



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# Scrutiny

**Date:** Thursday, 03 October 2013

**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.

<b>1</b>	<b><u>Minutes</u></b>	<b>3 - 6</b>
	The minutes of the previous meeting held on 22 August 2013	
<b>2</b>	<b><u>PM007A - Voids Repairs</u></b>	<b>7 - 12</b>
<b>3</b>	<b><u>Vauxhall Bridge</u></b>	<b>13 - 16</b>
<b>4</b>	<b><u>PIPs</u></b>	<b>17 - 19</b>
<b>5</b>	<b><u>Management Structure</u></b>	<b>20 - 23</b>
<b>6</b>	<b><u>Role of Ward Councillors</u></b>	
	The Cabinet Secretary will give a verbal update on the Role of Ward Councillors.	
<b>7</b>	<b><u>WORK PROGRAMME 2013-14</u></b>	<b>24 - 27</b>
<b>8</b>	<b><u>Any other business</u></b>	
	Discussion of any other business not on the agenda.	

# **LARGER PRINT COPY AVAILABLE PLEASE TELEPHONE: 01493 846325**

## **SCRUTINY COMMITTEE**

**22 August 2013 – 6.30 pm**

### **PRESENT:**

Councillor Stone (in the Chair); Councillors Castle, M Coleman, Collins, Hacon, Hanton, Marsden, Shrimplin and Wright.

Councillor Holmes attended as substitute for Councillor Fairhead and Councillor Sutton attended as substitute for Councillor J Smith.

Councillor T Wainwright also attended.

Mrs J Ratcliffe (Chief Executive Officer), Mr S Duncan (Director of Resources, Governance and Growth), Mr R Hodds (Cabinet Secretary) and Mr C Rowland (Corporate Policy and Performance Officer).

Apologies for absence were received from Councillors Fairhead, Field and J Smith.

### **1. MINUTES**

The minutes of the meeting held on 18 July 2013 were confirmed.

### **2. ANNUAL PERFORMANCE REPORT 2012/13**

The Committee was reminded that at its meeting on 18 July 2013, Members considered the Council's Annual Performance Report for 2012/13. Members had raised a number of questions relating to the report and accordingly the Committee now considered the Corporate Policy and Performance Officer's report which clarified questions with regard to the following issues:-

- Planning applications
- New claims for housing and council tax benefit
- Council tax collection
- Sickness absence.

### **RESOLVED:**

That the Corporate Policy and Performance Officer's report be noted.

### **3. QUARTERLY PERFORMANCE REPORT**

The Committee considered the Quarterly Performance Report relating to Performance Measures for 2013/14 across all Council services. The report summarised performance in the first three months of 2013/14, 1 April – 30 June 2013 inclusive.

**RESOLVED:**

- (i) That the Corporate Policy and Performance Officer be requested to provide further information on the number of properties involved in relation to Performance Measure PM007A relating to the average time to re-let local authority housing and also details on comparison with other authorities.
- (ii) That the Quarterly Performance Report be noted.

#### **4. MANAGEMENT STRUCTURE**

The Committee was reminded that at its meeting on 18 July 2013 Members had considered the reports on the Management Restructure which had previously been presented and considered by Cabinet and Council.

The Committee had identified a number of questions to be answered in respect of the management structure and accordingly Members now considered the report of the Chief Executive Officer in relation to the answers to the following questions:-

- (i) Sickness Records – Have these changed since the restructure?

The current sickness position in the year to date to June 2013 is 2.74% absence rate, an improvement on the previous year to date of 3.65%. The sickness rates have therefore improved since the restructure took place.

- (ii) Under the Risk Analysis has anything shown up yet and has the Peer Review had any effect on this?

No issues have shown up which were identified in the Risk Analysis. The Peer Review has not had any effect on this.

- (iii) What will the daily/weekly financial implications be of using Senior Officers from other Local Authorities to cover leave and sickness absence of our own Officers/Managers?

