



GREAT YARMOUTH
BOROUGH COUNCIL

Scrutiny Committee

Date: Thursday, 30 January 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 - 7

To consider the minutes of the meeting held on 21 November 2013.

2	<u>VAUXHALL BRIDGE</u>	8 - 11
	To consider the Great Yarmouth Preservation Trust minutes attached relating to the appointment of the contractor.	
3	<u>ST GEORGES CHAPEL AND PAVILLION</u>	12 - 15
	To consider the attached report.	
4	<u>BUDGET MONITORING REPORT</u>	16 - 20
	To consider the attached report.	
5	<u>WARD COUNCILLORS</u>	21 - 44
	To consider the attached Members Handbook and to receive a verbal update from the Cabinet Secretary on the recent meeting of the Ward Councillors Working Group.	
6	<u>SCRUTINY COMMITTEE WORK PROGRAMME 2013-14</u>	45 - 48
	To consider the attached Work Programme.	

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SCRUTINY COMMITTEE

21 November 2013 – 6.30 pm

PRESENT:

Councillor Stone (in the Chair); Councillors M Coleman, Fairhead, Field, Hanton, Marsden, J Smith and Wright.

Councillor Plant attended as substitute for Councillor Collins.

Councillor T Wainwright and Williamson also attended.

Mr S Duncan (Director of Resources, Governance and Growth), Mr R Read (Director of Housing & Neighbourhoods), Mrs L Mockford (Group Manager Governance) Mr R Gregory (Group Manager Neighbourhood & Communities), Mr R Hodds (Cabinet Secretary) and Mr C Rowland (Corporate Policy and Performance Officer).

Apologies for absence were received from Councillors Collins and Shrimplin.

1. MINUTES

The minutes of the meeting held on the 31 October 2013 were confirmed subject to the following amendments:-

Item 6 – Vauxhall Bridge

It was agreed that the minutes of the Great Yarmouth Preservation Trust relating to the appointment of the contractor would be considered at the next meeting. It was also agreed that with regard to the comment in respect of the access from the Quay along the Bridge it was agreed that there was a need to have a clear defined plan with regard to a possible crossing in this area and which would detail how pedestrians and vehicles would be accommodated in this area.

Item 7 – Salisbury Road Call-In

A Member commented that if the proposal to build housing accommodation on this site was approved it would turn to slums within ten years.

2. PERFORMANCE MANAGEMENT PROJECTS AND MEASURES

The Committee considered the Corporate Policy and Performance Officer's report which summarised how the Council has moved from monitoring Performance Indicators via target setting to the new version of reporting performance of Key Projects and Corporate Measures to Members for 2013/14. Members were advised that the report for Key Projects and

Corporate Measures refer to performance in the first six months of 2013/14 (1 April to 30 September 2013 inclusive).

The Committee considered in detail the summary report for the quarter April to September with regard to the Corporate Key Projects and discussed the following particular projects:-

- KP09b - Delivering the Empty Homes Programme – HCA Project.
- KP01 - Development of Beacon Park.
- KP05 - Welfare Benefit cuts/changes.
- KP12 - Improving facilities at the Marina Centre and Phoenix Pool.
- KP13 - Developing and delivering new sports and play strategies.
- KP16 - The setting up of a cost sharing group with North Norfolk District Council known as Coast Share.

In relation to KP09a, the Director of Housing and Neighbourhoods outlined the discussions that had taken place with regard to the HCA Project and advised that it was now proposed to reduce the number of properties to be delivered by nine properties and the target would now be sixteen properties. In connection with KP13, the Cabinet Member (Transformation and Regeneration) reported that the Borough currently lacks a comprehensive and up to date strategy around play, playing pitches and leisure. It was proposed that a new strategy would be coming on board in the near future. With regard to KP16, the Director of Resources, Governance and Growth reported that this was a proposal to guarantee to provide services at cost and it was anticipated that there would be a 20% savings result. The issue of exemption from VAT was explained to Members.

The Corporate Policy and Performance Officer presented the Corporate Measures for 2013/14 which summarised performance for the first six months of 2013/14 (1 April to 30 September inclusive). In particular the Committee's attention was drawn to measures CM07a, CM09b, CM21, CM22, CM23 and CM25.

RESOLVED:

That the report on Performance Management – Key Projects and Corporate Measures for the first six months of 2013 be received.

3. EFFICIENCY SUPPORT GRANT (ESG) PROGRESS UPDATE

The Committee considered the Director of Resources and Governance's progress update with regard to the Efficiency Support Grant. Members were reminded that as part of the 2013/14 grant settlement from Central Government the Council was allocated £1,864,000 of Efficiency Support Grant which is designed to support the Council delivering savings towards a balanced budget. In order to receive the ESG, the Council was obliged to submit a business case which would demonstrate how the grant would deliver the required level of savings to balance the budget by 2015/16. Guidance for the preparation of the business case was published in a letter to the Chief Executive on the 28 January 2013 and this required the business case to be prepared around five themes:-

- Shared Chief Executive and shared Senior Management Team proposal.
- Shared Service Delivery.
- Shared Procurement.
- Strategic Asset Management.
- Other efficiency measures.

The Council submitted a business case which was approved by the department for Communities and Local Government and the Efficiency Support Grant had been received in May 2013. The Director of Resources and Governance reported that his report now updated Members on progress towards delivering the projects within the business case and highlighted additional work that the Council has carried out towards delivering further savings to balance the budget in 2015/16.

The Cabinet Member (Transformation and Regeneration) also reported on the establishment of a ESG Project Group and Board which had met regularly to consider and deliver the projects within the business case. The Director of Resources and Governance advised Members that the bid for the second tranche of ESG Funding had to be submitted to the DCLG and that the deadline was the 23 November for the bids submission.

In discussing the progress report, the Chairman asked for clarification with regard to the progress that had been made with regard to the themes concerning the Shared Chief Executive and Shared Senior Management Team proposal and also the Shared Service Delivery. The Cabinet Member (Transformation and Regeneration) detailed the services that the Borough Council were currently sharing at present and reiterated that it was the aim of the current administration to retain the sovereignty of the Borough Council. The Leader confirmed that there was no proposal of the current administration to share a Chief Executive and a Shared Senior Management Team.

In connection with the Borough Council's previous two attempts at sharing Senior Management and sharing of services, the Shadow Leader questioned the detail of the text within the bid to be submitted to DCLG for the second tranche of funding.

The Chairman asked whether enough progress had been made with regard to the themes within the business case so that it would be likely that the Borough Council would receive the second tranche of grant approval. Councillor J Smith also asked whether there were any plans overhanging from the transitional grant previously awarded to the Council. The Leader confirmed that there were no such plans.

RESOLVED:

That the progress update report in respect of the Efficiency Support Grant be noted.

4. ROLE OF WARD COUNCILLORS

The Committee considered the Cabinet Secretary's report with regard to the Role of Ward Councillors. Members were reminded that the Committee had set up a Ward Members Working Group to fully examine the issues relating to the role of Ward Councillors. The main issues considered in detail by the Working Group could be summarised as follows:-

- (a) A mentoring/buddying system for Councillors.
- (b) Members Handbook.
- (c) Members Equipment.
- (d) Case work and engaging with the community.
- (e) Ward Councillors Compact.

RESOLVED:

- (i) That Cabinet be recommended to agree to the Ward Councillor Compact and also to the mentoring/buddying system for Councillors.

- (ii) That a further meeting of the Ward Members Working Group be held to give further consideration to the finalisation of the Members Handbook, to consider Councillors induction and also to give further consideration to community involvement.

5. FINANCE REPORT – SEPTEMBER 2013

Members received and noted the Director of Resources and Governance finance report for September 2013.

6. BUS STATION REVIEW

The Cabinet Secretary reported on the advice received from the County Council with regard to progress in respect of the Great Yarmouth Bus Station as follows:-

- The tender for the new electronic signage has now closed and the award of the contract will be made within the next few days.
- Works to re-instate a power supply to all bus shelters at Market Gates has commenced with appropriate surveys being carried out. The exact timetable for completion of these works is not yet known.
- The installation of the new signage is likely to take place in January 2014.
- Pigeon works had been completed and deep clean of the area had been carried out.
- The murals had been erected and had been well received.
- Details relating to the proposals for the Great Yarmouth Bus Station had appeared in an article in the “Buses Magazine” which is a national publication.

RESOLVED:

That the position be noted.

7. SCRUTINY COMMITTEE WORK PROGRAMME 2013/14

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

- Land Holdings.
- Role of Ward Councillors.
- Vauxhall Bridge.
- St Georges Chapel and Pavilion.

RESOLVED:

That an additional item be added to the Work Programme as follows:-

“Impact of Benefit Changes”.

8. DATE OF NEXT MEETING

The Chairman reported that the next meeting to be held on the 19 December 2013 would be cancelled and that the next meeting of the Committee would be held on the 30 January 2014.

9. CLOSURE OF MEETING

The meeting ended at 8.05 pm.

