



GREAT YARMOUTH
BOROUGH COUNCIL

Scrutiny Committee

Date: Thursday, 21 November 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.

1 Minutes

3 - 8

To confirm the minutes of the meeting held on 31 October 2013.

2	<u>Performance Management Projects and Measures</u>	9 - 48
	The Corporate Policy and Performance Officer will report on this item.	
3	<u>Role of Ward Councillors</u>	49 - 88
	To consider the Cabinet Secretary's report attached.	
4	<u>Efficiency Support Grant (ESG) Progress Update</u>	89 - 95
	The Director of Resources, Governance and Growth will report on this item.	
5	<u>Financial Report - September 2013</u>	96 - 99
	The Director of Resources, Governance and Growth will report.	
6	<u>Bus Review</u>	100 - 100
	The Cabinet Secretary will report on this issue.	
7	<u>Scrutiny Committee Work Programme 2013-14</u>	101 - 104
	To consider the Work Programme attached.	
8	<u>Any other business</u>	
	To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.	
9	<u>Date of next meeting</u>	
	To confirm the date of the next meeting as 19 December 2013 at 6.30pm and to consider changing the date of the January 2014 meeting from 23 January to 30 January 2014.	

Scrutiny Committee

Minutes

Thursday, 31 October 2013 at 18:30

Attendees:

Mrs Mary Coleman (Member), Mr Bert Collins (Member), Mrs Sue Hacon (Member), Mr Ronald Hanton (Member), Mr Jim Shrimplin (Member), Mr Barry Stone (Chairman), Mr Michael Castle (Member), Mr Charles Marsden (Member), Mrs Kerry Robinson-Payne (Member), Mr Jamie Smith (Member), Mrs Barbara Wright (Member)

Apologies for Absence:

Mrs Marlene Fairhead (Member)

Absent:

Ms Marie Field (Member)

Also in attendance at the above meeting were:

Councillor Sutton attended as a substitute for Councillor Fairhead.

Councillor Wainwright attended as an observer, Councillor Jeal attended for item 8, Councillor Peck attended for item 4, Councillor Linden attended for item 4 and Councillor Plant attended for item 8

Jane Ratcliffe (Chief Executive Officer), Jane Beck (Director of Customer Services), Robert Read (Director of Housing and Neighbourhoods), Robin Hodds (Cabinet Secretary), Tracey Slater (Strategic Housing and Housing Options), Trevor Chaplin (Housing Services Group Manager) and Karline Smith (Senior Member Services Officer).

David Marsh and Ken Sims (Greater Yarmouth Tourist Authority) - attended for item 8

1 Minutes

The minutes of the meeting held on 3 October 2013 were confirmed subject to the following amendments:-

A member asked for clarification on which officer was responsible for the PIPs licence. The Chief Executive Officer confirmed she was the officer dealing with the licence prior to the Director of Customer Services taking responsibility in January 2013.

The Director of Customer Services explained the difference in that GYBC pursued sundry debt through the use of bailiffs and confirmed that bailiffs had not been used in this case.

The Chief Executive Officer confirmed that she made the decision to continue discussions with GYTA as she felt this was the best way to get the money back.

A Member asked the Chief Executive Officer if she felt that the close relationship between GYTA and GYBC influence the way the debt issue was handled. The Chief Executive Officer agreed that this was probably the case.

2 Efficiency Support Grant Project Plan

This item was deferred to the next meeting.

3 Role of Ward Councillors

The Cabinet Secretary reported that a meeting had been held on on 10 October 2013 to look at the Members Handbook and the Members Compact.

The Working Group made changes to the Hand Book and these would be presented to the next Scrutiny Committee along with the Compact and the Members Job Description.

RESOLVED:
That the verbal update be noted.

4 Boarded up Derelict Houses

The Committee considered the Strategic Housing and Housing Options Manager's report on boarded up Derelict Houses. The Strategic Housing and Housing Options Manager reported that Great Yarmouth does not have a large number of Boarded up houses in the Borough. The report only details empty homes but commercial properties could be looked at.

A Member stated that there were two properties on Nelson Road Central for two years.

A Member asked what the funding streams were for Empty Homes and it was reported that this years allocation had been spent and the had allocated the Old Toilets on Hall Quay.

RESOLVED:
That the report be noted.

5 SCRUTINY COMMITTEE WORK PROGRAMME 2013-14

It was agreed that the following items would be considered at the next meeting:-

- *Efficiency Support Grant
- *Role of Ward Councillors
- *Budget Monitoring
- *Review of Key Performance Indicators
- *Report on St Georges Chapel and Pavillion

6 Vauxhall Bridge

The Cabinet Secretary reminded Members that at the last meeting they had asked about the representation of Norfolk County Councillors on the Great Yarmouth Preservation Trust and it was reported that there were none on this. Members had also asked about the decision to appoint the contractor and the Cabinet Secretary read out the minutes from Full Council on 27 September 2013 which stated that Full Council had endorsed the appointment of the contractor.

A Member stated that he felt access should be from the quay along the bridge and that this should be included in the bid for funding.

RESOLVED:

That the position be noted.

7 Salisbury Road Call-In

The Chairman reported that he had exercised his right as the Chairman to call in this item for the following reasons:-

No feasibility study had been carried out as to whether this was a cost effective way to develop the land. Had the option of a leasehold rather than a gift of the freehold been investigated and if so what was the outcome of that investigation and could the Council benefit from future income if they kept the freehold and had the possibility of the NIF building the development and then selling the houses to a Housing Association been investigated.

The Director of Housing and Neighbourhoods informed the Committee that for a number of years the Council had been looking for a solution on how to use the site. Cabinet had given the officers a steer that they wanted to use the site for affordable housing. No formal feasibility study had been carried out but as internal meetings were held with officers. This is a difficult site to develop as it is narrow and needs a lot of infrastructure to develop it. The Council looked at the site to see if they could develop this themselves and it was felt at the time it was not one for the Council to develop themselves and that the best way was to see if any housing associations wanted to develop it. Three housing associations showed an interest initially but after further investigations only one was left and Saffron Housing stated that they would carry out a feasibility study if they were not in open competition. They then came back to the Council and stated that if the land was gifted to them they would consider developing the site. It was felt that it was the best option for the Council to go out to housing associations as at no cost to the Council they get affordable housing for some of their housing list.

A Member asked if the housing would be for sale or to rent and it was confirmed that these would be to rent. The Chairman stated that originally the emergency services had turned down a development on this land as they could not access it and asked what had changed. The Director of Housing and Neighbourhoods stated that by working with Planning, Property and the Highways Department they had come up with a proposal to deal with the access. The Chairman asked if the Council had gone to the private market to see if they would develop the site and it was reported that they had not gone to the private development market as Cabinet had indicated that they wanted affordable housing.

A Member stated that a number of years ago the Council had looked at the site and agreed to sell the site to local residents for off road parking. The Chairman stated that the local residents were not interested in buying the land.

A Member stated that this issue had been discussed for a number of years and they had looked at various issues. This was an attractive scheme where Saffron Housing would carry out all the work and people on the Council's housing list would get a property. The Council would also receive £50,000 in new homes bonus and gain in less maintenance and clearance of the site, creating a better environment and reducing the council housing list.

The Chairman stated that he raised the issue as he wanted to ensure that this was a good deal for the Council and did it get a good return for the Council, were they getting value for money for land they owned and if all financial implications had been investigated then he was happy.

A Member stated that this raised some interesting questions on the road to the decision being made and that he felt that further information should have been presented to Cabinet for consideration.

The Chairman stated that a developer would have had the site 10 years ago to build on peoples bungalows but there were access issues and asked why the Council didn't approach private developers.

The Director of Housing and Neighbourhoods stated that the steer was to look at affordable housing and private developers would probably only give one or two affordable housing units.

Councillor Wainwright stated that the DCLG and the Minister were encouraging Councils to give land for development and that there were 600 people in Great Yarmouth affected by the bedroom tax.

RESOLVED:

That the Committee note the information provided and that no further action to be taken on this matter.