There are no proposals to cover leave and sickness absence by using Senior Officers from other Local Authorities. The Executive Management Team is talking to other authorities in relation to mutual support and to ensure access to a wider set of skills and experience but there is no proposal for remuneration.

- (iv) What is the policy for recruitment and appointment of the post of Chief Executive Officer with an explanation of the procedure?

There is no specific policy for the recruitment and appointment of the post of Chief Executive Officer and this recruitment would therefore be covered under the Council's normal recruitment procedures. However, the Council's Constitution contains additional requirements in relation to the recruitment of the Head of Paid Service (the Chief Executive Officer) and Chief Officers (Directors and Group Managers).

In discussing the above responses to the questions, the Chairman asked which other local authorities is the Borough Council in discussion with and the Leader confirmed that the Borough Council was talking to all local authorities in Norfolk. With regard to the issue of

resilience, the Leader confirmed that there was no guarantee but was confident that the structure now agreed would cover any resilience matters.

The Chief Executive Officer reported that talks were continuing with Norwich City Council and also talks were taking place with North Norfolk District Council. The Chief Executive Officer also pointed out that Suffolk County Council had provided advisory and practical assistance on certain areas of the Council's work.

With regard to the recruitment and appointment of the post of Chief Executive Officer, the Chairman referred to the Local Authority (Standing Orders) Regulations 2001 and queried whether the details of these regulations had been applied in the recent appointment process. The Director of Resources, Governance and Growth reported that a new recruitment and employment policy was currently being drawn up. The Cabinet Secretary reported that the Council's current Constitution provided explicit procedure rules for officer employment relating to the recruitment of the Head of Paid Service, the appointment of the Head of Paid Service, appointment of Directors, other appointments, disciplinary action and on dismissal. The provisions of the Local Authority (Standing Orders) Regulations 2001 had been taken into account when these procedure rules had been formulated.

**RESOLVED:**

That the Chief Executive Officer's report detailing the responses to a number of questions raised by the Scrutiny Committee in relation to the management structure be noted, and that the answers to the remaining outstanding questions identified by the Scrutiny Committee be considered at the next meeting.

**5. BUDGET MONITORING**

The Committee noted the Director of Resources, Governance and Growth's Budget Monitoring report.

**6. SENIOR MANAGEMENT PERFORMANCE**

The Chief Executive Officer reported on the work currently being undertaken with regard to the Corporate Plan together with the Efficiency Support Grant Plan and the recommendations from the recent Peer Review to amalgamate issues into one single document. The Chief Executive Officer had, in conjunction with the Cabinet, identified some key performance indicators and projects to be included in this project. Members were advised that the Chief Executive Officer will be reporting on the development of this document regularly with effect from October 2013.

The Chief Executive Officer also confirmed that she held meetings on a weekly basis with both the Leader and Shadow Leader of the Council to update the Leaders on strategic and management issues.

The Chief Executive Officer confirmed that it was the Borough Council's intention to deliver on key performance indicators and projects and that there would be a very open scrutiny process on these issues.

**RESOLVED:**

That the Chief Executive Officer's report on Senior Management Performance be noted.

**7. SCRUTINY SUB-COMMITTEE – BUS REVIEW**

The Cabinet Secretary updated Members on the progress currently being made with regard to the proposals at the Bus Station. Members were advised that a 30 metre mural had been provided by Seachange Arts. The project was part of the ongoing drive by the Scrutiny Committee in conjunction with the County Council to improve the Bus Station and the “You are here” signs and flag signs had also been installed within the bus shelters.

RESOLVED:

That the position be noted.

**8. WORK PROGRAMME**

The Cabinet Secretary updated Members on the possible following items to be considered at the next meeting:-

- Management Structure
- Efficiency Support Grant
- St Georges Chapel and Pavilion
- Role of Ward Councillors
- Vauxhall Bridge.