The Great Yarmouth Preservation Trust

Minutes of the Director's Meeting
held at 10.00 a.m. on 8th March, 2011
in the Nelson Room, Town Hall, Great Yarmouth

Present

Cllr. B. Coleman (Chair), Paul Davies, Margaret Gooch, Cllr. Cuncliffe, Cllr. Taylor

Attending

Darren Barker, Ms. B.Heriz-Smith and by invitation of the Chairman: Peter Warner, GYBC, Paul Donnachie and David Wardale, NCC, and John Drinkill, Bureside Fair Share Trust/Community Connections.

Papers distributed at meeting:

- Project Report
- Minutes of Community Consultation Meeting - Options Appraisal, Beating Chamber
- Financial report, 28.2.11
- Briefing Note on exhibition rooms at Royal Naval Hospital prepared by Peter Warner.

1. Apologies

Ernie Childs

2. Minutes of last meeting

Minutes of the Director's Meeting held on 1st February, 2011 were agreed and signed as correct.

3. Matters Arising

9a Darren has submitted an application to Awards for All to build a website for the Trust.

9b The jetty proposal should have been verified by Go East which is in the process of being disbanded. It will therefore be scrutinised and verified by Government Office of West of England, and a decision should be made by 11th May if they are satisfied that due process has been followed. If not, the decision will go to the Secretary of State. English Heritage has judged that the existing structure is not listable and has no value, but that the location has merit. Norfolk Landscape Archaeology has taken a different view. The outcome might be that the issue is put forward for debate in the public arena.

4. Vauxhall Bridge

Declaration of interest: Cllr. Taylor had informed the previous meeting that he sits on the Bureside Fair Share Trust committee.

- 4.1 Paul Donnachie and David Wardale, NCC, Department of Environment Transport and Development (ETD), gave a presentation of the Vauxhall Bridge Improvement Scheme. Notes on the presentation were distributed. It was noted that works are to completed and money spent by the end of 2012. The Fair Share Trust has worked with the Partnership which is proposed to manage the scheme, namely NCC, May Gurney and Mott MacDonald, and found this satisfactory and are happy to accept this model. This is the partnership through which highway works are delivered and which has extensive experience in successful delivery of bridge improvement and maintenance projects. To save time and costs associated with tendering, it is proposed that the work be done

through the County Council Partnership, which will ensure standards expected by pedestrians and cyclists are met when specialist work is sub-contracted out.

- 4.2 Barry Cunniffe recommended that the Trust supports the proposal on the basis of the preferred Phase 1 Option, which is to fully refurbish the eastern span at a scheme cost of £385, but with the understanding that if the shortfall is not met the alternative option can be put in place, which allows for partial refurbishment of the eastern span at a scheme cost of £290. (The Preferred Option allows for £115 contingency, with a £195 shortfall if contingencies are used and £80,000 if not.) The flexibility required lent favour to the Partnership arrangement rather than going through a tendering process with a Tender Specification. NCC are willing to secure approval of the arrangement through their Technical Assessor.
- 4.3 This was agreed, but it was noted that the preferred option was required to keep the project rolling forward to Phases 2 and 3 (see presentation notes). John Drinkill is confident that ASDA will come forward with funds as they lost 4% of business when the bridge was temporarily closed last year. It is hoped that £50,000 bid to the Railway Heritage Trust will be successful. The template used for the Fair Share application can be used as a template for further funding bids.
It was felt that the Great Yarmouth Preservation Trust had a good record in securing funding for major projects and was in a good position to secure additional funding for the Vauxhall Bridge Improvement Scheme.
- 4.4 Darren Barker enquired whether there was information as to what the figures had been based on. Paul Donnachie confirmed that the next step was to market test the figures against other practitioners. It was agreed that some money should be set aside to get detailed costing.
- 4.5 Concern was expressed about the very large figure allowed for contingency. The Trust requested information about fee scales to be presented to Darren Barker as soon as possible.
ACTION PD
- 4.6 Paul Donnachie confirmed that the work could be completed under either option by the end of March 2012.
- 4.7 The Vauxhall Bridge will remain in the ownership of Sustrans. It will be transferable only if a vehicular link is implemented over the bridge.
- 4.8 Community Connections is the Legal Entity for holding Fair Share funds and noted that although this is Big Lottery money, it did not exclude bids for additional lottery funding. An application to Heritage Lottery Funding is proposed for Phase 2 as this will be linked to learning outcomes including research and heritage skills.
- 4.9 It will not be necessary for GYPT to open a new project account. Phased payment will be made such as to avoid cash flow problems for the Trust. The procedure for this to be confirmed.
ACTION PD JD
- 4.10 A Press Release will be sent to the papers this week to coincide with publicity for a River Care project to be held on 14th July around the ASDA site, an event supported by a Keep Britain Tidy group and Anglian Water. A marquee will be installed in which

the Vauxhall Links Improvement Scheme presentation will be shown to the public. The Press are to be directed to Barry Coleman, Peter Warner, Mark Taylor, Paul Donnachie and Miriam Kikis for comments.

Proposal

That Great Yarmouth Preservation Trust assumes the role of Project Board/Client which will involve the administration and control of the flow and distribution of funds and expenditure. GYPT will consider technical recommendations made by the Reconnecting Great Yarmouth Group and oversee the appointment of consultants and contractors. GYPT supports the Preferred Option, but on the condition that a revue is undertaken and the partial refurbishment option implemented if necessary.

Cllr. B. Cuniffe proposed, Margaret Gooch seconded.
The proposal was unanimously approved.

5. Royal Naval Hospital

Peter Warner presented his report and explained that any amended to the Section 106 Agreement would we need to be proposed by the Management Agents. The Trust has no role in this matter other than advisory. It was agreed that an application was submitted to Planning for amendment, this would automatically be referred to the Conservation Dept. which could stipulate a sensitive conversion plan for the historic wards currently protected under the Agreement. In exchange, income derived from conversion could be directed toward conservation of the Chapel and the provision of public access. A key to the Chapel should be deposited at the Town Hall or Aldreds to facilitate public access.

6. Options Appraisal, Beating Chamber

- 6.1 The Chair had sent letters to all eight Gorleston Councillors enclosing the plans, historical report, minutes of meetings etc and requesting consultation takes place with residents in their wards. Cllr. Watts, Cllr. Collins, Cllr. Page and Cllr. Burroughs had responded. Cllr. Watts is to liaise with Darren Barker about holding a meeting at the Beating Chamber with interested parties.
- 6.2 The minutes of a meeting held with G.O.S.H. and other members of the community was noted.
- 6.3 To be reviewed when further feedback is forthcoming.

7. Project Report

- a) Car Parks at Time and Tide and Nelson Museums
The agreement with GYB Parking has been signed and sealed. Darren Barker to meet with James Steward, Time and Tide, and Hannah at Nelson Museum to discuss signage and permits. **ACTION DB**
- b) The Flat, 8 Market Row
An email has been sent to Mandy Gowers at Orwell to raise discussion on the terms agreed for this property.

8. Finance and Administration Report

The financial report updated to 28.2.11 was noted. No comments.

9. **Any Other Business** None
10. **Date of Next Meeting:**
10.00 a.m., Tuesday, 14th June, 2011, Nelson Room, Town Hall.

Subject: St Georges Chapel and the Pavilion Project

Report to: Scrutiny Committee – 30th January 2014

Report by: Director of Customer Services

This report reports outline the lessons learnt from this project and how these may be used in the future.

1. **BACKGROUND**

- 1.1 The project to renovate St. Georges Chapel and design and build a Pavilion to compliment the surrounding area commenced design in September 2008.
- 1.2 The project involved significant external funding from as follows:

Organisation	Capital Funding	Revenue Funding
East England Development Agency	£1.825m	
Sea Change	£2.665m	£253k
Heritage Lottery	£1.998m	£45k
English Heritage	£0.250m	
Norfolk County Council	£0.821m	£100k
Great Yarmouth Borough Council	£1.270m	
Total Funding	£8.829m	£398k

- 1.3 This focus of the report will be around the project delivery, lessons learnt and overall cost.

2. **PROJECT DELIVERY**

- 2.1 The original timeline for the project included a completion date of December 2011. There were initial difficulties with the appointed design team which necessitated changes to the original plans however this did not extend the original contract period.
- 2.2 The project was not only to totally renovate and bring back into use St Georges Chapel but to landscape, change road layouts and to build a new Pavilion to compliment the Chapel.
- 2.3 In July 2009 Hopkins Architects were appointed to move the project forward and works commenced on site 22nd November 2010 with RG Carter being appointed the principal contractor under a variation of a Design and Build Contract.
- 2.4 The renovations to the Chapel and surrounding area progressed well and the Chapel

was completed, although behind schedule, on 31st October 2012. A partial completion certificate was issued for the Chapel only at this point.

- 2.5 The new build Pavilion presented additional challenges and works ceased for a period of time whilst negotiations were undertaken with the main contractor and the design team to remedy some of the issues.
- 2.6 Practical completion was issued for the new build Pavilion on 29th July 2013.
- 2.7 Landscaping of the remaining area around the Pavilion could not be fully completed until the Pavilion was handed over and therefore final works were finished in September 2013.