8 EXCLUSION OF PUBLIC

That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12(A) of the said Act.

9 PIPs

The Cabinet Secretary reported that he had received Legal Advice from NPLaw on the public interest factors that would encourage the disclosure of information and it was then agreed to take this item as a confidential item excluding the public.

The Director of Customer Services explained that the Street Licence was never relinquished and the confidential minutes provided by the GYTA relate to this.

David Marsh reported that the licence was issued to GYTA in June 2010. Advertising for the 2010/11 season had already been undertaken by the previous operator and therefore an agreement was entered into by GYTA with Sutton Media to provide the service. Payments were not received for the 2010/11 season from the operator leading to discussions around County Court Action and the relinquishing of the licence. David Marsh explained that to relinquish the licence in February 2011 would have left GYTA with the costs associated with the 2010/11 year. Ken Sims stated that throughout this time Sutton Media had been taking income and benefiting. In 2015 the licence is due for renewal.

A Member asked to clarify if the licence had been given up would the liabilities have transferred at that point with the licence being passed to the second highest bidder. David Marsh clarified that at that point £24,000 of liabilities would have remained with GYTA.

A Member asked if Sutton Media owed any money to Great Yarmouth Borough Council and it was stated that yes they did.

A Member asked if the PIP's could be seized and David Marsh stated that there would be a point when this could happen and that they had considered originally to seize and store the PIP's but did not want this to affect the current advertisers.

The Director of Customer Services stated that Sutton Media owes £3,750 of a total of £5,750 as they had paid £2,000 this year. However, the £5,750 represents the year 2009/10 and needs further clarification.

A Member asked the Chairman if the Chief Executive Officer had made him aware of her decision not to take action against GYTA and he stated that she had not at the time but he had been made aware afterwards.

The Cabinet Secretary informed the Committee that if they wished to scrutinise the decision that the Chairman had made then the Vice-Chair would have to take the Chair.

The Member stated that they would ask their question to the Chief Executive Officer and she stated that she continued to maintain her decision was made by her judgement and not by the influence of the Tourist Authority.

A Member stated that the Council has a good working relationship with the Tourist Authority and David Marsh added that the Council does not fund the Tourist Authority.

A Member stated that all decisions should be properly recorded as the Chairman's decision was not acted on and there was no paperwork to explain the reasons why.

The Chairman pointed out that it was the Tourist Authority's decision and not Great Yarmouth Borough Council's decision not to act on it.

RESOLVED:

That the report be noted and no further action be taken.

The meeting ended at: 20:00

Subject: Performance Management – Key Projects and Corporate Measures

Information to: Scrutiny Committee – 21st November 2013

The following summaries 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.

The reports for key projects and corporate measures refer to performance in the first 6 months of 2013/14 (1st April to 30th September 2013 inclusive).

Background

For a number of years the Council measured its performance using a set of performance indicators each of which had targets for improvement. There were two main types of indicators: National Indicators (NIs), prior to that Best Value Performance Indicators, required by central government and Local Performance Indicators measuring how well specific Council services were performing.

Information relating to all types of indicator was reported to the Council's Executive Management Team and Scrutiny Committee within the quarterly performance report. All indicators were reported in the annual performance report. The national indicators were largely statistical data, some were relevant for the Council, and others were not. At best these national indicators showed a partial picture of the authority, but were bureaucratic and costly in terms of officer time. They did represent a high level health check which contributed to our Use of Resources and Managing Performance inspections, but were not useful in planning service improvement.

Central government in 2011 published their 'Single Data List', which replaced the National Indicator Set in April 2011. This data set lists every piece of data that central government requires from councils. The single data list does not have a role in performance management of local authorities but is a tool with which to keep a check on the amount of data that central government requests from local government. The single data list is simply a catalogue of all central governments' data.

In recent years the Council has undertaken System Thinking interventions in many of our service areas. Through our system/lean thinking reviews we have learnt that national indicators are not the primary focus or driver for decision making in the operational running of our services. This is because our systems thinking reviews demonstrate that the old national indicators alone do not necessarily drive improved performance for our customers and at worst actually reduce customer service by causing us to focus on the wrong things. Therefore in April 2012 we adopted a new approach which does not use targets as a basis for monitoring.

From April 2012 we started to produce a new type of performance report, which aimed to demonstrate two things to Members:

- that our services are at least adequate and that they are improving
- that resources are being applied effectively

This involved three different types of performance measures:

1. 'Real time' measures that tell us what is happening now – critically, they assess the extent to which we are meeting the core purpose of the service – are we giving customers what they really want. Typically, these measures will relate to.
 - Demand analysis – how much demand are we getting and what proportion is preventable or failure demand
 - Capability analysis – how often are we able to meet the customer's demand first time
 - Capacity analysis – how long did we take from start (customers first contact) to finish (the point at which the customer's demand was met or determined)
2. Qualitative measures based on System Thinking principles and on observation:
 - Is there a clearly defined purpose for the service; do staff understand it and focus on those things that meet purpose
 - Are staff reflecting on the service and identifying improvements by eliminating waste from the system
 - Have managers actually gone into the work and seen for themselves the point at which the service is actually delivered.
3. Retrospective measures (or rear view indicators) because they represent a state of play after the service has been delivered. They quantify the effectiveness or efficiency of service delivery but should not be used to lead change improvements:
 - Management accounts: revenue and cost (budget monitoring)
 - Customer satisfaction and staff morale
 - Previous national and local performance indicators

The Council at this point continued to use several of the old national and local indicators to measure performance, but the main focus was on 'measures' to show how services are improving and delivering better services to its customers. These measures focused on providing improved service delivery and continuous improvement across a service.

Current Position

From April 2013 following the management restructure a revised Corporate Plan was produced showing the 4 corporate priorities set out by the Council, along with key themes within each priority and a list of work planned by the Council to work towards achieving the priorities.

It was important that there was a link between the Corporate Plan and the work of services in the Council and that staff understood how their work contributed to the Corporate Plan, this is often referred to as the "Golden Thread".

In the past there had been no mechanism in place to measure how the Council was doing against its corporate priorities and service measures were not linked to Council priorities. There was also no link between projects undertaken by the Council and how they contributed to the Corporate Plan. The Council had been looking at ways to address both these issues and this was reinforced when the outcomes from the Peer Challenge were received, the report stated “Linking the rationale and evidence base for the priorities and measures of impact will provide a more compelling narrative of what you want to achieve for Great Yarmouth” and “You have started to create a ‘golden thread’ linking corporate plan and service plans. In developing it further put more focus on impact and return of investment” and “Performance Management across the council is not robust or systematic. This is about culture and behaviours as well as systems and process” The comments from the Peer Challenge Team showed we were going in the right direction with what we had already done and it gave us a focus to what our next steps would be.

To re-establish a link between the Corporate Plan and Council services it had been decided to reintroduce Service Plans with an emphasis on showing how the service supported the Corporate Plan, as stated above this was seen as a positive by the Peer Challenge Team. The Council was supported By Peter Knight (Business Development Specialist Suffolk County Council) in developing the new version. Alongside this Group Managers had, through a workshop, come up with a number of measures which linked into the corporate priorities. All this data was collated, along with a list of projects identified from the Corporate Plan, and resulted in the following:















- Two sets of performance measures have been created, one being Corporate Measures which link into the Councils priorities and will help us measure how we are performing against the Corporate Plan, the other being Service Measures which as the name suggests will see how individual services functions are performing. Alongside these there are two sets of project reports, both appearing in the Corporate Plan as work the Council plans to do over the next two years, one being the key projects which have been identified by Cabinet as key projects that they see as important to the Council and their administration. The second is corporate projects, which pick up the other projects in the Corporate Plan.
- Both the Corporate Measures and Key Projects will be reported to Cabinet Briefing Session (CBS) and Scrutiny on a quarterly basis, with an annual report of measures at year end alongside the fourth quarter project reports. Executive Management Team (EMT) will receive these along with Service Measures and Corporate Projects, again on a quarterly basis.
- Templates have been created for both measures and project reports, with the measures template similar to previous quarterly performance reports. Each report will include a summary sheet allowing members to see at a quick glance an overview of the set of data. It will also give Cabinet Members an opportunity to see all the measures and projects under their portfolio on one report.