**9. FUTURE DATES OF SCRUTINY COMMITTEE MEETINGS**

The Chairman reported on revisions to the dates for the next two Scrutiny Committee meetings as follows:-

- 26 September 2013 will now take place on 3 October 2013
- 24 October 2013 will now take place on 31 October 2013.

**10. CLOSURE OF MEETING**

The meeting ended at 7.50pm.

**Subject:** Void turnaround times for Community Housing Properties

**Report to:** Scrutiny Committee

**Report by:** Robert Read, Director of Housing and Neighbourhoods

**Date:** 3<sup>rd</sup> October 2013

## **1.0 Background**

Over the last couple of years we have seen an increase in the average void turnaround time in council housing properties. PM007a measures the number of days between a property becoming vacant and being re-let.

<b>Measure</b>	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14 Q1
Average void time in days	22.35	23.63	23.97	30.7	59.15	57.85

There are a number of factors that have driven this increase.

### **1.1 Review of the way in which voids are managed**

Around a year and a half ago we reviewed the way in which voids are managed. A number of things were found during the review and a number of changes have been made to bring about a more efficient way of working. However, one key issue was that although at the time we had good turnaround times, we were, at times, sacrificing quality and customer service.

We found that we were not always taking into account the needs of the new tenants who were moving in to the properties as they were involved too late in the process. In some cases we didn't take into account the abilities of the new tenants and their willingness to undertake fairly extensive redecoration work themselves.

We found that at times we were carrying out repairs or renovations to properties which then had to be undone because of the needs of the new tenant, including the requirements in some circumstances for adaptations. There were a number of other cases where properties were let with a good turnaround time but we then had to give a rent credit because the tenant couldn't move in on time. In other cases we had to return after the tenant moved in to carry out or finish off repairs.

Finally, we found that at times we were giving tenants very little time to move in to their new properties, resulting in them having to organise clearance of old property and a removal company at very short notice.

We decided that we wanted to involve the tenant at a much earlier stage in the process, getting them in to look at the property before we started work so that we had a proper understanding of what was important to them and that the renovation and moving processes was built around that understanding.

We have found that from a new tenant's point of view that this change has been successful in making the property suitable for them and ensuring that they were appropriately supported throughout the move.

We accepted that in the first instance there would be an increase in turnaround times, however we felt that, over time, we would be able to drive further efficiencies into the system and gradually reduce the time taken.

## **1.2 Changes to the way the turnaround time is measured**

In the past the figure that has been reported for turnaround times has only been for those voids classed as "minor voids," i.e. those voids that required a relatively minor amount of repair work. Major voids, or those that require major renovation work, for example, properties that had been left out of previous programmes because of tenant



refusal of the works and needed new kitchens or heating systems for example, were not included within the figure.

The reason that the figure was calculated this way was because void turnaround time was previously as Best Value Performance Indicator which stipulated that major voids need not count in the figure – this methodology was continued even though it was no longer reported to Government.

Following the review of the voids process we decided that that we wanted to measure the turnaround time for all voids so that we had a more complete picture. This inevitably led to an increase in the turnaround time reported.

### **1.3 Changes to the Housing Options system and demand for properties**

Prior to the review of voids, the Housing Options team had moved away from the choice based lettings system to one which was more focused on helping people on a one to one basis to find a solution to their housing problems. People are only put into an allocations pool if we have a chance of helping them into social housing in a reasonable time. This judgement is based on their choices about type and location of housing and the frequency with which properties of that type become available.

For the most part this has proven advantageous to turning around voids as we are able to identify new tenants based on a pool of applicants for that type of property rather than having to go out to advert. However, it has led to some delays in identifying tenants for some of our properties that are less in demand. Most commonly, these are family size properties on upper floors and in town centre and other locations with lower demand. There has been ongoing work to increase the pool of applicants for these properties but there are other factors influencing demand, particularly of larger properties.