3. LESSONS LEARNT

- 3.1 This element of the report seeks to outline the issues gathered since the completion of the works. It is not the intention of this report to reflect on the design or workmanship of the project but simply aims to ensure these issues are recorded as lessons learnt for future projects.
- 3.2 The complexity of the project to deliver a fully renovated Grade 1 *listed building with a new build Pavilion and associated landscaping and road layout changes led to a new way of working with partners and contractors.
- 3.3 A design and build contract was used as the base of the agreement this involved a number of consultants, specialist consultants and contractors to progress the works through to final completion incurring significant costs.
- 3.4 Finances were extremely pressured and although initially a Clerk of Works was anticipated to be on site throughout, budget issues reduced the ability to be able to continue with this past the first stage of the project.
- 3.5 The design team needed to be conservation specialists but were not locally based and therefore unable to be on site throughout every stage of the works. This would need to be carefully considered in any future project and the risks highlighted ahead of any contract being placed.
- 3.6 The variation on the design and build contract highlighted issues between the original concept, design and delivery particularly in relation to the new build element of the project. A full appraisal of the contract options would need to be undertaken for any future project to ensure risks were eliminated where possible.
- 3.7 There were significant numbers of consultants and contractors involved in the decision making and this proved to be extremely problematic and time consuming. It is recommended that roles are clearly defined and agreed to ensure delays do not occur between design and approval in any future project.

4. OVERALL COST

4.1 The original cost of the project was to be broken down into specific cost areas as follows:

- Townscape Heritage Initiative Grants
- Chapel and Pavilion Contract
- Theatre fit out
- Landscaping and Road layout changes
- Consultants, Specialists, Design and Project Funding Co-ordination

4.2 The current position with the contract is as follows, it should be noted that there are final retention payments to be made and estimates have been included to reflect this:

	Spent to date £	Budget £	Forecast Outturn £	Forecast Budget Variance £
THI Grants	711,260	1,517,948	1,517,948	0
Chapel and Pavilion Contract	3,742,212	3,810,908	3,799,200	(11,708)
Theatre fit out	134,928	157,000	157,000	0
Landscaping and roads	1,897,005	2,064,649	2,397,005	332,356
Consultants, design and project co-ordination	1,385,583	1,228,576	1,395,583	167,007
Totals	7,870,988	8,779,081	9,266,736	487,655

5. Outcomes

- 5.1 The community, buildings and general area have all benefited from this project.
- 5.2 The completion of the new build Pavilion complements the new Theatre and offers the much needed additional facilities the old Chapel was lacking.
- 5.3 The method of contract delivery involving contracts from across the country delayed some elements of the build.
- 5.4 When undertaking works in a Grade 1 *listed building it is difficult to foresee some of the delays which can be associated with a contract of this size and complexity. When undertaking a project of this type in the future careful consideration must be given to the type of contract and ensuring roles are very clearly defined.

FINANCIAL IMPLICATIONS: Additional Capital contribution.

LEGAL IMPLICATIONS: Discussed within the report

EXECUTIVE BOARD OR DIRECTOR CONSULTATION: Director of Resources Governance and Growth and Executive Management Team

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	Yes
	Financial	No
	Risk	No
	Sustainability	No
	Equality	No
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No

1. Introduction

- 1.1 This is the third quarter's report for the financial year 2013-14 i.e. for the period 1 April 2013 to 31 December 2013.
- 1.2 This report is designed to provide Members with an up to date financial position for the Council, along with an estimate of the expected outturn position (forecast).

2. Summary of Revenue Budget Position

- 2.1 The appendix to this report shows the current year actual expenditure against current budget, and forecasts that the Council will be transferring the sum of £510k to reserves, against a budget which proposed to utilise £1,473k from reserves. This represents an underspend against the original budget of £1,983k; the details for which can be seen in the appendix. A summary of the appendix is shown in the table below:

Corporate Plan Heading	Current Budget 2013/14 £'000	Forecast 2013/14 £'000	Variance £'000
Promoting Economic Growth & Job Creation	936	771	(165)
Protecting & Supporting Vulnerable People	1,343	1,462	119
Creating & Engaging with Healthy Vibrant Communities	6,714	7,555	841
Being an Enterprising & Ambitious Council	(1,950)	(2,140)	(190)
Support Services	5,774	5,686	(88)
Total Service Related Costs	12,817	13,334	517
Non Service Cost Items	(12,817)	(13,334)	(517)
Grand Total	0	0	0

- 2.2 The appendix shows the variances in detail but a summary of the main variances are listed below:

Cost/Income Heading	£'000
Net savings in direct employee related costs	(468)
Additional ongoing pension costs	91
Savings in IT contract	(183)
Uncommitted ESG grant expenditure	(1,740)
Net increase in other non pay costs	436
Reduced recharges to the HRA	175
Additional ESG grant	(280)
Increase in Income	(14)
Total	(1,983)

- 2.3 The more significant increase in non pay costs can be further analysed as increased running costs of operating Minerva House £118k, increased costs of temporary accommodation and bed and breakfast costs in the Homelessness budget £77k, GYBS Depot electrical and demolition works £66k, footway and street lighting energy costs £101k, neighbourhood management costs to be funded from earmarked reserves £113k less other adjustments of £39k to reconcile to the figure shown in the table above of £436k.

3. General Fund Capital Programme Monitoring 2013-14

Directorate	Original Approved Budget 2013-14	Total Revised Budget 2013-14	Actual Expenditure to 31st December 2013
	£'000	£'000	£'000
Housing & Neighbourhoods	1,900	5,632	1,744
Customer Services	954	1,721	916
Resources, Governance & Growth	2,827	13,304	1,938
Total	5,681	20,657	4,598

3.1 As at the end of Dec 2013, £4.598m had been spent against the third quarter budget of £15,493m (three quarters of total budget).

3.1.1 The difference between the Original Approved Budget and the Revised Budget is partly due to budgets being rolled over from 2012-13 for projects which were not complete by the year-end (£3.2m). The remaining increase (£11.8m) is due to additional budgets, which have been approved individually since the original budget was approved in February 2013. The largest of these are £3.5m for the refurbishment of the Marina Centre (included above under Housing & Neighbourhoods) and £8.1m for the construction of Industrial & Office units at Beacon Park (included above under Resources, Governance & Growth). A significant proportion of the Marina Centre & Beacon Park budgets relate to works that will not be carried out until after this financial year. These budgets have been re-profiled accordingly for the Revised 2013-14 Capital Programme and forward budgets, which will be taken for formal approval in February.

3.1.2 The Housing & Neighbourhoods budget includes £400k for the Homes 4 Health project which has had no expenditure to date as plans are still being formulated to commit the budget. This budget will be rolled over into 2014-15 as part of the revised budget exercise.

The Empty Homes Project is progressing well with work at Stonecutters Way mostly complete, however, as work is not expected to commence at Nelson Road until the beginning of 2014-15, most of the remaining £350k budget will be rolled over into the new financial year.

The rest of the variance can be explained by the Marina Centre budget as described above.

3.1.3 The Customer Services expenditure looks reasonable against budget for the year to date but it must be noted that the full £200k contribution to the coastal defences in Hopton has been made and new Pay & Display machines have been purchased. Many projects within this directorate have legitimately incurred little or no expenditure to date because works have only just commenced or will commence shortly. Examples of these include North Drive Lighting, Ravine Bridge Refurbishment and the extensions to North Drive and St Nicholas car parks but all these projects are expected to be complete by the end of March. Plans are still being formulated for the Esplanade Resurfacing budget so £100k of the £150k budget will be rolled over into 2014-15.

- 3.1.4 The Budget for Resources, Governance and Growth is made up predominantly of the Beacon Park and St Georges Theatre & Pavilion projects. Construction has now underway on the first Phases of office and industrial units and this is on-track to be complete by April 2014. Increased expenditure will therefore continue into quarter 4.

As mentioned above, a large proportion of the £8.1m budget for Beacon Park will be rolled into 2014-15 and the Infrastructure budget will be reduced from £2.8m to £630k in the 2013-14 revised programme to reflect more realistic estimates of expenditure to the end of the year.

- 3.1.5 The St Georges Chapel and Pavilion are now complete, only minor landscaping works on site remain outstanding. For the rest of the year expenditure will consist of the balance due for highways works carried out by Norfolk County Council and grants to owners of properties on King Street.

4. Conclusions

- 4.1 The current income and expenditure of the Council indicates that the out-turn position should result in a much lower transfer from reserves than the budget as published. However, work will continue to be undertaken throughout the rest of the year with Group Managers to ensure the accuracy of the forecast.