This is the first report and will be reported on a quarterly basis. It is expected as we grow into this reporting framework that projects and measures will from time to time be added and deleted. An electronic version of the data is being produced which will allow members and officers to filter the data by portfolio holder/ EMT lead or Group Manager.

CORPORATE KEY PROJECTS – SUMMARY REPORT QUARTER 2 2013/14 (APR-SEPT)

Key projects that impact on the Corporate Priorities 2013/15.

Detailed commentary from each project lead is provided in the next section.

Project	EMT Lead	Portfolio Holder	Last Quarter	This Quarter
Corporate Priority: Promoting economic growth and job creation.				
KP01 Continue to develop the highly successful Beacon Park with firm proposals for completing the A12 link road and the commencement of stage 2 residential development	Seb Duncan	Cllr. B Williamson		
KP02 Complete the Local Plan	Seb Duncan	Cllr. B Williamson		
KP04 Successful completion of St Georges and King Street Projects	Seb Duncan	Cllr. B Williamson		
Corporate Priority: Protecting and supporting vulnerable people.				
KP05 Minimise the impact of welfare benefit cuts by supporting residents through the new application process and Providing advice and assistance	Jane Beck	Cllr. B Walker		
KP06 Health integration project (Project added 31/10/13, report will be picked up next quarter)	Robert Read	Cllr. P Linden		
Corporate Priority: Creating and engaging with healthy, vibrant communities.				
KP07 Work with Saffron HA to develop the Old Fire Station & Trafalgar House into affordable residential units	Robert Read	Cllr. P Linden		
KP08 Develop with partners a wider programme of new build affordable housing including building new council houses	Robert Read	Cllr. P Linden		
KP09 Delivering the Empty Homes Programme a) Council's project b) HCA project	Robert Read	Cllr. P Linden		 
KP10 Review of the GYBS contract to deliver significant savings whilst not reducing service quality	Jane Beck	Cllr. V Pettit		
KP11 Improving recycling rates and expanding the Brown Bin Scheme	Jane Beck	Cllr. V Pettit		
Corporate Priority: Being an enterprising and ambitious Council.				
KP12 Improving facilities at the Marina Centre & Phoenix Pool	Robert Read	Cllr. T Wainwright		
KP13 Developing and delivering new sports and play strategies	Robert Read	Cllr. B Williamson		
KP14 Developing a programme of new income streams	Seb Duncan	Cllr. B Walker		
KP15 The future proofing of the ICT service within Great Yarmouth and the integrated use of back office systems across Norfolk	Jane Beck	Cllr. B Williamson		

Project	EMT Lead	Portfolio Holder	Last Quarter	This Quarter
KP16 To set up a cost sharing group with North Norfolk District Council to sell surplus capacity within back office services to charities and other not for profit bodies	Seb Duncan	Cllr. B Williamson		

Projects where Council is not the lead organisation but is a partner				
Corporate Priority: Promoting economic growth and job creation.				
KP03 Deliver the GYTA BID	Jane Beck	Cllr. M Jeal		

Key	
	Project nearing completion or on target and with no problems
	Project in progress with known risks being closely managed
	Project experiencing or very likely to experience problems which require urgent action

Great Yarmouth Borough Council

Progress Report

Date of report:	1 st November 2013	Project Sponsor(s):	Seb Duncan
Project name:	Beacon Park		
Project description:	Continue to develop the highly successful Beacon Park with firm proposals for completing the A12 link road and the commencement of stage 2 residential development		
Project Status:	AMBER – project for stage 2 residential development not started		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Seb Duncan (GYBC)	Project team:	Peter Wright (GYBC) Robin Neve (GYBC consultant) Andy Dyson (GYBC)
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Speculative development within Enterprise Zone	31/03/15		
Approval of Sainsburys planning application	30/09/13	31/03/14	
Enterprise Zone grant funding bid	18/11/13		
Beacon Park Stage 2 Housing Development working party	November 2013		
Beacon Park Stage 2 Housing Development proposal	February 2014		
Diversion of gas main for Sainsburys development	30/06/14		
Sainsburys development	31/12/14		
Summary of progress in this period:	<ul style="list-style-type: none"> Sainsburys planning application approved by Borough Council Enterprise Zone grant funding guidance received Positive visit to EZ by Cabinet office Speculative development on schedule to deliver by required timescales A12/A143 link road proceeding as expected. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> Risk of planning permissions not being granted 		
Key decisions taken:	<ul style="list-style-type: none"> Sainsburys planning permission 		
Outlook for next period:	<ul style="list-style-type: none"> Decision whether to submit EZ grant funding application First meeting of working party Continued progress on speculative development 		
Budget: £8m capital funding allowed for speculative development			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£8m	£Nil	£Committed but not spent	£Nil

Great Yarmouth Borough Council

Progress Report

Date of report:	October 2013	Project Sponsor(s):	Cllr B Williamson
Project name:	Local Plan		
Project description:	To produce the suite of documents that form the Local Development Plan for the borough, guiding future development from 2014 to 2029.		
Project Status:	Green		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	David Glason	Project team:	Strategic Planning team

Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
The well advanced Core Strategy (first strategic document of the Local Plan) and associated Sustainability Appraisal are out for a Regulation 19 consultation which ends on 8 November 2013. Submission to the Secretary of State will follow in March 2014 prior to an Examination in Public. It is anticipated that the document will be adopted in December 2014. Supporting Examination documents are currently being finalised, including: whole plan viability assessment; open space study; infrastructure study (consultation ends 8 November 2013); Strategic Housing Market Assessment and the Duty to Co-Operate. In readiness for the Examination, a series of Background Evidence Papers (thematic) are being written to support the Core Strategy.	24/12/2014 with future reviews		
The Annual Monitoring Report is under preparation.	31/12/2013		
The Statement of Community Involvement has been adopted.	07/03/2013		07/03/2013
The Local Development Scheme (programme management document) has been published.	22/07/2013		22/07/2013
The Site Specific and Development Management policy work is being progressed & will be the main focus of attention for 2014.	01/08/2015		
Great Yarmouth Waterfront Area Action Plan	01/08/2015		
Summary of progress in this period:	<ul style="list-style-type: none"> The well advanced Core Strategy (first strategic document of the Local Plan) and associated Sustainability Appraisal are out for a Regulation 19 consultation which ends on 8 November 2013. A series of well publicised roadshows/exhibitions have been well attended. Supporting Examination 		

	<p>documents are being finalised, including: whole plan viability assessment; open space study; infrastructure study (consultation ends 8 November 2013); Strategic Housing Market Assessment and the Duty to Co-Operate. In readiness for the Examination, a series of Background Evidence Papers (thematic) are being written to support the Core Strategy.</p> <ul style="list-style-type: none"> • The Annual Monitoring Report is under preparation. • The Local Development Scheme (programme management document) has been published. • The Site Specific and Development Management policy work is being progressed.
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> • By way of resource, one Planning Assistant left the Council towards the end of October 2013 and another member of staff is working 2 days a week in Development Control (as of 3rd October 2013). This is obviously having an impact on Local Plan delivery timescales, as is the time spent by the Growth Group Manager on other issues. Permission to fill the Planning Assistant position is being sought, but it would help if Development Control could resource their team. • The Strategic Planning unit are engaged in numerous delivery projects and partnerships bringing forward development e.g. masterplanning south Bradwell; successfully bidding for £4.7M A12/A143 link road funding and progressing the project; Enterprise Zone projects, A47 Alliance, EIA screening etc. Excellent engagement and partnership work, but diverts time dedicated to Local Plan delivery.
Key decisions taken:	<ul style="list-style-type: none"> • Housing target agreed. • Broad locations for growth (housing & economic) agreed. • Strategic allocations in south Bradwell and central Great Yarmouth agreed. • £4.7M A12/A143 funding from DfT accepted.
Outlook for next period:	<ul style="list-style-type: none"> • Progression of the Background Evidence Papers and supporting evidence base for the Core Strategy and completion of the Annual Monitoring Report.
Budget: Statutory function funded within existing budget.	
Allocation	Spending to date
£60,000	£25,000