### **1.4 Impact of Welfare Reform**

The introduction of the Social Housing Size Criteria, commonly known as the 'Bedroom Tax' has had an impact on the volume of voids and the demand for three bedroom properties, again particularly those in lower demand. This has been an issue across the

country with prospective tenants and landlords concerned about the affordability of larger properties.

It has particularly impacted on those properties in lower demand as the approach that we have often taken in the past in those properties has been to under-occupy them when letting them. Typically this meant allowing children of different sexes under the age of ten or children of the same sex under 16 a room each. Although we haven't entirely discontinued doing this, we would only now do so following a rigorous financial assessment ensuring that it is affordable for the new tenants.

### **1.5 Volume of voids**

When we carried out the review of voids management we found that voids were running at a fairly steady rate of around 450 a year. This year if trends stay the same we are predicting 600 voids. This will have an impact on turnaround times and we need to ensure we have sufficient capacity to improve. An increase in the numbers of void properties is something that we are aware other landlords are also experiencing.

### **1.6 Stock condition**

The impact of years of being in a negative subsidy position under the old HRA finance system and the target to achieve and maintain decent homes standards has meant that some of our stock continues to need major investment. This is particularly true for kitchens and heating systems, a large number of which, although their condition did not prevent a home from achieving decency standard, have come to the end of their useful life.

Along with the fact there were a relatively high number of refusals by tenants at the time of refurbishment programmes, has often meant that we are doing more extensive works in voids, thereby extending the void period.

## 2.0 Improvement Plan

We have looked at a range of ways in which we can improve the turnaround time of voids but maintaining the good practice we have established of involving new tenants early. This includes:

- Increasing the allocations pool for the properties of lesser demand to include applicants who traditionally might not have had priority for social housing
- Where necessary running adverts in the paper for properties
- Beginning a review of our allocations policy to ensure that it retains choice but makes best use of all available stock
- Giving consideration to options for non traditional occupation of some properties – such as flat sharing for single applicants
- Carrying out further analysis of the reasons behind the increase in voids and the properties with lesser demand
- Starting to develop a voids standard for our properties so that the Council, contractors and tenants are clear about the level that we want to bring our empty properties up to
- Increasing investment in our properties, in particular the planned renewal of kitchens to a higher specification and heating systems, reducing in future the amount of work required in voids
- Setting up an SLA with our kitchen and bathroom renewal contractor so that if a new kitchen or bathroom is required then it is installed in occupation, within three months of the new tenancy starting, again reducing the amount of work required at void stage
- Ensuring that work to voids is started as soon as the property becomes available and working with our contractors to manage their resources so that void works are completed promptly alongside responsive repairs works
- Developing and increasing the capacity of our multi skilled workforce to deliver voids maintenance works

- Visiting Norwich City Council to look at their voids operation. Norwich have the same configuration of contractors that we have and some useful lessons were learned
- Consideration given to investing further resources in voids administration to ensure there is sufficient daily drive to make sure each part of the voids system is as efficient, effective and economical as possible
- Wherever possible, ensuring that tenants give the required four weeks notice to vacate the property and that we use those four weeks to start any repair works. That we also enforce the four weeks notice period wherever appropriate when tenants do not give notice
- Bringing in introductory tenancies which will help to instil a culture of new tenants maintaining their homes.

The swift turnaround of voids is an important element of Community Housing's Business Plan and is being given renewed focus by the management team. Some elements of the plan outlined above are ones that we can influence in the relatively short term, whilst others will take longer, however we believe that over the next 6 months we can make significant progress in reducing void turnaround times.

## **Vauxhall Bridge Report for Scrutiny**

### **Introduction**

The Vauxhall Bridge is a Grade II listed iron structure dating from c.1850. The bridge is a rare survival and one of only a few remaining bridges of its type in Britain.

