Opening By HRH Prince of Wales
Nov/Dec	Christmas Fayre	The Mayor opens and closes the event
	Iftar Reception	Held for the first time in 2012. We provided halal curry and the venue.
	Ex Member Presentations	presentations made to retiring members or members who loose seats following the elections
	Long Service Presentations	For staff
	Royal Garden Party	We have a rota for this -from 2014 we will be offered 4 places - one from each political party with the mayor taking precedence as long as they have not been before.
	Freedom Parades	as and when - need to put in a programme for HMS Dauntless to receive freedom - they will need a 2 year programme to include it - this needs to be started this year - a supplementary budget will be required. As it is for the complete crew will be a large event - looking back at HMS Yarmouth they used the Wellesley for the Freedom Parade and the Ceremony. The last freedom parade by the Royal Anglian's was in 2007 - we need to make sure that we are on top of this so if A or B Company are posted eg Afghanistan that we send the right message. The Last parade each of the 7 districts contributed towards the cost. Affiliation Days/Events - as and when Dauntless visits the Port - probably a 2 year cycle
	Freedom of The Borough Ceremonies	As and when (as above)
Dec	Leaders Reception	GYBC Economic Development Unit (EDU) prepare a invite list in conjunction with the leader - I had more involvement last year as Trevor changed the format slightly involving schools etc.
Feb	Mayors Cadet	Interviews for the Cadet take place every February half term - with a handover at a Fish and Chip Supper - this is also an opportunity for us to thank Winterton Cadets for their civic involvement and providing guard of honours and bands at our events. The Mayors cadet needs to be notified to which events they should be attending.

	National Anniversaries	2014 will be 100 years since the start of the First World War. We need to think about events for next year Centenary Anniversary of WW1.

OTHER CIVIC DUTIES		
	Flag Flying days	See Appendix 3
	Regalia	upkeep and insurances - ensuring that if the mayor is travelling we are covered with the right insurance.
	Mayors Charity Accounts and Banking	GYBC produce annual accounts.
	Twinning Association	Mayor's Secretary is Co-Opted on to The Twinning Association Committee - attend twinning meetings which are held every two to three months - advise on civic involvement and arrange civic events every 5 years - the next is due in 2015 and involves a Civic presence travelling to Rambouillet and Civic Events here for the return.
	Town Hall Tours	as and when - these are booked in and normally with the Mayor. We give refreshments at the end of the tour.
	Mayors Robes/Uniforms	Maintenance and cleaning
	Mayor's/Leaders Christmas Cards	
	High Sheriff Tour of the Borough	Involves presentations and tours of the Town Hall and Borough
	Ad Hoc Mayor's receptions	As and when
	Artwork in the Town Hall	general up keep and making sure the right paperwork is given if any are loaned or sent back to Norfolk Museums.
	Installation of High Steward	The Installation ceremony will form part of a formal council meeting similar to Mayor Making.
	Civic Gifts	purchase and record of stock held

FLAG FLYING

1. General Principles

The flying of flags may be governed by local custom but guidelines are adhered to for the following:-

- 1.1 The Department for Culture, Media and Sport issue instructions for the hoisting of the Union and other Flags on certain stipulated days such as Royal Birthdays and Saint's Days.
- 1.2 The local Authority flag will be flown at half-mast from the day of notification to the Authority of the death of a serving Mayor or past Mayor of PQR Council until sunset of the day of the funeral.
- 1.3 In respect of the death of a current or former elected member of Great Yarmouth Borough Council, the flag of the Borough Council will be flown at half-mast at the Town Hall on the day of the funeral.
- 1.4 It should be noted that Remembrance Sunday the Union Flag is flown right up and NOT at half-mast".