Great Yarmouth Borough Council

Progress Report

Date of report:	October 2013	Project Sponsor(s):	Cllr B. Williamson
Project name:	St Georges and King Street Townscape Heritage Initiative Scheme		
Project description:	Area based conservation-led historic building repair and regeneration scheme funded by the Heritage Lottery Fund		
Project Status:	Green		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Darren Barker	Project team:	Ian Hardy, Adrian Barnes
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Full and Comprehensive repair and reuse of St Georges Chapel and removal from the English Heritage Buildings at Risk Register	December 2012		
Undertake the full and comprehensive repair to historic buildings on King Street for sustainable end use	November 2015		
Deliver traditional skills training as part of building repair	November 2015		
Deliver community engagement in heritage through artists and workshops	November 2015		
Summary of progress in this period:	St Georges Chapel fully completed and signed off by English Heritage. 134 King Street complete 151 King Street complete 133 King Street underway The White Lion underway 122 King Street underway 148 King Street underway Training underway Community engagement underway		
Significant risks/ issues to be addressed:	No risk, all funding in place		
Key decisions taken:	Decisions are based on a robust project and action plan approved by cabinet and submitted to the HLF		
Outlook for next period:	Anticipated completion of 133 King Street The White Lion 122 King Street 148 King Street Grant offer to 135 King Street and 136 King Street		
Budget: The budget (common fund) is made up of funding from the Heritage Lottery Fund, English Heritage, NCC, GYBC, EEDA, Seachange (government grant program)			
Allocation		Spending to date	
Common fund	Grants offered	Spent to date	
3,555,573	3,293,987	2,517,280	

	<p>documents are being finalised, including: whole plan viability assessment; open space study; infrastructure study (consultation ends 8 November 2013); Strategic Housing Market Assessment and the Duty to Co-Operate. In readiness for the Examination, a series of Background Evidence Papers (thematic) are being written to support the Core Strategy.</p> <ul style="list-style-type: none"> • The Annual Monitoring Report is under preparation. • The Local Development Scheme (programme management document) has been published. • The Site Specific and Development Management policy work is being progressed.
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> • By way of resource, one Planning Assistant left the Council towards the end of October 2013 and another member of staff is working 2 days a week in Development Control (as of 3rd October 2013). This is obviously having an impact on Local Plan delivery timescales, as is the time spent by the Growth Group Manager on other issues. Permission to fill the Planning Assistant position is being sought, but it would help if Development Control could resource their team. • The Strategic Planning unit are engaged in numerous delivery projects and partnerships bringing forward development e.g. masterplanning south Bradwell; successfully bidding for £4.7M A12/A143 link road funding and progressing the project; Enterprise Zone projects, A47 Alliance, EIA screening etc. Excellent engagement and partnership work, but diverts time dedicated to Local Plan delivery.
Key decisions taken:	<ul style="list-style-type: none"> • Housing target agreed. • Broad locations for growth (housing & economic) agreed. • Strategic allocations in south Bradwell and central Great Yarmouth agreed. • £4.7M A12/A143 funding from DfT accepted.
Outlook for next period:	<ul style="list-style-type: none"> • Progression of the Background Evidence Papers and supporting evidence base for the Core Strategy and completion of the Annual Monitoring Report.
Budget: Statutory function funded within existing budget.	
Allocation	Spending to date
£60,000	£25,000

Great Yarmouth Borough Council

Progress Report

Date of report:	October 2013	Project Sponsor(s):	Cllr B Walker
Project name:	Welfare Reform		
Project description:	To minimise the impact on customers affected by the changes to benefit entitlement as a result of Welfare Reform		
Project Status:	Amber		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Miranda Lee	Project team:	Lorraine Houghton, Deana Brimble
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Maximised use of effectively allocating funds from the Discretionary Housing Payment (DHP) budget to assist those customers affected by the introduction of cuts to housing benefit entitlement due for households deemed to be under occupying their home where they are in social housing.	31/3/14 ongoing for future years		
Maximised use of effectively allocating funds from the Discretionary Housing Payment (DHP) budget to assist those customers affected by the introduction of the Benefit Cap.	31/3/14 ongoing for future years		
Maximised use of effectively allocating funds from the Council Tax Assistance Payment (CTAP) budget to assist those customers affected by the introduction of Local Council Tax Support.	31/3/14 ongoing for future years		
Effective advice and assistance working in partnership with DIAL to support customers by referral with budget and debt advice.	31/3/14		
Summary of progress in this period:	<ul style="list-style-type: none"> Customers affected by the changes in benefits have been identified and engaged with. Effective communication and advice and guidance has resulted in a number of customers suffering hardship because of these change in applying for and being awarded additional funds to help meet the shortfall in their entitlement. An effective referral process is in place with DIAL for customers who need additional support with budgeting and/or require debt advice. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> The full impact of customers affected by the introduction of council tax support is yet to be understood. Whilst a significant number of customers are making payments towards their council tax, there are a number of customers who have made no payment or have not managed to keep payments up to date who are now facing recovery action. 		

Key decisions taken:	<ul style="list-style-type: none">DWP allocated additional funding of £14,146 to be used at the Councils discretion to either top up the DHP budget or to engage with supporting debt and advice and prevention of homeless. Due to the amount of funding it was decided the most practical use would be to top up the DHP budget.		
Outlook for next period:	<ul style="list-style-type: none">It is anticipated that the Discretionary Housing Payment budget is sufficient to help those customers who need the help to pay their rent either because they have been deemed to be under occupied or/and have been effected by the Benefit Cap.Work will continue to closely monitor those customers affected by the introduction of Council Tax Support as they move through the recovery process in order to identify those customers who need assistance either by way of applying for financial help via the Council Tax Assistance Payment budget or who need help with debt advice and budgeting.		
Budget: The Discretionary Housing Payment (DHP) Budget is Government Funded. The Council Tax Assistance Payment (CTAP) Budget has been funded for 1 year only by Norfolk County Council.			
Allocation		Spending to date	
DHP	CTAP	DHP	CTAP
£231,334 original plus additional funding of £14,146	£15,000	£188,777	£4,170