The bridge is an extremely important gateway into Great Yarmouth from the railway station and provides visitors with one of their first visual experiences of the town.

As well as a key link to and from the railway station the bridge also serves Asda superstore.

It is a landmark building within the built environment of the town and visible from many directions including the river.

The condition of the bridge was poor and potentially dangerous. Its visual appearance presented a poor image of the town and gave the message that Great Yarmouth had little regard for its heritage.

### **Statutory Legislation**

As a listed structure the bridge benefits from statutory protection under the Planning (Listed Buildings and Conservation Areas) Act 1990. If a listed structure is allowed to deteriorate the local planning authority can secure its preservation by serving an Urgent Works Notice or a Repairs Notice.

Vauxhall Bridge is in the ownership of Railway Paths Ltd a subsidiary of a cycle way charity called Sustrans. Neither of these two organizations have sufficient funding to undertake repair nor adequate maintenance.

### **Project History**

A report to Corporate Management Board and Cabinet dated 18<sup>th</sup> and 19<sup>th</sup> of January 2011 from the Head of Planning and Development and Head of Regeneration sought support for the "Reconnecting Great Yarmouth Project" a project that proposed to undertake repairs to Vauxhall Bridge using a Fair Shares Trust grant. And sought to ask Great Yarmouth Preservation Trust to act as administrator and accountable body for the project and to provide technical expertise and advice.

The report also sought a grant from the Borough of between £5 and £10k.

Great Yarmouth Preservation Trust members agreed to act as the accountable body for the project at a Trust meeting on the 1<sup>st</sup> February 2011.

During a subsequent Trust meeting on the 8<sup>th</sup> March 2011 it was agreed that the contract, both design and the construction elements, should be undertaken by the Norfolk County Council partnership with Mott MacDonald and May Gurney. The Borough Councils Conservation Officer advised against this and suggested a conventional tender procurement route not only because of openness but importantly because the County partnership is not a historic structures specialists.

The proposed scheme was to undertake repair of the eastern span and provide a wider deck to carry a footway to allow for both pedestrians and cyclists.

Scheme design and funding was in place by January 2012 and this was as follows

Total Scheme Cost                      £574,182.46

Budget                                        £522,750.00

This left a shortfall of £51,432.46 if all contingencies were used. The professional team was asked to look for savings.

Following this additional funding was secured with the below funding breakdown

Fair Share	£365,000
Railway Preservation Trust	£50,000
Asda	£30,000
Donations	£8,810
GYBC	£30,000
GYBC / NCC Car Parking Surplus	£50,000
Garfield Western Trust	£30,000
NCC Economic Development Fund	£29,000
106 Money	£10,000
Total as of 16.08.12	£642,810

In order to enable council control of the project it was agreed to carry out the repairs under an Urgent Works Notice whereby the Borough Council as Local Planning Authority served the notice on the owner and then undertook the repairs with funding given by the Preservation Trust (as accountable body).

Work began on site in April 2012 by the end of 2012 it became clear to officers that the NCC partnership of Mott Macdonald and May Gurney were unable to deliver the project within the budget. The NCC partnership suggested that an additional £1m would be required.

Officers sought advice from leading conservation specialist structural engineers The Morton Partnership who felt that it would be possible to deliver the project of a repaired east span with pedestrian and cycle way for within the remaining budget of £380,000. They also commented that much of the £262,810 budget already spent was not prioritized in the correct areas and some work and much of the design would need to be redone.

The Fair Shares funding is time critical and if not spent would be clawed back ultimately resulting in other funders requiring repayment and the project failing. It would also have meant that the £262,810 already spent would impact directly on the Borough.

Because of this deadline there was an urgency to remove the NCC partnership and appoint the Morton Partnership and a single member decision was made on the 7<sup>th</sup> of January 2013 to wave standing orders and appoint the Morton Partnership to deliver the project.

### **Project History 2013**

The Morton Partnership was appointed in January 2012 and after design and CDM work commenced on site in March 2013.