Service Code	Service	Actual YTD Net Exp	Budget YTD Total	Variance YTD Total	Budget Full Year	Forecast Full Year	Variance	Explanation re: Variances
		£	£	£	£	£	£	
Promoting Economic Growth and Job Creation								
BIDS	Business Improvement Districts	0	0	0	0	0	0	
RGED	Economic Development	136,086	207,968	(71,882)	286,011	209,939	(76,072)	£50k GYDC budget no longer required; -£7.2k EU funding advice not required as not bidding for any funds; -£2.8k saving on events costs
RGEG	Enterprise GY	128,284	209,129	(80,845)	285,809	136,410	(149,399)	£-124k net saving with A4E employees TUPEd to GYBC, £-13k net saving as no Enterprise award in 2013/14; £7.5k R&M costs as budget too low; £10k reduction in income as meeting room now occupied by Construction Services; -£30k grant income from NCC
RGSP	Strategic Planning	156,022	270,972	(114,950)	380,153	356,681	(23,472)	Staff vacancies
RPPF	Factory Units	(45,958)	(59,523)	13,565	(87,859)	(82,171)	5,688	Void units at Sinclair Court
RPPM	Minerva House	85,669	(7,587)	93,256	(36,048)	82,377	118,425	£66.6k loss of rent and £59.3k rates charges as site vacant; £-7.6k saving on security and cleaning costs while empty
RPPS	Beacon Park	51,944	82,132	(30,188)	108,393	68,590	(39,803)	£-26.8k saving on tree belt work; £-10k service charge not included in budget
		512,046	703,091	(191,045)	936,459	771,826	(164,633)	
Protecting and Supporting Vulnerable People								
CCBE	Benefits	(535,748)	(580,417)	44,670	(648,053)	(748,498)	(100,445)	Increase in DWP funding
CEPC	Pest Control	37,047	34,380	2,667	47,530	44,653	(2,877)	GYB Services are now dealing with Pest Control
GHHN	Housing Needs	847,800	692,223	155,577	930,727	1,139,044	208,317	£-35k vacant posts, £-22k saving as no longer using Northgate computer software, £71k as no preventing homelessness grant, £119k temporary accommodation income down due to reduction in HB and occupancy, £33k increase in temporary accommodation lease payments as no RPI increase built into budget, £24k net increase for B&B usage, £20k R&M on temporary accommodation as no budget
GHHS	Housing Options & Strategy	69,601	54,330	15,271	74,916	90,925	16,009	Management fee and rates for Gaptown Hall Travellers site
GNCC	CCTV	121,647	128,362	(6,715)	128,362	121,905	(6,457)	£-10k NCC contribution, £-5k rent recharge, £7k costs for Cobholm CCTV
GNGV	Grants to Voluntary Sector	96,800	95,635	1,165	159,179	160,379	1,200	
GNNM	Neighbourhood Management	352,180	348,704	3,476	421,594	445,395	23,801	£-24k savings on salaries due to 3 posts now being funded 50% by HRA, £-69k budget not needed, £113k to be funded through earmarked reserves
GWPS	Private Sector Housing	52,387	71,408	(19,021)	108,604	80,507	(28,097)	£-27k vacant post June to March, £-2k unpaid leave
GWSH	Safe at Home	61,861	74,611	(12,750)	119,896	127,763	7,867	Expression of interest taken May 13 not budgeted for
		1,103,575	919,235	184,340	1,342,755	1,462,073	119,318	
Creating and Engaging with Healthy Vibrant Communities								
CCDC	Depot Services	6,266	0	6,266	0	0	0	Purchase Order remaining. Once cleared, cost centre to be de-activated.
CEEH	Environmental Health	946,045	981,667	(35,622)	1,256,920	1,236,045	(20,875)	Salary savings
CGDC	GYBS Depot	101,976	0	101,976	0	65,671	65,671	Building works at depot. Electrical and demolition works unable to capitalise.
CGGM	Grounds Maintenance	693,400	703,648	(10,248)	702,639	928,938	226,299	Removal of GYBS saving
CGGP	Parks	360,855	359,686	1,169	445,524	445,524	0	
CGOS	Outdoor Sports	395,529	422,771	(27,241)	505,370	559,100	53,730	£54k GYBS savings taken out of CGOS and SUMX cost centres to net off to nil
CGPC	Public Toilets	419,454	397,087	22,368	407,556	511,053	103,497	Removal of GYBS saving
CGRM	Repairs and Maintenance	119,562	142,839	(23,277)	162,348	148,907	(13,441)	Special works budget removed saving £-25k removal of GYBS saving +£12k
CGSC	Street Cleansing	797,642	792,738	4,904	856,350	1,041,569	185,219	Removal of GYBS saving
CGSF	Footway & Street Lighting	340,371	275,660	64,711	367,545	468,220	100,675	Electricity budget added which should have been reflected in original estimates
CGWA	Waste Management	949,340	971,930	(22,590)	828,034	1,082,929	254,895	Removal of GYBS saving £159k, DCLG funding from previous year £69k, contaminated waste budget £60k. Savings and additional income - removal of Disposal Credits budget £17k increase in Green Waste collections £-20k
CPBC	Building Control	40	(2,006)	2,046	8,950	(6,144)	(15,094)	Increase in general building activity
CPCP	Coast Protection	267,171	69,072	198,099	91,730	93,802	2,072	
CPDC	Development Control	(75,715)	65,467	(141,181)	105,808	38,853	(66,955)	Increase in income from New Build
CPLC	Land Charges	(62,217)	(55,991)	(6,226)	(50,668)	(25,063)	25,605	Decrease in income due to increase in fees to NCC
GNCL	Culture and Leisure	232,471	190,947	41,525	260,561	321,781	61,220	£57k remaining of the St George's Building Capacity budget which was not c/fwd from 2012/13, £3k St George's building insurance, £2k Seachange SLA RPI increase
GNMP	Marina/Phoenix Pool	489,789	512,518	(22,728)	583,313	561,737	(21,576)	£-35k panel replacement works are now part of capital works and £12k increase in GYS< management fee not budgeted for
ROEL	Elections	98,989	124,114	(25,125)	152,630	70,345	(82,285)	£-13k vacancy saving; £11.7k additional postage; -£80.1k election costs recovery from NCC not included in budget
ROLI	Licencing	(227,272)	(215,856)	(11,417)	(199,521)	(208,289)	(8,768)	Vacant post
RPCC	Community Centres	4,560	29,058	(24,498)	33,316	14,043	(19,273)	£-8.4k R&M as nothing planned; -£8.9k rates saving as budget too high
RPCO	Conservation	146,976	148,090	(1,114)	196,030	206,876	10,846	£20k less chargeable work in year; -£11.5k on historic building grants
		6,005,234	5,913,437	91,797	6,714,435	7,555,897	841,462	
Being an Enterprising and Ambitious Council								
CCCE	Cemeteries	124,399	44,322	80,077	65,502	76,058	10,556	Cemetery walls
CCCG	Car Parking	(482,155)	(308,932)	(173,223)	(477,348)	(536,897)	(59,549)	Saving in rates -£23k and salaries -£27k plus additional Car Parking income -£9k
CCCL	Car Parking SNC	(10,892)	0	(10,892)	0	(4,180)	(4,180)	
CCCN	Civil Enforcement	(65,547)	(71,914)	6,366	(82,879)	(114,700)	(31,821)	Income off set by recharges
CCCO	On Street	(28,043)	5	(28,047)	0	(1,000)	(1,000)	
CCCC	Car Park Palmers	(81,758)	(92,079)	10,321	(99,680)	(96,856)	2,824	Palmers owe us money from previous year.
CCCR	Crematorium	(455,023)	(354,738)	(100,285)	(742,824)	(656,359)	86,465	Payroll Savings -£5.5k, GYBS savings removed +£71k and other crematoriums used +£16k whilst ours were out of action
CCCT	Car Park Trust	(2,856)	(711)	(2,145)	(950)	(1,810)	(860)	
CTCP	Civic and Portering Services	83,411	69,871	13,541	94,161	102,817	8,656	Original budget incorrect for salaries. Shift allowance excluded from establishment 2013-2014
CTTO	Tourism	350,019	400,015	(49,996)	546,634	512,924	(33,710)	Salary virement required to cover salary overspends in other Tourism & Marketing Services
CTVE	Weddings and Functions	9,252	0	9,252	0	12,200	12,200	New cost centre - no original budget
RPGY	GY Development Company	1,649	0	1,649	0	0	0	
RPMA	Markets	(76,724)	(135,885)	59,161	(156,445)	(101,231)	55,214	£4k overtime costs of additional events and Fayres; £5k net cost of bags and gazebos; £2.8k Christmas Fayre costs to be reimbursed; £22.1k loss on 6 day market as 2 stalls empty and payment insensitive to move to D/D
RPPB	Bretts	(15,573)	(12,747)	(2,826)	(49,836)	(38,884)	10,952	£22k running costs £6.5k caretaker costs and £5k profit share to Benjamin Foundation; -£20k income for multi-use areas
RPPC	Courts	(5,802)	(6,961)	1,159	(12,769)	(19,743)	(6,974)	£3.9k utility costs not put in budget but recovered through service charge; -£10.8k service charge income due
RPPG	Corporate Estate	(1,774,173)	(1,809,365)	35,192	(2,197,419)	(2,160,248)	37,171	£2.5k stamp duty costs for BCS sale; £3.6k additional paving costs for Almond Rd; £3.9k insurance costs as includes Winter Gardens; £15.4k additional insurance costs as all seafront concessions coded here now; £5.7k income loss as boating lake closed for DDA improvements; £5k reduction in income as Ocean Rooms rent increase less than expected
RPPO	Onians	0	6,965	(6,965)	6,965	2,915	(4,050)	Rent free period
RPPP	Property Services	230,272	324,310	(94,039)	457,196	337,630	(119,566)	£-85k vacancies, although now fully staffed; £-17k agency staff savings as all posts filled
RPPW	Waterways	42,737	42,504	233	56,602	56,602	0	
RRRE	Revenues	175,178	361,096	(185,918)	643,002	490,716	(152,286)	£-61k net establishment savings due to vacancies; £-40k additional summons income as more court cases; £-71k NCC funding for council tax reform
		(1,981,628)	(1,544,243)	(437,386)	(1,950,088)	(2,140,046)	(189,958)	
Support Services								
CCCS	Customer Services	395,790	352,630	43,160	492,393	528,238	35,845	NDL Universal Integration Platform purchase
CCIC	IT	52,999	36,864	16,135	1,204,069	1,021,493	(182,576)	Correction to IT Service Contract
CCSS	Support Services	216,694	218,110	(1,415)	314,549	308,416	(6,133)	Savings used to help cover NDL Universal Integration Platform purchase
CTCO	Communications	43,894	61,485	(17,591)	83,251	81,620	(1,631)	
CTMA	Mayor	15,759	16,463	(704)	21,950	19,850	(2,100)	
CTRE	Print and Design	84,688	109,258	(24,570)	147,409	163,053	15,644	Salary costs incorrect - virement required from Tourism
EXTE	Executive Team	358,023	358,362	(339)	475,083	487,098	12,015	Director pay increases and 2 employees worked to 7/4/13 but there was no budetary provision for this
ROCS	Corporate Strategy	143,245	141,449	1,796	194,787	195,699	912	