2. Occasions on which flags are to be flown at half- mast

- 2.1 From the announcement of the death until after the funeral of the Sovereign, except on Proclamation Day when they are hoisted right up.
- 2.2 The funerals of members of the Royal Family, subject to special commands from Her Majesty in each case.
- 2.3 The funerals of Prime Ministers and Ex-Prime Ministers of Great Britain
- 2.4 Other occasions' by special command of Her Majesty.
- 2.5 On the death of the Mayor or Mayoress from the announcement of the death until after the funeral.
- 2.6 On the death of :-
 - The Recorder
 - An Alderman
 - A Councillor or an ex Councillor
 - A Borough Magistrate
 - An Ex-Mayor
 - A Freeman
 - A Chief Official

ELECTION PURDAH

1 Election Purdah

- 1.1 Special conditions apply to the issue of publicity in the period leading up to elections.
- 1.2 During the period of six weeks or so leading up to an election, the Council must take special care not to issue any publicity that might conceivably be perceived as having the potential to influence the outcome of the poll. Details can be found in the Representation of the People Act 1983, the Local Government Act 1986 and the Local Authority Publicity Code of Recommended Practice published in 2001.
- 1.3 To ensure compliance with the various Acts and Publicity Code, the Council therefore enters a period of Purdah in the six weeks leading up to an election where it will avoid issuing any publicity in the name of or associated directly with any Councillor.
- 1.4 The Mayor is strongly advised to ensure the dates of major Civic events such as the Annual Civic Awards are arranged to ensure there is no conflict with the Purdah period.

MOBILE PHONES

1. General Principles

- 1.1 The Mayoral Officers have been issued with mobile phones that are always with them when they are on duty. This means that the Mayoral Secretary can contact them. In accordance with internal audit rules, the phone is for strictly business purposes only.
- 1.2 Although the phones are allocated to the drivers there may be exceptional circumstances when the Mayors need to use them. The phones are obviously issued for business purposes only, but should you need to make a personal call this can be done.
- 1.3 However, the Mayor should note that personal calls made on a 'business' owned mobile phone creates an assumed tax liability by the Inland Revenue. The Council receives an individual breakdown of all calls and costs and the Mayor can be advised of any costs (and on-costs) as necessary.
- 1.4 Under no circumstances should this telephone be used to conduct business as a ward councillor or anything of a political nature.

FREEDOM of the BOROUGH

Freedom of the Borough will be considered to individuals/groups who have given outstanding eminent service to the borough over a significant period of years.

Agreed by Council: 14th January 2014.

Appendix 6
ALDERMAN

1. Members are invited to consider conferring the title of Honorary Aldermen on former Councillors in recognition of their eminent services in the Borough.

2. **Background**

- a. The Council may by a resolution passed by Council confer the title of Honorary Aldermen on persons who have in the opinion of the Council rendered eminent services to the Council as past Members of the Council but who are not then Councillors of the Council.
- b. The following suggested criteria should be taken into account in making nominations to become an Honorary Aldermen.
 - i. Having held high office in the positions of Leader, Deputy Leader or Shadow Leader
 - ii. Having held some lesser office but also having demonstrated eminent service (eg long service as a Borough Councillor), for a minimum cumulative period of 16 years.
 - iii. Past Mayors and Chairman of the Borough Council will be excluded from being Honorary Alderman.
 - iv. If a Member has stated that he/she intend not to seek re-election then the nomination for the position of Honorary Alderman may be agreed in advance.

3. **Process**

- a. It will require a Council decision to approve this proposal.
- b. In the event that Council gives its approval, an engrossed document together with an aldermanic badge will be presented to the Honorary Aldermen at Council meeting to be followed by a reception hosted by the Mayor.

4. **Financial Implications**

- a. The cost of purchasing the Honorary Aldermen badges and engrossments, and costs of any receptions, will be minimal and can be met from within existing budgets.