Work was undertaken in a timely and professional manner.

In order to deliver the funders requirement of a structurally repaired, safe bridge and pedestrian and cycle way within the reduced contract sum of £380k a decision was taken that repainting would become the balancing figure and if necessary painting would be omitted in areas where it would not impinge on structural condition.

While this policy enable the delivery of the funders requirements meaning that no grant had to be paid back it became clear in May 2013 that the visual appearance would be compromised with only part of the eastern span painted.

The additional costs of this including high level scaffolding, encapsulation, blasting and removal of lead paint and repainting was £140k, a report to cabinet was submitted seeking this funding from the County Council Surplus Car Parking Fund which was subsequently agreed.

At the date of this report works to the bridge are complete, scaffolding has been taken down and the landscaping to the approaches is underway.

### **Summary**

This project has presented a number of challenges, not necessarily as a direct result of the condition of the bridge or repairs needed. A clear lesson is that it is essential to engage with the right professional team and contractors at the beginning of a project.

Ultimately the repairs have been successful and bridge is now structurally sound and safe. The eastern span is painted and this has greatly enhanced the appearance and visual amenity of the area.

The boroughs conservation section and Great Yarmouth Preservation Trust are currently considering options to complete the western span and undertake landscaping of a wider area.

Darren Barker

Conservation Officer

August 2013





Subject: Public Information Pillars

Report to: Scrutiny – 26<sup>th</sup> September 2013

Report by: Director of Customer Services

This report outlines the position in relation to the Public Information Pillars (PIP's) and the licence agreement with Great Yarmouth Tourist Authority.

## **1. BACKGROUND**

The Council in 2009 invited tenders for the Highways Act 1980 licence to site and operate PIP's at various location around Great Yarmouth.

The successful tenderer was the Great Yarmouth Tourist Authority (GYTA) and the license was issued with effect from June 2010 for a five year period.

The GYTA agreed a payment to the Council of £5,000 per quarter and entered into an agreement with Sutton Media Ltd for the management and marketing of the PIP's at the commencement of the license for a four year period.

In January 2011 negotiations between the GYTA and Sutton Media had broken down and it was suggested by the GYTA that they may wish to relinquish the license. A single member report was undertaken on the 18<sup>th</sup> January offering two alternatives:

- To grant the licence to the next best offer made during the original tender procedure.
- To repeat the tender process.

The decision relating to the report of the 18<sup>th</sup> January 2010 was taken by Cllr Stone and approved to grant the licence to the next best offer made during the original tender procedure the recommendation should have clearly stated this was the action agreed should the GYTA formally surrender the licence.

The Cabinet member and support members at the time, Cllr Plant and Cllr Coleman, were both members on the board of the GYTA and therefore unable to consider the report of the 18<sup>th</sup> January 2010 because of the conflict of interest.

Once the report was agreed a letter was sent to Sutton Media enquiring of their interest should the license be relinquished, no reply was received to this letter.

After clarification with NPLaw regarding the above the following is clear:

- The license was granted to the Greater Yarmouth Tourist Authority in 2010
- The Cabinet decision in January 2011 to offer the license to the second bidder was taken on the understanding GYTA would formally surrender the PIPs license.
- GYTA did not formally surrender the license and clearly all parties believed this to be the case.
- The PIP's license granted in 2010 to GYTA is therefore still valid and operational.

The management and marketing of the PIP's remained problematic throughout 2011 and this culminating in the GYTA issuing a Statutory Demand notice to Sutton Media in September 2012.

Negotiations between all parties have been ongoing during the entire lease period and since the issue of the Statutory Demand Notice in September 2012 an agreement was reached with Sutton Media (copy attached) on the 4<sup>th</sup> February 2013.