Service Code	Service	Actual YTD Net Exp	Budget YTD Total	Variance YTD Total	Budget Full Year	Forecast Full Year	Variance	Explanation re: Variances
		£	£	£	£	£	£	
ROLE	Legal	134,465	148,860	(14,395)	188,487	176,655	(11,832)	Share of NPLaw surplus
ROMS	Member Services	410,433	461,555	(51,122)	623,416	574,348	(49,068)	-£18.4k establishment savings with vacant posts; £10.4k monthly iPad and broadband costs; -£40.9k reduction in PCCFG expenditure
RPCS	Construction Services	558,650	591,000	(32,350)	666,532	702,053	35,521	£-9k salary saving as no honorariums anymore and part time post budgeted full time; £49k loss of income as building part of General Fund now
RPMT	Modernisation Team	65,158	68,886	(3,728)	94,440	96,321	1,881	
RRFI	Finance	492,184	494,746	(2,562)	872,702	876,011	3,309	
RRHR	Human Resources	259,127	285,338	(26,211)	395,037	454,920	59,883	£65.8k redundancy costs; £15k agency cover for vacancies; -£15.7k saving on training costs; -£7.3k saving as less occupational health referrals
		3,231,111	3,345,005	(113,895)	5,774,105	5,685,775	(88,330)	
Total Service Related Costs		8,870,338	9,336,526	(466,188)	12,817,666	13,335,525	517,859	
SUMX	Non Service Cost Items	(2,019,608)	(12,711,886)	10,692,278	(11,382,631)	(12,075,845)	(693,214)	£-755k GYBS savings reflected in services above, MRP savings of £-32k, additional ongoing pension costs £91k, Council Tax Support grants to Parish Councils not budgeted for £40k, additional ESG grant £-280, ESG expenditure savings £-1,740 and a net transfer to reserves of £1,983
SUMX	Recharges to Housing Revenue Account (HRA)	0	0	0	(1,435,035)	(1,259,680)	175,355	Reduction in recharges to the HRA
Grand Total		6,850,730	(3,375,360)	10,226,090	0	0	0	

Great Yarmouth Borough Council

Members Handbook

2013 - 2015



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1. Introduction

This handbook is intended to help newly elected Councillors understand the context in which they will operate as a Member of the Council by:

- Giving a brief description of, and the composition of the Borough.
- Describing the way the Council is structured.
- Explaining the facilities and services available to Members.

It should also act as a useful reference for existing Members.

2. Your basic responsibilities as a councillor

By law you must:

- attend Full Council and designated committee meetings (the statutory requirement is to attend at least one every six months)
- comply with the Code of Conduct
- register interests
- declare personal and prejudicial interests at meetings and follow the appropriate protocols
- register under the Data Protection Act
- observe the Member/Officer protocols

3. General information

There are three tiers of local government within the County of Norfolk:

- Norfolk County Council covers the whole county and is responsible for strategic services such as education, highways, social services, libraries and refuse disposal.
- There are seven district/borough councils within the County of Norfolk; Great Yarmouth Borough Council being one of them. Each district is responsible for local services such as council tax and business rates, environmental health, local planning and refuse collection.
- There are a number of Parish Councils within districts (with the exception of Norwich City Council). Parish Councils undertake a limited range of statutory functions and also have a consultative role on many important issues i.e. planning applications.

4. The Borough of Great Yarmouth

Great Yarmouth Borough Council is one of the most popular British seaside resorts with some 80,000 available bed spaces, caters for over five million visitor nights and over three million day visitors each year.

The latest population estimate for the Borough is 97,277 (2011 census) making it the smallest in the County in terms of population. In terms of area it is the second smallest, after Norwich city, covering 67.2 square miles.

As well as the Tourism industry, which is a major employer, Great Yarmouth is also a centre for supporting the energy industry, traditionally oil and gas and more latterly the renewable sector. The other main economic driver for the town is the port. With the completion of the deep water outer harbour, the prospects for new business for the port are starting to be realised.

The council area is a mixture of urban and rural areas

5. Electoral wards

Councillors are democratically accountable to the residents of their Wards. Whilst their overriding duty is to the whole community they also have a special duty to all their constituents including those who did not vote for them.

The borough is divided into 17 borough electoral wards, 21 parishes and 9 county electoral divisions. The urban areas of Great Yarmouth and Gorleston-on-sea do not have parish councils.

There are 39 councillors representing the 17 wards of the Borough. Councillors are elected for a four year period and elections are held annually, so a third of the Council is elected each year.

A map of the Borough is shown on page 18. More detailed maps of each Ward are available from the election teams (contact Denise Harvey, 01493 846548/ email: elections@great-yarmouth.gov.uk)

6. Parish Councils

Most of the parishes have parish councils with the exception of Ashby with Oby and West Caister. Parish councils appoint a clerk who is responsible for ensuring that the Council as a whole conducts its business properly and provides independent, objective, professional advice and support.

Contact details for parish clerks are available on the council website (www.great-yarmouth.gov.uk)

7. How the Council operates

Following consultations with the Borough's residents in 1999, it was decided that this authority would operate with a Leader and Executive (Cabinet) type of Governance.

Decisions are taken by the Full Council, the Cabinet, individual Cabinet members and Officers.

A list of the powers delegated to each of these is included within the constitution.

8. The Corporate Plan

The Corporate Plan lists Great Yarmouth Borough Council's key priorities and plans. The Council has identified a number of key priorities including supporting economic development, tourism and the heritage of the Borough, as well as creating jobs and wealth for local people.

The plan sets out how the Council intends to deliver on the priorities with a focus on enterprise and ambition and raising the profile of the place and the Council. The Corporate Plan is available on the Council's website: www.great-yarmouth.gov.uk

9. The Council's Constitution

Great Yarmouth Borough Council's Constitution contains full details of the Council's democratic systems and also sets out the roles of members and officers. The purpose of the Constitution is to enable decisions to be taken efficiently, effectively and lawfully. The full Constitution is available on the Council's Website: www.great-yarmouth.gov.uk.

The constitution includes Standing Orders which govern the way in which business is transacted at meetings. Business is conducted very formally at Full Council with the Standing Orders governing the nature of motions to be discussed and limiting the length of speeches.

Proceedings at committee and sub-committee are less formal than at Council meetings but nevertheless rules of procedure need to be followed. The Chairman, advised by the member services officer present, is responsible for ensuring that those rules are properly observed. However, members do not stand to speak and in addition to debating issues there is an opportunity to ask questions of officers in attendance.

10. Full Council

The Full Council of 39 Members meeting together is responsible for determining the Council's overall policies and set the budget and level of council tax each year.

The full Council will appoint the Mayor (and Deputy Mayor) who will chair meetings of Council, the Leader of the Council and Cabinet Members, all other Committees, all Members to serve on outside bodies and Chief Officers and Heads of Services (or make alternative arrangements for such appointments).

Full Council meetings will also include the provision for members of the public to ask questions during an allotted period at the commencement of each meeting and in accordance with the Council's agreed procedure for such questions. The protocol for Full Council meetings is attached on page 19-20.