Great Yarmouth Borough Council

Progress Report

Date of report:	October 2013	Project Sponsor(s):	Cllr P Linden
Project name:	Work with Saffron Housing Trust to develop the Old Fire Station and Trafalgar House into affordable housing units		
Project description:	With the completion of the Town Hall refurbishment project and subsequent office moves, Trafalgar House and the Old Fire Station building became surplus to requirement at the end of 2012. A number of options for its alternative use were looked at but, it was agreed by Cabinet on 19 th December 2012 to transfer the buildings to Saffron HT at nil cost to allow the development of 29 affordable housing units. Once complete the properties will be allocated through the Borough's Housing Allocations Policy.		
Project Status:	Green		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Tracey Slater	Project team:	Saffron HA Wellington Construction NP Law Property Services – Valuers.
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Transfer of site to Saffron HA	25/10/13		
Works commence on-site	25/10/13		
Works completed/properties available for allocation	31/03/15		
Summary of progress in this period:	<ul style="list-style-type: none"> Working towards completion of Land Transfer to Saffron HT being undertaken by NPLaw. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> Ensure all land to be transferred is fully registered with Land Registry 		
Key decisions taken:	<ul style="list-style-type: none"> As above. 		
Outlook for next period:	<ul style="list-style-type: none"> Land Transfer should be completed and work on site commenced. 		
Budget: Once sites have been transferred to Saffron HT all works will be undertaken by them and there will be no financial commitment to the Local Authority. Once completed the properties will attract New Homes Bonus.			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	October 2013	Project Sponsor(s):	Cllr P Linden
Project name:	Develop with partners a wider programme of new build affordable housing including new council houses.		
Project description:	The Affordable Housing Working Group which consists of Members and Officer was set-up in the Summer of 2012 and brought together a series of data about land availability previously contained in separate work streams into one single database containing a picture of potential development sites across the Borough. Regular quarterly meetings now take place where opportunities for future housing development are discussed and moved forward. Schemes can be developed by GYCH, other Registered Providers or private developers as part of S106 Agreement.		
Project Status:	Amber.		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Tracey Slater	Project team:	Affordable Housing Working Group Susan Bolan – Enabling Officer Great Yarmouth Development Company
Outline plan showing major milestones:			
Key milestones		Planned end date	Revised end date
See spreadsheet for individual scheme milestones.			
Regular quarterly progress meetings - ongoing			
Completion of one or more Council Housing development		1 st April 2014	
Completion of all three sites		30 th April 2014	
Summary of progress in this period:	<ul style="list-style-type: none"> Affordable Housing Working Group took place on 12th June 2013 and 26th September 2013 New schemes gone on-site at The White Horse, Gorleston (Orbit HA) and new-build Council Housing at Grove Close, Martham, Kingfisher Close, Bradwell and Charles Close Caister. Appointment of Beattie Passive Norse Limited as Design and Build Contractor for council housing Works started at Caister-on-Sea and Martham 		
Significant risks/ issues to be addressed:	Council Housing sites <ul style="list-style-type: none"> Planning approval for Bradwell requires Stopping Up Notice Caister-on-Sea – easement agreement with Suffolk and Essex water for access to two bungalows site for connection of main services. BPNL to resolve. Alternative external wall finish treatment – Render system agreed as preferred alternative BPNL to agree with GYBC Planners 		

Key decisions taken:	Council Housing sites <ul style="list-style-type: none">• All Planning Approvals received from GYBC• Design and Build Contract with Beattie Passive Norse Ltd		
Outlook for next period:	<ul style="list-style-type: none">• On-going works to schemes on-site Council Housing sites <ul style="list-style-type: none">• NPS will be checking BPNL's progress on site in accordance with the Employer's Requirements documents• BPNL working with Great Yarmouth College students on the fabrication and installation of the timber frame system		
Budget: Individual to each scheme.			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	October 2013	Project Sponsor(s):	Cllr P Linden
Project name:	Delivering the Empty Homes Programme		
Project description:	<p>Council's Empty Homes Project – funding was agreed for this project in February 2012 and a number of essential business requirements were agreed. These were to reduce the number of empty homes by a minimum of 10% per annum, bring back into use for the benefit of the community long term empty properties, to improve the impact of empty properties on the community, operate a pilot project to ensure value for money and sustainability and to provide good quality temporary accommodation that offers the opportunity of reduced revenue costs to the LA.</p> <p>HCA Grant empty homes project – offered the opportunity to compliment the work being undertaken as part of the above and assist with the purchase of 25 properties that had been empty for 6+months, bringing them back into use as accommodation for homeless families..</p>		
Project Status: Comment required where not green to explain reasons	<p>Green – Council's Empty Homes Project. Red – HCA Grant empty homes project – due to variations in Programme delivery, HCA is reviewing all their empty homes funding at the current time and we are awaiting the outcome of this.</p> <p>Key Project Status:</p> <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Tracey Slater	Project team:	Empty Homes Project Board Ian Talbot – Private Sector Susan Bolan – Enabling Officer Tim Noble - Valuer
Outline plan showing major milestones:			
Key milestones		Planned end date	Revised end date
Council's Empty Homes Project			Actual end date
Completion of Hall Quay/used as temporary accommodation		November 2013	
Purchase of 124/125 Nelson Road Central		August 2013	Sept 2013
Obtain planning permission to convert 124/125 Nelson Rd Central		January 2014	
Works commence on refurbishment works at 124/125 Nelson Rd Central		February 2014	
Works complete/used as temporary accommodation		September 2014	
HCA Grant empty homes project			
Complete purchase of three properties and see occupied		March 2014	
Complete purchase of remaining properties and see occupied – Actual number to be confirmed by HCA		March 2015	

Summary of progress in this period:	<ul style="list-style-type: none"> • Council's Empty Home Project – works continued on conversion of Hall Quay public toilets to temporary accommodation (2 x 1 bedroom flats and 1 x 2 bedroom flat). Completed purchase of 124/125 Nelson Road Central and planning application submitted for conversion to 5 units of temporary accommodation • HCA Grant empty homes project – Offers accepted on three properties and purchases proceeding. Additional three properties subject to CPO action with another one about to start which, would create six units in total.
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> • Council's Empty Homes Project – none • HCA Grant empty homes project – due to variations in programme delivery, HCA is reviewing all their empty homes funding. At the current time, we would be looking to secure as a minimum funding for the three properties that we are currently negotiating the purchase of. We would also be pushing to keep funding for properties subject to CPO action plus additional properties identified as available although continuous review of empty properties, it may become necessary to offer some funding back to HCA in the future. .
Key decisions taken:	<ul style="list-style-type: none"> • Council's Empty Homes Project – purchase of 124/125 Nelson Road Central. • HCA Grant empty homes project – offers made and accepted on three suitable properties and commencement of three CPO's.
Outlook for next period:	<ul style="list-style-type: none"> • Council's Empty Homes Project – completion of Hall Quay as temporary accommodation and planning permission obtained for conversion of 124/125 Nelson Central. • HCA Grant empty homes project –subject to continuing HCA funding, complete purchase of three units, see CPO's confirmed on three properties and another CPO commence on another property. Continue to review and identify additional empty properties to secure HCA funding.

Allocation Council's Empty Homes Project		Spending to date Council's Empty Homes Project	
Capital	Revenue	Capital	Revenue
£ 350,000	£	£145,053	£
HCA Grant Empty Homes	Project	HCA Grant Empty	Project
Capital	Revenue	Capital	Revenue
£ 425,000 (HCA)		£0.00	
£1,893,750. (GY)		£0.00	

Great Yarmouth Borough Council

Progress Report

Date of report:	7 th October 2013	Project Sponsor(s):	Cllr. V Pettit
Project name:	Joint Venture Company with Great Yarmouth Borough Services		
Project description:	To report on the progress in working with GYBS to maximize savings for the Council through growing the business, increasing income and reducing costs with the minimum impact on service delivery.		
Project Status: Comment required where not green to explain reasons	AMBER – Budget meetings underway and option appraisals being undertaken across a number of areas - further investigation requested to ensure savings can be achieved before project can move into green. Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Jane Beck	Project team:	Graham Jermyn Kate Watts Simon Mutton Peter Stockwell George Jarvis
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Full evaluation of all options appraised	November 2013		
Completion of action plan for savings	December 2013		
Liaison Board Meeting – saving opportunities approved/declined	January 2014		
Introduction of the new Materials Recycling Facility	April 2014	Oct 2014	
Summary of progress in this period:	<ul style="list-style-type: none"> Areas of priority have been identified and GYBS team engaged in working with GYBC to maximize savings to the Council. The priority areas are identified as: growth, income and cost reduction. Project meetings arranged to progress identified opportunities Opportunities to be presented to Liaison Board and CBS/Cabinet January 2014. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> Savings not being achieved in full for April 2014 therefore impacting on 2014/15 budgets 		
Key decisions taken:	<ul style="list-style-type: none"> Areas of consideration for potential savings 		
Outlook for next period:	<ul style="list-style-type: none"> Clear proposal for growth, building income and reducing costs. 		
Budget: To identify savings to the Council of £500K for the 2014/15 budget.			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£Nil	£Nil	£Nil	£Nil