## **2. CURRENT POSITION**

With the agreement reached on the 4<sup>th</sup> February 2013 a payment plan was developed and the current position is as follows:

Original Debt to March 2013	£44,630.95
Payments due to date for 2013/14	£15,000.00

Payments received from GYTA	(£27,444.59)
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Outstanding debt	£32,186.36
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It is anticipated that the debt will be clear by the end of the 2013/14 financial year.

**THIS AGREEMENT** is made the 4<sup>th</sup> day of February Two Thousand and Thirteen  
**BETWEEN THE GREAT YARMOUTH TOURIST AUTHORITY (GYTA)**

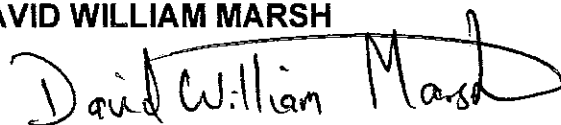
(Co. Reg No. 3090229) of 25 Marine Parade, Great Yarmouth, Norfolk (the "Tourist Authority")  
of the one part and **SUTTON MEDIA LIMITED (SM)** (Co. Reg. No. 05943772) of Park House,  
15 Nottingham Road, Kimberley, Nottingham, NG16 2NB (the "Company") of the other part

**WHEREAS**

1. SM agrees to pay the sum of £45,000 in respect of 2010, 2011 and 2012 seasons
2. GYTA agrees to suspend legal action in lieu of this agreement
3. GYTA agrees to rent all of the columns in situ and in storage for the Great Yarmouth borough area for the seasons 2013 and 2014 for £5,000 per annum
4. SM & GYTA agree to offset items 1) and 2)
5. The net sum payable of £35,000 is to be paid over a period of 18 months commencing with January 2013 and finishing in June 2014, at a rate of £2,000 per month except that in June 2014 the balancing payment will be £1000.
6. The first payment being due on completion of this agreement no later than January 30<sup>th</sup> 2013
7. Should SM default with its monthly payments within the first 12 months then within this agreement SM agrees that the ownership of all columns as above, will transfer to GYTA as of immediate effect.
8. GYTA agrees to appoint SM as a sales agent for the said columns for the seasons of 2013 and 2014 at a gross commission rate of 35%, any discounts granted by SM are to be deducted from that commission
9. An essential part of this agreement is that both parties have equal accessibility to advertising space, and existing bookings within the existing price structure will be honoured (list attached).
10. SM agrees that GYTA will be responsible for all operational matters and that the same advertising rates and discounts will be available from either party or its agents to potential customers
11. GYTA will notify current members and advertisers of the new arrangements within 14 days of this agreement at which time sales activity for the 2013 season will commence

**EXECUTED as a Deed by the GREAT YARMOUTH TOURIST AUTHORITY**

**Acting by its Director DAVID WILLIAM MARSH**



**EXECUTED as a Deed by the SUTTON MEDIA LIMITED**

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**Acting by its Director NEIL OAKDEN**



Subject: Management Structure

Report to: Scrutiny Committee, 3<sup>rd</sup> October 2013

Report by: Jane Ratcliffe, Chief Executive Officer

**SUBJECT MATTER/RECOMMENDATIONS**

**To note the responses to the questions raised by Scrutiny Committee at their meeting on the 18<sup>th</sup> July 2013.**

**1. INTRODUCTION/BACKGROUND**

1.1 At the meeting of Scrutiny Committee on the 18<sup>th</sup> July 2013, the reports on the Management Restructure which were presented to Cabinet and Council were considered.

1.2 The following questions were discussed:

- i) Sickness records – have these changed since the restructure?
- ii) When will all Managers have job descriptions and appropriate pay grades in place, and what is the final cost savings likely to be in comparison with the forecasted savings and does this include any consultancy costs or any other one off costs?
- iii) Considering the important work needed to be done, should the Leader of the Opposition be a member of the ESG Project Board, and if not, why not?
- iv) Under the risk analysis has anything shown up yet, and has the Peer Review had any effect on this?
- v) Can a breakdown of the actual costs and savings as a result of the changes having taken place be presented?
- vi) What will be the daily/weekly financial implications of using Senior Officers from other local authorities to cover leave and sickness absence of our own Officers/Managers?
- vii) What is the policy for recruitment and appointment of the post of Chief Executive Officer with an explanation of the procedure?
- viii) What proposals are there for shared services at the moment?