11. The Cabinet

The Cabinet is the main decision making body of the Council. It is responsible for carrying out all of the authority's functions except those which by law are responsibility of Full Council or its regulatory committees (i.e. Audit, Licensing, Planning and Standards).

The Cabinet consists of the Leader and Cabinet members, and these are appointed at Annual Council. Each Cabinet member has a portfolio of responsibilities, rather like a Government minister. Their portfolios cover service specific areas or thematic, cross-cutting areas of responsibility.

12. Delegated Powers

It is not practical for Cabinet Members to take every one of the many decisions that are made weekly, so Council Officers have 'delegated powers' to handle some of these.

Decisions can only be made in line with Council policy and the law. They include for example, spending within certain pre-defined limits, taking legal action, including enforcement, serving statutory notices and signing of some contracts up to a certain value.

The delegated powers to officers are set out in the scheme of delegation which is contained in the Council's constitution.

13. Scrutiny Committee

Scrutiny works to ensure and promote open and transparent decision making and democratic accountability. The role and functions of the Scrutiny Committee are as follows:

- to review or scrutinise existing policy, and develop new policy for approval by the Cabinet or Council.
- to review or scrutinise existing services or functions of the Council.
- to hold cabinet decision makers to account by the call-in of decisions made, but not implemented, or by a review or scrutiny of decisions already made.
- to influence the Cabinet and Council through reports and recommendations in connection with any of the above, or in connection with the discharge of any of the Council's functions or any other matter affecting the Borough or its inhabitants.

14. Call-in

One way in which Scrutiny holds the Cabinet to account is through the statutory power of Call-in. Open to all members of the Council, any five members can ask for any decision made, or about to be made, by the Cabinet or one of its members, or a 'key decision' made by an officer, to be discussed by the Scrutiny committee, prior to its implementation. The Call-in procedure for operating this power is explained in the Council's Constitution.

The Call-In procedure does not apply to regulatory non-Executive functions.

15. Development Control Committee

Development Control is responsible for dealing with local authority planning applications.

There is a scheme of delegation in place which gives officers power to deal with certain planning applications and these are listed in the Constitution. Major planning applications and applications where officers decline to exercise their delegated authority are referred to Development Control.

The committee has power to act.

16. Licensing Committee

Licensing Committee is responsible for the licensing and safety functions of the Council. These include taxis, private hire vehicles and drivers and environmental health licensing and safety functions.

Licensing Sub committee is responsible for determining applications for alcohol and gambling premises.

Members of Licensing Committee act in a quasi-judicial capacity and can be deciding matters which may have very important implications for an individual's livelihood. Members will need to listen carefully to the evidence and arguments which are put forward by the parties and to determine the matter only on relevant considerations. If Members fail to do so the decision may be challenged in the court which is why a Solicitor or other experienced person acts as clerk in order to give guidance.

There is a scheme of delegation in place which gives officers power to deal with licensing applications (these are listed in the Constitution). Applications for premises licences are referred to a sub-committee when representations are received. Applications for taxi licences or other matters are referred to Licensing committee where officers are minded to refuse applications or they do not wish to use their delegated powers.

Licensing Committee and Licensing sub have power to act.

17. Standards Committee

The aim of the Standards Committee is to promote high standards of ethical conduct among elected councillors. The Standards Committee examines the conduct of councillors including parish councillors and advises on ethical standards. It is separate from all other committees.

Made up of both councillors and external members, it is responsible for ensuring that members and officers of the Council conduct their business to the highest standards as set out in the Council's Member Code of Conduct.

18. Audit and Risk Committee

The purpose of the Audit and Risk committee is to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment, review annual Governance Statement, and to oversee the financial reporting process.

19. Appeals Committee

The role of the Appeals committee is:

- to consider appeals against disciplinary decisions from employees of the authority in accordance with the provisions of the Council's disciplinary procedure
- to consider unresolved grievances from employees under the Council's grievance procedure
- to deal with grading appeals from employees in accordance with the Council's agreed procedure for regrading applications

The Committee has full power to act.

20. Housing Appeals

The Housing Appeals committee considers appeals on housing management decisions other than decisions on Eviction and Nuisance Orders.

Members of Housing Appeals act in a quasi-judicial capacity and can be deciding matters which may have very important implications for an individual's livelihood. Members will need to listen carefully to the evidence and arguments which are put forward by the parties and to determine the matter only on relevant considerations. If Members fail to do so the decision may be challenged in the court which is why a Solicitor or other experienced person acts as clerk in order to give guidance.

The Committee has full power to act.

21. The Gorleston and Yarmouth Area Committees

The two area Committees provide for better and more co-ordinated local services by enabling local elected members, residents and their communities to get involved in the work of the Council and other services.

22. Outside Bodies

The Council has links with many different bodies and, as part of this, the Council annually appoints members to a number of outside bodies.

The Council provides a general indemnity to members when serving on outside bodies. There may be some situations which the indemnity does not cover. It is therefore advisable for members to check that the outside body has adequate insurance in place.

23. The role of Council Officers and Council structure

To be efficient and effective, Councillors need a variety of support from officers of the Council. Officers work for the whole Council and not just the majority political party. The Council's paid staff is headed by the Chief Executive Officer who together with three directors make up the Executive Management Team (EMT). EMT oversees the corporate management and operation of the Council's performance and strategic direction.

The Council currently operates under the following structure:

- Chief Executive Officer
- Directors
- Group Managers

A copy of the structure and contact details for EMT and group managers are on pages 21 and 22.

24. Statutory Officers

By law, local authorities are required to designate the following officers:

- Head of Paid Service, who is responsible to Councillors for the staffing of the Council, ensuring the work of the different departments is co-ordinated, and making sure the organisation runs efficiently. The Chief Executive Officer, Jane Ratcliffe, is designated the Council's Head of Paid Service.
- Monitoring Officer, who is responsible for warning Councillors about anything the Council does which is likely to lead to legal action or to a finding of maladministration by the Ombudsman. Chris Skinner, from NP Law is the Council's Monitoring Officer.
- Section 151 Officer, who monitors all the expenditure and financial dealings of the Council. Seb Duncan, Head of Resources, Governance and Growth is the Council's Section 151 Officer
- Electoral Registration Officer, who is responsible for the preparation and maintenance of the register of electors and absent voters in the borough
- Returning Officer, who is responsible for the conduct of all elections in the borough. The duties of the Returning Officer are separate from their duties as a local government officer. The Returning Officer is directly accountable to the courts system as an independent statutory officer holder. The Chief Executive Officer, Jane Ratcliffe, is appointed the Council's Electoral Registration Officer and Returning Officer

25. Members Code of Conduct

Once they take up office, all Members of the Council are required to abide by the Member's Code of Conduct, as laid out in the Council's Constitution. The general principles are:

Selflessness: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

26. Register of Interests

The Code of Conduct requires that Members, within 28 days of election, register certain interests with the Monitoring Officer. These include a members' employment (or office, trade or profession), land and property ownership, contracts with the authority, and interests in the securities of a company that trades or owns land in the area of the authority.

27. Declaration of Interests – personal and prejudicial interests

If you have a **personal** interest in a matter for decision you must disclose it at the meeting that is considering that issue. Personal interests are defined in the Code of Conduct and include, among other things, professional and personal relationships.

If an interest is **prejudicial** then in general a member must withdraw from the room where the meeting is taking place and not seek to influence a decision about that matter. A personal interest may be prejudicial if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

Any member concerned that he/she might have a prejudicial interest should seek the advice of a Member Services Officer.

28. Council tax and housing rent arrears

Any member who has arrears of Council Tax that have been outstanding for two months or more is prohibited from voting at any meeting of the Council or other Council body on any matter that effects the level of Council Tax.

Any member who is a Council tenant and who has housing rent arrears for two or more months is prohibited from voting at any meeting of the Council, or a committee, sub committee or other Council body when any matter concerning rents of local authority housing is to be discussed.

29. Access to information

The Access to Information Act requires that notice is given of all meetings of Council at least five working days prior to the meeting.

The press and public have the right to attend unless the meeting is discussing an issue containing confidential or 'exempt' information as defined in Section 100 of the Local Government Act 1972 and a resolution is passed to exclude them during the discussion of the item. 'Exempt' information includes details regarding an individual employee; terms proposed in negotiations, security etc and a full list is given in the Council's constitution.

Members of the public also have rights to see background papers used in the preparation of reports to meetings. As a Councillor you have additional rights to see papers which are not available to the general public providing access to the documents is reasonably necessary to enable the member properly to perform their duties. This principle is commonly referred to as the 'need to know' principle.

30. Data Protection

As a member of the Council, you will handle and have access to personal information about members of the public and employees of the Council. This information is subject to the Data Protection Act.

The Act regulates how personal information about any living person is held and handled by others. It covers all information held either on computer or in manual form. People handling personal data are referred to as 'data controllers' and are required to notify the Information Commissioner of details of the information processed.

Great Yarmouth Borough Council is a data controller and has submitted notification. Members are covered by the Council's notification if they handle information in the exercise of its functions; for example, if a Member had access to information as a member of an appeals panel or decision making body in respect to members of the public or employees.