Great Yarmouth Borough Council

Progress Report

Date of report:	16/10/13	Project Sponsor(s):	Cllr V. Pettit
Project name:	IMPROVING RECYCLING RATES AND EXPANDING THE BROWN BIN SERVICE		
Project description:	Improving recycling rates within the borough through promotion and education of recycling services available to the public, expanding these services and tackling issues of contamination.		
Project Status:	Amber		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Paul Shucksmith	Project team:	Environmental Services GYBS
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Increased tonnage of garden waste sent for composting through brown bins sales	Ongoing		
Reduced contamination in the recycling stream	Ongoing		
Promoting and encouraging the use of the recycling services and facilities	Ongoing		
Expanding on existing services and the provision of alternative routes of recycling	Ongoing		
Summary of progress in this period:	Promotion Of Brown Bin Service <ul style="list-style-type: none"> Special promotion during months of June and July offered to residents wishing to join the service- normal charge of £11.50 for the brown bin dropped where the resident signed up for two years. Waste analysis carried out at Caister Transfer Station to identify areas of the Borough where large volumes of garden waste emanated from- mainly Southern Parishes. Areas then targeted with promotional material advertising offer. Sustained advertising of the service and offer in local papers and internet during course of promotion event. Advert of service placed on 13 advertising boards and leaflet holders for a two year period around James Paget Hospital. Estimated footfalls of 45,000 visitors and patients per month, 3,350 staff and volunteers passing by boards. Repeat advertising in Parish magazines and Radio Yare magazine. Recycling and Brown Bin services promotional events held in garden centre and supermarket entrances and lobbies. Reducing Contamination /Increasing Recycling <ul style="list-style-type: none"> Targeted educational work in areas suffering from high contamination Targeted work in areas around storage of wheeled bins left out in the public domain which are open to abuse by other persons Stage one of the DCLG bid implemented-2500 properties put on weekly refuse collection, information posters and guidance delivered, new livery 		

	<ul style="list-style-type: none">on refuse vehicle encouraging recycling• Attendance of resident meetings, groups and similar community associations• Draft information design for Landlord/tenant packs on use of the refuse service		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none">• Workplan for DCLG bid to be finalized to take forward		
Key decisions taken:	<ul style="list-style-type: none">•		
Outlook for next period:	<ul style="list-style-type: none">• School educational work around recycling• Targeted recycling for Christmas• Scoping exercise for alternative collection methods/types of recycling• Sustained presence in media• Waste On The Go promotion at events		
Budget: No designated budget for project. Project forms part of ongoing work carried out by Environmental Services and GYBS			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	23/10/13	Project Sponsor(s):	Cllrs Wainwright, Walker
Project name:	KP12: Improving facilities at the Marina Centre & Phoenix Pool		
Project description:	To upgrade & refurbishment indoor leisure provision		
Project Status:	Amber – Project underway		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Robert Read	Project team:	Andy Dyson Glen Holmes Simon Rumsby Bruce Rayner Marie Hartley
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Marina Centre:			
Installation of New lockers			April 2013
Purchase of Spinning bikes & new gym equipment; and Drainage works			Sept 2013
Boiler replacement works	October 2013		
Design & layout of North end car park			July 2013
Summary of progress in this period:	<ul style="list-style-type: none"> Works have commenced as per scheduled programme and progress monitored at monthly project working group meetings 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> Due to the amendments to the North end car park design, the reduction of car spaces has implications on the original business plan agreed with Great Yarmouth Sport & Leisure Trust. 		
Key decisions taken:	<ul style="list-style-type: none"> North end car park received planning approval 15/10/13 		
Outlook for next period:	<ul style="list-style-type: none"> Work will shortly commence on the additional car park provision plus the next phase of works at Marina Centre will include external paneling, replacement of the sports hall floor and changing rooms design. Contractor appointed to commence work at Phoenix Pool on boiler replacement; order raised for removal of the tree to the rear of the building. 		
Budget: £3.5m			
Allocation		Spending to date: Awaiting clarification from QS	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	16 October 2013	Project Sponsor(s):	Cllrs Williamson, Pettit, Walker
Project name:	KP13: Developing and delivering new sports and play strategies		
Project description:	To develop a combined leisure strategy for the borough.		
Project Status: Comment required where not green to explain reasons	Green – Project underway. Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Marie Hartley	Project team:	TBD
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Meeting with Sport England	Aug 13		Aug 13
Initial portfolio briefing and scoping exercise	Sept 13		Oct 13
Brief to EMT	Oct 13		
Strategy development and stakeholder engagement	March 14		
Strategy sign-off and approval	April 14		
Summary of progress in this period:	<ul style="list-style-type: none"> Initial scoping sessions have been held with Sport England and relevant portfolio holders. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> The borough currently lacks a comprehensive and up-to-date strategy around play, playing pitches and leisure. There is a need to invest in the development of this strategy by securing additional capacity. Some budget has been identified for this purpose. 		
Key decisions taken:	<ul style="list-style-type: none"> Paper to go to EMT during October. 		
Outlook for next period:	This project will become a priority focus over the next quarter in order to meet the target deadline.		
Budget: To be identified			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£	£	£	£

Great Yarmouth Borough Council

Progress Report

Date of report:	14/10/2013	Project Sponsor(s):	Cllr B Walker
Project name:	Income Generation		
Project description:	Developing a programme of new income streams/ Developing cost saving proposals		
Project Status:	Amber		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Seb Duncan	Project team:	Seb Duncan Penny Bain
Outline plan showing major milestones:			
Key milestones		Planned end date	Revised end date
Financial statements of the Nelson Museum to be compiled and reviewed		November 2013	
Summary of progress in this period:	<ul style="list-style-type: none"> Penny Bain was appointed as the Income Generation Project Manager and entered into her post this quarter. SD/ PB had a meeting to go through the viable projects as passed to PB from the work carried out prior to being appointed, so that emphasis can be placed on the appropriate projects. Meetings have been arranged with the lead officers to establish where the projects are currently, so that PB can look at potential costs/ viability/ timelines for those projects. PB is working on a framework, based on the approved capital projects bids, so that income generating projects can be scored (once research completed) and actioned appropriately. A meeting was arranged with The Nelson Museum so that PB can start compiling their financial statements. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> These will be established on a project by project basis, once reviewed. 		
Key decisions taken:	<ul style="list-style-type: none"> 		
Outlook for next period:	<ul style="list-style-type: none"> PB will continue to progress a project plan and timeline for the viable projects, and arrange meetings with staff to establish any further possible income generation projects that can be moved forward. 		
Budget: N/A			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£N/A	£N/A	£N/A	£N/A

Great Yarmouth Borough Council

Progress Report

Date of report:	25 th October 2014	Project Sponsor(s):	Jane Beck
Project name:	Digital Norfolk Ambition (DNA)		
Project description:	The future proofing of the ICT service within Great Yarmouth and the integrated use of back office systems across Norfolk.		
Project Status: Comment required where not green to explain reasons	<p>AMBER – The project is in the final stages of sign off with NCC and negotiations with Great Yarmouth have commenced but until the contract is signed on the 19th November the final delivery partner will not be known.</p> <p>Key Project Status:</p> <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Jane Beck	Project team:	Beverley Houghton Miranda Lee
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Partnering Contract signed	16 November 14		
Finalisation of requirements within the DNA project with particular regard to desktop refresh and ongoing future proofing of service	30 November 14		
Workshop to inform benefits of the federation services element of the DNA partnership agreement.	February 2014		
Finalisation of requirements within the identity and federation services element of the DNA partnership including single sign on and access to cross organizational information.	March 2014		
Summary of progress in this period:	An audit is underway of users, systems, access and equipment to develop a proposal for GYBC management to consider the requirements for new desktop equipment to be delivered within the current financial year. To future proof the system to delivery fit for purpose systems with office 365 used across the organisation including the opportunity to use Sharepoint, video conferencing, Microsoft Lync to enhance the ICT offer. Equipment will be maintained, up to date, relevant and robust enough to deal with GYBC requirements for the next 5 year period of the contract.		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> To manage current ICT issues until such time as the refresh can be put into action. 		
Key decisions taken:	<ul style="list-style-type: none"> Requirement for the organisation to move to the DNA contract 		
Outlook for next period:	<ul style="list-style-type: none"> Finalisation and confirmation of date for the initial desktop refresh Identification of proof of concept users with systems rolled out within these areas by early 2014. 		
Budget – Funding from the ESG project is requested to cover the initial refresh with existing contract costs covering the ongoing maintenance of the system.			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£120,000	£75,000 (existing budget)	£Nil	£Nil