1.3 Parts i), iv), vi) and vii) were responded to at the last meeting of the Scrutiny

Committee in August 2013.

- 1.4 This report responds to parts ii), v), and viii). A verbal response to part iii) will be given at the meeting.

## **2. RESPONSES**

- 2.1 ii) When will all Managers have job descriptions and appropriate pay grades in place, and what is the final cost savings likely to be in comparison with the forecasted savings and does this include any consultancy costs or any other one off costs?

All Managers have job descriptions and appropriate pay grades in place. The report to Council on the 27<sup>th</sup> November 2012 identified £348k of ongoing savings arising from the Management restructure. Actual ongoing savings are estimated at £387k, as further restructuring and voluntary departures have taken place. Consultancy costs of £36,800 were incurred as part of the process.

- 2.2 v) Can a breakdown of the actual costs and savings as a result of the changed having taken place be presented?

As identified above, ongoing, year on year savings of £387k have been delivered as a result of the process. This is offset by £36,800 of one off consultancy costs incurred during the process itself. In addition, one off costs relating to the voluntary departure of staff amounted to £442k were incurred in 2012/13.

- 2.3 vi) What proposals are there for shared services at the moment?

The Council has always used a mixed economy, determining on the basis of the best value for money the way in which it will deliver service to the public. As such, where opportunities arise a business case is prepared and considered before a decision is made to proceed.

Discussions have been taking place with neighbouring authorities in relation to providing support and resilience, as management teams across the public sector are shrinking. Exploratory discussions have also been had in relation to the potential to share posts where particular skills are required.

Currently, the Council is about to launch a cost sharing group in conjunction with North Norfolk District Council and Voluntary Norfolk, to provide services to the third sector.

The Council is working with Health East (the local Clinical Commissioning Group), Norfolk and Suffolk CC's and Waveney DC to look at how health, social care and district council services can be integrated for the benefit of patients and residents. The 5 organisations will look at how services are commissioned, how budgets can be aligned and how teams and management structures can be integrated.

Work is also underway to examine options for the future of the Building Control service, looking at the potential to join in one of the consortium arrangements, or providing a shared service with another local authority.

### 3. RECOMMENDATIONS

3.1 That Scrutiny Committee note the report

#### **FINANCIAL IMPLICATIONS:**

None

#### **LEGAL IMPLICATIONS:**

None

#### **EXECUTIVE BOARD OR DIRECTOR CONSULTATION:**

EMT via email 30/09/13

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	n/a
	EqlA Form completed	



## 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"> <li>Entrances to Great Yarmouth</li> <li>Lack of toilets at the bus station</li> <li>Signposting</li> <li>Cleaning of pavements</li> <li>Pigeon droppings</li> </ul>	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



<b>SUBJECT</b>	<b>ISSUES TO BE ADDRESSED</b>	<b>DATE OF SCRUTINY COMMITTEE</b>	<b>RESPONSIBLE OFFICERS/MEMBERS</b>
	<ul style="list-style-type: none"> <li>• Shop doorways</li> <li>• Adshel Shelter</li> </ul>		Town Centre Partnership
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

<b>SUBJECT</b>	<b>ISSUES TO BE ADDRESSED</b>	<b>DATE OF SCRUTINY COMMITTEE</b>	<b>RESPONSIBLE OFFICERS/MEMBERS</b>
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)
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	September/October 2013	Director of Housing and Neighbourhoods

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
	possible future courses of action to bring them back into use.		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

Ref: REGH/JB

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