Members are not covered by the Council's notification when they act on their own behalf and are required to complete a separate notification. Geoff Jones, the Council's Information Manager will arrange this for members.

The Information Commissioner has published guidance for elected Members in a 'Compliance Advice' booklet, which is accessible online at www.informationcommissioner.gov.uk

31. Accommodation

Services are located in the following buildings:

Services	Building
Reception, Executive Support Team, Elections, Licensing, Member Services, Civic and Events, Communications, Finance, IT, Markets, Environmental Services, Planning, Planning Policy	Town Hall, Hall Plain, Great Yarmouth, NR30 2QF
Customer Services, Revenues and Benefits, Housing, Conservation	Greyfriars House, Greyfriars Way, Great Yarmouth, NR30 2QE
Car Parking/Civil Parking Enforcement, Property, Asset Management, Economic Development, Construction & Facilities	Novus House, The Conge, Great Yarmouth, NR30 1NA
Tourism	Maritime House, Marine Parade, Great Yarmouth, NR30 2EN
Neighbourhood and Communities	ComeUnity office, 143 King Street, Great Yarmouth, NR30 2PQ

32. Agenda and Meeting Management System (CMIS)

Great Yarmouth uses an electronic committee management system (CMIS) to support and streamline the management and administration of the Council's democratic processes, committee meetings, documentation and decision tracking, and including the on-line publishing of agendas and minutes.

Members will receive emails informing them of committee dates which can be saved into electronic calendars. A further email will be sent with a link to the agenda for the meeting.

The agenda will be the one available on the website; if there are any confidential items, members will need to login to the system to view confidential papers. Members will be given login details and training on the system by the Member Services team (contact details, page 17).

33. Councillor Web pages

Each councillor has a page specifically dedicated to them on the Council website (via CMIS). The Councillor web pages greatly improve Members' visibility to the general public and raise awareness of the role of Councillors. Great Yarmouth's Councillor pages include:

- A photograph of each member and contact information (telephone number and Council email)
- Committee and outside body appointments
- Declaration of meetings and register of interests
- A biography (if a member provides one)

A biography must not be explicitly party political and is in relation to Councillor's formal and civic roles as elected representatives and community champions and leaders.

An up to date list of all Councillors' details are available on the council website (www.great-yarmouth.gov.uk)

34. Information Communications Technology (ICT) facilities

Members will be provided with 3G Wi-Fi l pads in order to access emails and the website (which will be required to be able to access agendas). Details of the security policy relating to mobile devices will be given separately as Members need to understand data security requirements.

Councillors will be given a Council email address which they will need to use for Council business. This email address will be published on the website to enable constituents to contact you.

Members will expected to use their own broadband but a monthly allowance will be payable (see paragraph 36).

35. Citrix

Access to the Council's intranet system, containing information such as the Council's electronic telephone book and contact details for officers in NP Law, is done via Citrix.

To log in to Citrix, members need to use their Council email, their network password and the token that is issued to them. Members Services officers will be able to provide training on Citrix and the information available to members.

36. Members' allowances

All members will receive a basic allowance of £3,579 which is paid monthly via payroll. A monthly allowance of £15 per is payable towards the cost of councillors' broadband per household. Where councillors are living at the same address, only one councillor can claim this allowance. Members can also claim for mileage when on Council business and attending meetings. All payments are subject to income tax and national insurance (if applicable).

In addition to a basic allowance, extra payments referred to 'special responsibility allowances' are paid to those who take on additional responsibilities such as the Leader, cabinet members and committees chairs. Again this allowance is paid monthly.

37. Insurance

When on Council business, members are indemnified under the Council's insurance policy. However, this does not extend to when members are driving to meetings or to Council business.

It is legal requirement, to have adequate insurance cover; therefore Members will need to ensure that their motor insurance cover includes commuting and business use for their role of councillor. Member services officers will check councillors various driving documents as part of health and safety requirements.

38. Member Services and Corporate Support

Member Services and the Executive Management Support support Members in general and the overall decision making process. The role of member services officers is to assist councillors in discharging their role as members of the Council for Council business and in their role as advocates for local communities.

Robin Hodds is the manager of these services and is also the Cabinet Secretary and Deputy Monitoring Officer. He and the Member Services Officers can advise on all constitutional matters. The member services officers should be the first port of call for councillors' queries.

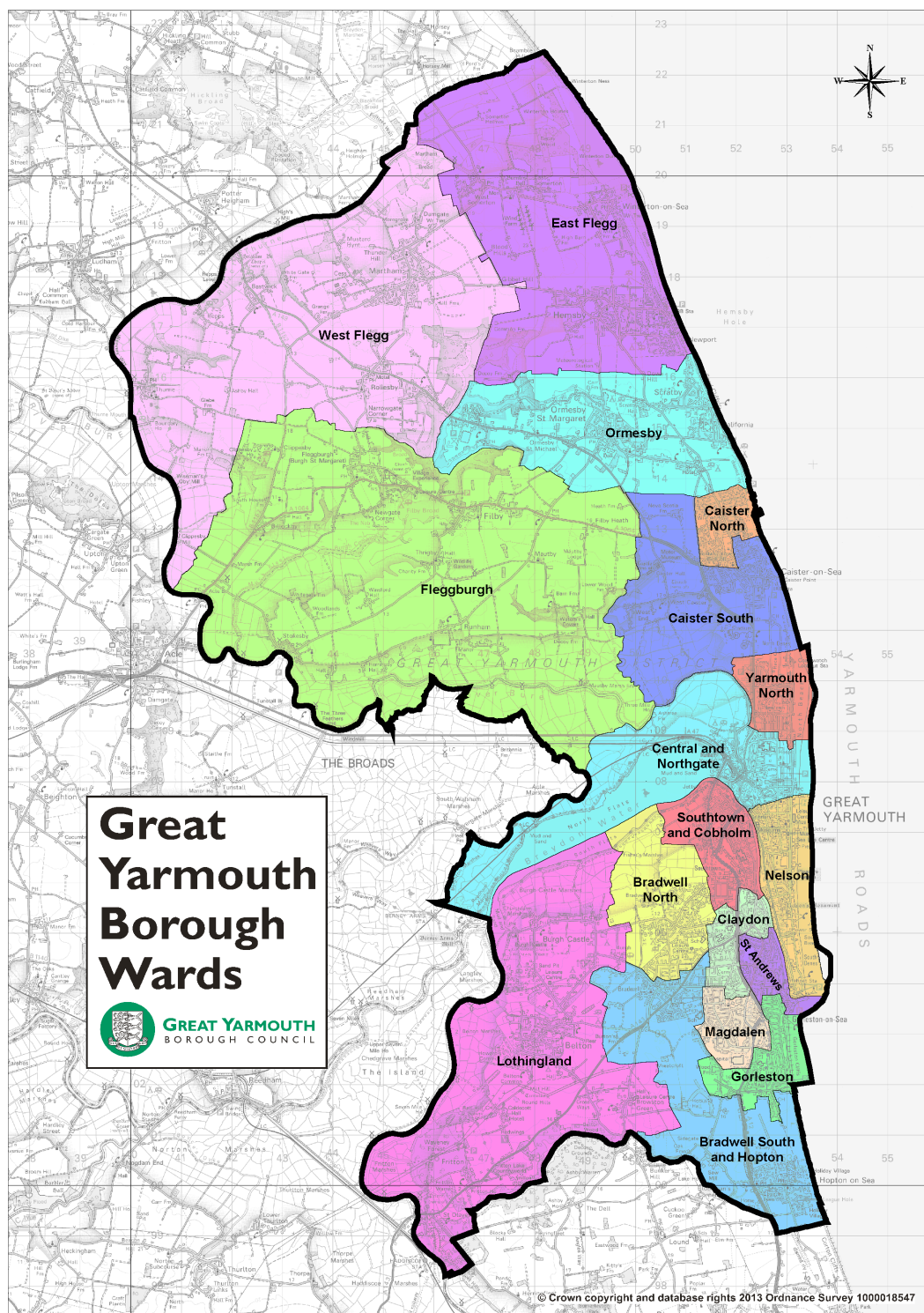
Contact details of all officers in Member services and the Executive Management Support are below:

Name	Title	Telephone	Email
Robin Hodds	Cabinet Secretary and Deputy Monitoring Off.	01493 846325 07919 592383	rh@great-yarmouth.gov.uk
Karline Smith	Member Services Officer	01493 846309	ke@great-yarmouth.gov.uk
Christina Webb	PA to Chief Executive Officer and the Leader	01493 846301	clw@great-yarmouth.gov.uk
Ria Day	PA to Corporate Directors	01493 846	rjd@great-yarmouth.gov.uk
Colin Rowland	Corporate Policy and Performance Officer	01493 846168	crr@great-yarmouth.gov.uk
Geoff Jones	Information Manager	01493 846855	geoff@great-yarmouth.gov.uk
Ashlie Southey	Member services assistant	01493 846321	ajs@great-yarmouth.gov.uk
Marian Newrick	Clerical assistant	01493 846634	mn@great-yarmouth.gov.uk

39. Council Services

Members may need to access a range of services on behalf of their constituents. To assist members, contact details of officers from Neighbourhood and Communities, GYB Services and an A-Z of services is included on page 23-24.