5. **Statutory Considerations**

- a. The process complies with the provisions contained within the Local Government Act 1972

HIGH STEWARD

AFFILIATIONS & ADOPTIONS

CONTACTS

Name	Email	Contact Numbers
Cllr Sylvia Pratt	Cabinet Member: Statutory and Internal Affairs	cllr.sylvia.pratt@great-yarmouth.gov.uk 01493 665840
Jane Ratcliffe	Chief Executive	jratcliffe@great-yarmouth.gov.uk 01493 846301
Jane Beck	Director of Customer Services	jeb@great-yarmouth.gov.uk 01493 846418 07725 209 037
Alan Carr	Group Manager: Tourism & Communications	aac@great-yarmouth.gov.uk 01493 846341 07736 922 166
Robin Hodds	Cabinet Secretary and Deputy Monitoring Officer	rh@great-yarmouth.gov.uk 01493 846325
Laura Goodman	Civic & Town Hall Events Manager	lauragoodman@great-yarmouth.gov.uk 01493 846125 07500 870 332
David Helsdon	Tourism & Town Hall Events Manager	djh@great-yarmouth.gov.uk 01493 846343 07919 592 374

SCRUTINY COMMITTEE

WORK PROGRAMME 2013/14

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
Management Structure	To review the Management re-structure including all levels of management to examine the structure's resilience and if it is fit for purpose.	July 2013	Chief Executive Officer Leader
Efficiency Support Grant (ESG)	To review how the ESG will be spent on discretionary services or otherwise and what are the plans when ESG has ended.	September 2013	Director of Resources, Governance and Growth Deputy Leader
Senior Management Performance	To review the processes in place for reviewing Senior Management performance.	August 2013	Chief Executive Officer Leader
Tourism Review – Great Yarmouth Market Gates Travel Information Improvements	<ul style="list-style-type: none"> • Entrances to Great Yarmouth • Lack of toilets at the bus station • Signposting • Cleaning of pavements • Pigeon droppings • Shop doorways • Adshel Shelter 	Sub-Committee set up to report direct to Scrutiny Committee June/July 2013	Director of Customer Services J Wiggins (Norfolk County Council) Owners of Market Gates Network Rail First Bus Town Centre Partnership

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
Review of Golden Mile Activities Including the Marina Centre	Review of area of Golden Mile including the Marina Centre.	TBA	Group Manager – Property Cabinet Member (Resources)
Budget Monitoring	Review and maintaining of Council's budget book.	Quarterly	Head of Resources, Governance and Growth
Review of Key Performance Indicators	To review and scrutinise existing services or functions of the Council.	Quarterly	Chief Executive Officer Leader
Town Centre Partnership Accounts & Report	To review the activities of the Town Centre Partnership.	Annual	Town Centre Manager
St George's Chapel and Pavilion	Structural faults found in Pavilion Café Building, and Consulting Engineers are investigating in consultation with the builders own engineers. Awaiting outcome of this investigation. Works to Chapel are almost complete. Review of overall situation, including original contract details.	August 2013	Conservation Officer Leader Peter Hardy
North Beach Area – Britannia Pier to Salisbury Road (Incl The Waterways)	Review of future use of this area.	TBA (NB: Yarmouth Area Committee to look at this first)	Group Manager (Property)

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
Land Holdings	Review of ground rent and leases for land holdings owned by the Council (except South Denes).	October/November 2013	Group Manager (Property)
Role of Ward Councillors	Review of Role and Activity of Ward Councillors.	July 2013	Cabinet Secretary Group Manager (Governance) Group Manager (Neighbourhoods)
Vauxhall Bridge	Review of programme of works to refurbish the Vauxhall Bridge.	August 2013	Conservation Officer Director of Resources, Governance and Growth Chairman of GY Preservation Trust
Boarded Up Derelict Houses	To review the reasons for the number of Boarded Up Houses in the Borough and possible future courses of action to bring them back into use.	September/October 2013	Director of Housing and Neighbourhoods Group Manager (Housing Services)
Public Information Pillars	Review of operation of the PIPs. (As agreed by Council on 23 July 2013.)	TBA	Group Manager (Tourism) Director of Customer Services
Impact of Benefit Changes	To review the impact of benefit changes.	March 2014	Group Manager (Housing) Employment & Skills Co-ordinator
Review of Civic Protocols	To review the civic protocols.	March 2014	Group Manager (Tourism)

Ref: REGH/JB

W:\Central services\Member Services\MemberServices\Robin Hodds\Misc\SCRUTINY COMMITTEE WORK PROGRAMME 2013-14 (Rev 12.02.14).doc