Great Yarmouth Borough Council

Progress Report

Date of report:	29 th October 2013	Project Sponsor(s):	Seb Duncan
Project name:	Coastshare (Cost Sharing Group)		
Project description:	To set up a cost sharing group with North Norfolk District Council to sell surplus capacity within back office services to charities and other not for profit bodies		
Project Status:	AMBER – Interest in the project is high; no conversions to date.		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Seb Duncan (GYBC) Emma Duncan (NNDC)	Project team:	Penny Bain (GYBC)
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Establishment of Coastshare as a limited company	30/09/13		7/10/13
Coastshare launch	10/10/13		10/10/13
Services Committee meeting	October 2013	8/11/13	
Board meeting	November 2013		
Open Day events for Great Yarmouth/Norwich/North Norfolk etc	Feb / March 13		
Summary of progress in this period:	<ul style="list-style-type: none"> Launch of Coastshare well attended with interest from voluntary sector Charities signed up to date include Matthew Project, Wells Community Hospital, First Move Furnishaid, Norfolk Deaf Association, Pregnancy Choices, The Guild. Combined turnover in excess of £7m Interest from EELGA (presentation requested to Finance Directors meeting), Cabinet office 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> Risk of challenge from HMRC being mitigated through professional advice from VAT advisers. 		
Key decisions taken:	<ul style="list-style-type: none"> Agreement to work with Voluntary Norfolk as a founder provider member 		
Outlook for next period:	<ul style="list-style-type: none"> Continuation of work with interested parties to sign up Training for finance staff in independent examination Start process of converting interest into delivery of income 		
Budget: £100k identified from ESG			
Allocation		Spending to date	
Capital	Revenue	Capital	Revenue
£Nil	£100k	£Nil	£40k

Great Yarmouth Borough Council

Progress Report

Date of report:	October 2013	Project Sponsor(s):	Cllr M Jeal
Project name:	Greater Yarmouth Business Improvement District		
Project description:	To deliver the Greater Yarmouth (Tourism) Business Improvement District		
Project Status:	Amber		
Comment required where not green to explain reasons	Key Project Status: <ul style="list-style-type: none"> Red: project experiencing or very likely to experience problems which require urgent attention Amber: project in progress with known risks being closely managed Green: project nearing completion or on target and with no problems anticipated 		
Project Lead(s):	Alan Carr	Project team:	GYTA Project Manager GYTA Board of Director GYTA BID Task Group Mosaic Partnership
Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
Feasibility Study	30 April 2013		30 April 2013
Establish at Task Group and Design support	31 May 2013		31 May 2013
Consultation Phase: Compile Fact Sheet, Survey, Face to Face, Business Meetings and Newsletters	31 August 2013		31 Aug 2013
Compile draft Business Plan	30 Sept 2013	30 Oct 2013	
Key Documents: Operating agreement, baselines, delivery model, additional income and full Business Plan	30 Nov 2013		
Campaign:	Jan-Feb 2014		
Ballot Period: Postal Vote/Month	March 2014		
Summary of progress in this period:	<ul style="list-style-type: none"> GYTA have appointed the Mosaic Partnership to oversee the delivery of the GYTBID. The Mosaic Partnership have helped deliver over 50 successful Business Improvement Districts. GYTA have established a BID Task Group and have circulated a Newsletter and Questionnaire to help shape the Business Plan. 		
Significant risks/ issues to be addressed:	<ul style="list-style-type: none"> GYTA need the support of some significant tourism businesses in order to secure the essential 'Yes' vote. 		
Key decisions taken:	<ul style="list-style-type: none"> GYTAs key decision was to appoint the Mosaic Partnership. 		
Outlook for next period:	<ul style="list-style-type: none"> It is anticipated the the business Plan will be completed by the end of November and circulated before Christmas. 		

Budget: The delivery of the Business Improvement District is primarily funded by the Greater Yarmouth Tourist Authority although GYBC will be undertaking the ballot process.

Allocation		Spending to date	
£0.00			

CORPORATE MEASURES – SUMMARY REPORT QUARTER 2 2013/14 (APR-SEPT)










Corporate Measures that impact on the Corporate Priorities 2013/15.

Detailed commentary from each measure lead is provided in the next section.

Measure	EMT Lead	Portfolio Holder	This Quarter	Q2 2012/13
Corporate Priority: Promoting economic growth and job creation.				
CM01a - Number of residents entering training due to GYBC intervention	Seb Duncan	Cllr. T Wainwright	64	N/A
CM01b - Number of residents entering employment due to GYBC intervention	Jane Beck	Cllr. T Wainwright	79	N/A
CM02 - Number of environmental health business enforcement actions	Jane Beck	Cllr. V Pettit	5	N/A
CM03 - % of new food businesses safe on opening	Jane Beck	Cllr. V Pettit	81%	74%
CM04a - Number of new businesses in the borough	Seb Duncan	Cllr. T Wainwright	30 (52)	24 (41)
CM04b - Number of new businesses in the Enterprise Zone	Seb Duncan	Cllr. T Wainwright	0 (4)	1 (1)
CM05 - Annual visitor numbers	Jane Beck	Cllr. M Jeal	N/A	N/A
CM06 - Town Centre footfall numbers	Jane Beck	Cllr. M Jeal	1,065,536	1,352,920
CM07a - Business Rates: Change in gross rateable value	Seb Duncan	Cllr. B Walker	76,562,971	76,596,221
CM07b - Business Rates: Net collectable amount	Seb Duncan	Cllr. B Walker	30,032,019	29,228,801
CM08 - Unemployment figures	Seb Duncan	Cllr. T Wainwright	2,957	3,282
Corporate Priority: Protecting and supporting vulnerable people.				
CM09a - Average time to assess Housing & Council Tax: Benefit new claims	Jane Beck	Cllr. B Walker	26 days	29
CM09b - Average time to assess Housing & Council Tax: Change in circumstances	Jane Beck	Cllr. B Walker	14 days	9

Measure	EMT Lead	Portfolio Holder	This Quarter	Q2 2012/13
CM10a - No of tenants affected by Social Sector Size criteria (Under occupancy)	Jane Beck	Cllr. P Linden	779	N/A
CM10b - No of tenants affected by the Benefit Cap	Jane Beck	Cllr. P Linden	70	N/A
CM11 - No of evictions from GYCH properties for a) Rent b) ASB c) Other	Robert Read	Cllr. P Linden	7 1 1	N/A N/A N/A
CM12 - Measures of violent crime, hate crime, domestic violence, ASB	Robert Read	Cllr. P Linden		
CM14 - No of households in temporary accommodation	Robert Read	Cllr. P Linden	107	N/A
CM15 - Number of a) Homeless acceptances b) Homeless preventions	Robert Read	Cllr. P Linden	28 76	N/A N/A
CM16 - Number of a) Social housing applicants in allocation pool b) Social housing new applicants awaiting assessment	Robert Read	Cllr. P Linden	337 481	N/A N/A
Creating and engaging with healthy, vibrant communities.				
CM18 - No of empty homes brought back into use	Robert Read	Cllr. P Linden	66	N/A
CM19 - Total tonnage of waste recycled	Jane Beck	Cllr. V Pettit	4822.80	4681.23
CM20 - Percentage of refused contaminated bins	Jane Beck	Cllr. V Pettit	N/A	N/A
CM21 - Tonnage of garden waste recycled	Jane Beck	Cllr. V Pettit	855.00	859.84
Corporate Priority: Being an enterprising and ambitious Council.				
CM22 - Collection rates NNDR	Seb Duncan	Cllr. B Walker	60.6%	61.0%
CM23 - Collection rates Council Tax	Seb Duncan	Cllr. B Walker	57.8%	58.3%
CM24 - Sickness absence rates: The percentage of working hours lost due to sickness absence.	Seb Duncan	Cllr. B Walker	3.92%	4.13%

Measure	EMT Lead	Portfolio Holder	This Quarter	Q2 2012/13
CM25 – Great Yarmouth Community Housing rent a) GYCH rent arrears collection rate b) as a % of rent roll c) £ value	Robert Read	Cllr. P Linden	98% 1.48% £335,267	98.72% 1.16% £252,485
CM26 - Sundry debt arrears value	Seb Duncan	Cllr. B Walker	£3,537,719	N/A
CM27 - Number of capital improvement schemes to play, open spaces and leisure facilities	Robert Read	Cllr. B Williamson	7	N/A
CM28a - Number of events (including weddings, meetings, functions) used at Town Hall	Jane Beck	Cllr. C Walker	8	N/A

Key		
	=  or  in report	Trend data shows performance is improving
	=   in report	Trend data shows performance as no change
	=  or  in report	Trend data shows performance is deteriorating

Subject: **Corporate Measures**

Information to: **Scrutiny Committee – 21st November 2013**

The following refers to corporate measures for 2013/14. It summarises performance in the first 6 months of 2013/14 (1st April to 30th September inclusive).