Map of the Borough



Quick Guide to Full Council meeting protocol

Asking Questions

Any member may ask the Leader or Chair of a Committee a question without giving notice if the item is on the agenda and is being received or considered.

Any member may ask the Mayor, Member of the Cabinet or Chair of a Committee a question with 10 working days notice if the issue is not on the agenda. If the item is urgent the Mayor, providing the question is received by 11am on the day of the meeting, or the responder may waive this requirement.

The member may also ask one supplementary question of the responder. This question must relate directly from the original questions reply.

Motions

Motions must be about matters for which the council has responsibility.

Written notice of a motion must be signed by at least 5 members and submitted not less than 10 days before the meeting.

Some Motions can be raised without notice these are listed in section 12 of the constitution.

Rules of Debate

No speeches allowed until the motion has been seconded.

When seconding, a Member may reserve their speech until later in the debate.

Speeches must be directed to the question, personal explanation or point of order. No speech may exceed 5 minutes without the consent of the council.

A member may only speak once during a debate unless they are speaking on an amendment, exercising a right of reply, raising a point of order or giving a personal explanation.

An amendment cannot negate a motion or introduce new subject matter. Only one amendment can be discussed at one time. If an amendment is carried the Mayor will read out the amended motion before accepting further amendments or putting it to the vote.

A member may raise a point of order at any time and it will be heard immediately, a point of order may only relate to an alleged breach of council procedure or law. The ruling of the Mayor is final.

Voting

Unless the Constitution states otherwise, any matter will be decided by a simple majority of those Members voting and present in the room.

If there is equal numbers for and against the Mayor has a second casting vote. There is no restriction on how this is used.

Member Conduct

When a member speaks at full council they must stand. If more than one member stands the Mayor will ask one to speak and the others must sit.

Members must remain seated whilst another member is speaking unless they wish to make a point of order or personal explanation.

If the Mayor stands the member speaking must stop and sit, the meeting must be silent.

If a member persistently disregards the Mayor the Mayor may move that the member not be heard further. If this is seconded it is voted on without discussion.

If a member continues to behave improperly after such a motion has been carried the Mayor may move that the member leaves the meeting or the meeting is adjourned. If seconded it is voted on without discussion.

Great Yarmouth Borough Council

Management Structure



Executive Management Team

Name	Title	Telephone	Email
Jane Ratcliffe	Chief Executive Officer	01493 846301	jratcliffe@great-yarmouth.gov.uk
Seb Duncan	Director of Resources, Governance & Growth	01493 846206	sgd@great-yarmouth.gov.uk
Jane Beck	Director of Customer Services	01493 846418	jeb@great-yarmouth.gov.uk
Robert Read	Director of Housing and Neighbourhoods	01493 846278	rr@great-yarmouth.gov.uk

Group Managers

Name	Group Manager	Telephone	Email
Alan Carr	Tourism & Communications	01493 846341	aac@great-yarmouth.gov.uk
Trevor Chaplin	Housing Services	01493 846279	tcc@great-yarmouth.gov.uk
Andy Dyson	Property & Construction	01493 846440	aad@great-yarmouth.gov.uk
Vicky George	Housing Health & Wellbeing	01493 846653	vic@great-yarmouth.gov.uk
David Glason	Growth	01493 846643	dgc@great-yarmouth.gov.uk
Rob Gregory	Neighbourhood & Communities	01493 845921	rg@great-yarmouth.gov.uk
Miranda Lee	Customer Services	01493 846536	mvl@great-yarmouth.gov.uk
Dean Minns	Planning	01493 846420	dam@great-yarmouth.gov.uk
Linda Mockford	Governance	01493 846308	lmc@great-yarmouth.gov.uk
Donna Summers	Resources	01493 846339	dsummers@great-yarmouth.gov.uk
Kate Watts	Environmental Services	01493 846547	kaw@great-yarmouth.gov.uk

Neighbourhood and Communities

Name	Title	Telephone	Email
Holly Notcutt	Community Development (young people, communities of interest, tenant participation, voluntary sector)	01493 418295	hnotcutt@great-yarmouth.gov.uk
Marie Hartley	Culture Sports and Leisure Manager	01493 846354	mlh@great-yarmouth.gov.uk
Julie Woods	MESH Neighbourhood Manager (Gorleston)	01493 604739	jwoods@great-yarmouth.gov.uk
Ellie Marcham	Neighbourhood Manager Comeunity (Yarmouth)	01493 845922	emarcham@great-yarmouth.gov.uk
Vacant	Neighbourhood Manager Make It Happen (Southtown, Cobholm, Halfway House and Rural Parishes)	01493 418295	

GYB Services

Name	Title	Telephone	Email
Graham Jermyn	Managing Director	01493 742146	graham.jermyn@ncsgrp. co.uk
Amanda Haldron	Support Services Officer/ PA	01493 742145	amanda.haldron@ncsgrp. co.uk
Peter Stockwell	Head of Operations	01493 742143	peter.stockwell@ncsgrp.co.uk
Simon Mutton	Head of Policy and Strategy	01493 742190	simon.mutton@ncsgrp.co.uk
Phil Turner	Waste and Recycling Manager - Operations	01493 742155	phil.turner@ncsgrp.co.uk
Phil Carter	Cleansing Manager	01493 742168	phil.carter@ncsgrp.co.uk
Graham Carpenter	Car Clear Co-ordinator	01493 742162	graham.carpenter@ncsgrp.co.uk
Sheryl Naylor	Assistant Manager - Operations	01493 742156	sheryl.naylor@ncsgrp.co.uk
Lisa Chandler	Support Services Manager	01493 742152	lisa.chandler@ncsgrp.co.uk
Michael Stephenson	Assets Manager	01493 742191	michael.stephenson@ncsgrp. co.uk
Paul Kelf	Grounds and Leisure Manager	01493 742181	paul.kelf@ncsgrp.co.uk
George Jarvis	Engineering and Building Manager	01493 742163	george.jarvis@ncsgrp.co.uk
Patrick Tabor	Tree and Landscape Officer	01493 746182	patrick.tabor@ncsgrp.co.uk

A-Z of services

Advice and Benefits

Council Tax Support/Housing
Benefit 01493 846291
Conservation Areas
01493 846195
Cemeteries and Crematorium
01493 441974

Business

Business Start-up Advice
0800 458 0146
Business Rates Enquiries
01493 846244
Tourism Business Advice
01493 846492
Business Development &
Promotion 01493 846108
Licensing Enquiries (alcohol,
entertainment, gambling & taxis)
01493 846530
/846201

Communications

Media Enquiries
01493 846513
Web Communications
01493 846814

Council and Democracy

Councillor Info/Committee Dates
01493 846325
Freedom of Information
01493 846855
Elections/Register of Electors
01493 846327
/846548

Council Tax

Council Tax Enquiries
01493 846244
Payment Line 01493 846117
Cashiers 01493 846266

Customer & Business

Enquiries 01493 856100
Emergency Out of Hours
01493 330369

Environmental Health

Emergency Management
Flooding
Flytipping
Food Complaints
Hazardous Waste
Pest Control
Pollution (Air, Noise & Water)
Recycling
01493 846478

GYB Services

Refuse Collection
Septic Tank Emptying Service
Trade Waste
Wheeled Bins
Abandoned Vehicles
Clinical Waste
01493 742200

Homes and Housing

Housing Advice
Homelessness
Housing Register
Housing Options
01493 846140
Rent Income 01493 846726
Housing Repairs 01493 846381

Yare Care Alarm Service
01493 330369

Older Person's Community
Outreach Service
01493 846655

Disabled Adaptations
01493 846190

Empty Homes
01493 846113
01493 846140

Greyfriars House Area Housing
Office 01493 846529

Gorleston Area Housing Office
01493 846839

South Yarmouth Area Housing
Office 01493 846825

Sheltered Housing Service
01493 846666

Safe at Home 01493 846190

Neighbourhoods and Communities

SeaChange Arts
01493 745458
Marina Centre 01493 851521
Phoenix Swimming Pool
01493 664575
Sports Development and Leisure
01493 846354
Play Development
01493 846448
Neighbourhood Matters
Comeunity (Yarmouth)
01493 845920
Make it Happen (Southtown/
Cobholm) 01493 418295
MESH (Gorleston)
01493 604739

Mayor and Events

Mayor's Secretary
01493 846125
Tourism Enquiries
01493 846346
Event Safety Advisory Group
01493 846343

Norfolk County Council Services

Customer enquiries
0344 800 8020

Planning

Applications/Enquiries
Building Regulations
Enforcement
Land Charges
01493 846430
Listed Buildings
01493 846419
Strategic Planning
01493 846626

Transport and Streets

Concessionary Bus Passes
01493 331919
/0344 8008020
Car Parks 01493 846358
Street Naming and Numbering
01493 846432

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 	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

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

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
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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