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM01a	Number of residents entering training due to GYBC intervention	2012/13	New measure no comparable data available				Year to date, cumulative, half yearly	N/A
	Corporate Priority: Promoting economic growth and job creation.	2013/14	No data	64				
Commentary: These returns are based upon the GYBC commissioned Target Opportunities Project, delivered by Voluntary Norfolk, and supported using Coastal Communities Funds. As such, there is no comparable data for last year. Reporting is undertaken half yearly. The number of people supported on a one to one basis to improve their job readiness skills for this period was 411.								
CM01b	Number of residents entering employment due to GYBC intervention	2012/13	New measure no comparable data available				Year to date, cumulative, half yearly	N/A
	Corporate Priority: Promoting economic growth and job creation.	2013/14	No data	79				
Commentary: These returns are based upon the GYBC commissioned Target Opportunities Project, delivered by Voluntary Norfolk, and supported using Coastal Communities Funds. As such, there is no comparable data for last year. Reporting is undertaken half yearly. The number of people supported on a one to one basis to improve their job readiness skills for this period was 411.								
CM02	Number of environmental health business enforcement actions	2012/13	New measure no comparable data available				Year to date, cumulative	N/A
	Corporate Priority: Promoting economic growth and job creation.	2013/14	N/A	5				
Commentary: This is a new measure and data has only been collected from July 2013.								

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM03	% of new food businesses safe on opening	2012/13	77%	74%	41%	73%	Quarterly	↑
	Corporate Priority: Promoting economic growth and job creation.	2013/14	62%	81%				
Commentary: Further work will be carried out to investigate any quarter where there is a significant increase in the number of unsafe new businesses to attempt to ascertain if there is a cause for this. Please note that the 2013/14 quarter 2 is only based on 2 months of data as we are currently transferring over to a new computer system and we do not have access to September's data.								
CM04a	Number of new businesses in the borough	2012/13	17	24	21	26	Quarterly	↑
	Corporate Priority: Promoting economic growth and job creation.	2013/14	22	30				
Commentary: All start ups plus new arrivals. Further resource needed to assist advisers .New promotional campaign and Enterprise Week events planned.								
CM04b	Number of new businesses in the Enterprise Zone	2012/13	0	1	2	1	Quarterly	↑
	Corporate Priority: Promoting economic growth and job creation.	2013/14	4	0				
Commentary: The number of new businesses in the first half year of 2013/14 (5) was significantly higher than the comparable period in 2012/13. A large number of enquiries received and new spec development by the Council should see numbers rising over the next quarters.								
CM05	Annual visitor numbers	2012/13					Annual	N/A
	Corporate Priority: Promoting economic growth and job creation.	2013/14						
Commentary: The figures are available annually – the 2012 figures will be available in December 2013. The total number of trips (day and staying) in 2011 was 5,085,000* (*using the Cambridge Model)								






Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM06	Town Centre footfall numbers	2012/13	1,013,491	1,352,920	1,089,789	712,240	Quarterly	↓
	Corporate Priority: Promoting economic growth and job creation.	2013/14	1,025,603	1,065,536				
Commentary: The figures represent the numbers of persons (this could be multiple times on the same visit) counted by a single electronic footfall counter located on King Street adjacent to Marks & Spencers. Albeit quarter 1 saw some modest growth, the heavy decline identified in quarter 2 more likely reflects a change of pedestrian patterns rather than a reduction in visitor numbers. This is supported by the knowledge that footfall counters in Market Gates Shopping Centre showed a modest year on year increase for quarter 2 including a significant increase at the Regent Road entrance since the opening of Burger King in July.								
CM07a	Business Rates: Change in gross rateable value	2012/13	76,649,701	76,596,221	76,756,201	76,698,546	Snapshot at 30/09/13	↓
	Corporate Priority: Promoting economic growth and job creation.	2013/14	76,831,681	76,562,971				
Commentary: Rateable Value for the Borough can go up through new properties coming into the list. However, it can also reduce due to (i) properties that are no longer used for businesses being removed from the valuation list; and (ii) it can also reduce due to successful appeals by businesses against their rateable value.								
CM07b	Business Rates: Net collectable amount	2012/13	£29,719,082	£29,228,801	£29,111,155	£29,068,175	Snapshot at 30/09/13	↑
	Corporate Priority: Promoting economic growth and job creation.	2013/14	£30,263,379	£30,032,019				
Commentary: This is a new indicator so trends are new too. The rateable value of the Borough could increase but the net collectable debit fall due to the increase in the application of reliefs such as small business rate relief. The net collectable debit can also decrease significantly due to rateable value decreases following the ratepayer appealing for a reduction to the Valuation Officer.								

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM08	Unemployment figures	2012/13	3,513	3,282	3,681	4,093	Monthly count averaged over Qtr	↑
	Corporate Priority: Promoting economic growth and job creation.	2013/14	3,485	2,957				
Commentary: Great Yarmouth saw its claimant count fall to 4.8% in September (from 5% in August) of the working age population. This represents 79 fewer claimants. The improvement in the borough is more modest than the national figure of 3%, with the number of claimants dropping by 2.7% in September. A claimant count rate of 4.8% is the lowest since the summer of 2010 and represents the lowest figure for the month of September since 2008.								
CM09a	Average time to assess Housing & Council Tax: Benefit new claims	2012/13	32 days	29 days	26 days	26 days	Year to date, cumulative	↑
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	25 days	26 days				
Commentary: Performance has dropped by 1 day in quarter 2. Following opportunities in the council with restructures and the uncertainty of the wider impact of Welfare Reform and Universal Credit the team has lost experienced members of staff. We currently have 3 new members of staff who are in training but we are about to lose another 2 members of experienced staff through maternity leave. Adverts are already out for these posts and measures are in place to manage the workload as effectively as possible.								
CM09b	Average time to assess Housing & Council Tax: Change in circumstances	2012/13	11 days	9 days	9 days	9 days	Year to date, cumulative	↓
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	14 days	14 days				
Commentary: Performance has been sustained but the workload has been affected by the resource issues as detailed above.								
CM10a	No of tenants affected by Social Sector Size Criteria (Under occupancy)	2012/13	New measure no comparable data available as legislation only came into force from 1 April 2013				Snapshot at 30/09/13	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	N/A	779				
Commentary: This is the total number of tenants in all social housing still affected by the Social Sector Size Criteria benefit reductions. We continue to support these tenants by assistance where appropriate from the Discretionary Housing Payment fund and by referrals to DIAL for debt/managing money advice.								

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM10b	No of tenants affected by the Benefit Cap	2012/13	New measure no comparable data available as legislation only came into force from 1 April 2013				Snapshot at 30/09/13	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	N/A	70				
Commentary: This is the total number of tenants in all social housing still affected by the Benefit Cap. We continue to support these tenants by assistance where appropriate from the Discretionary Housing Payment fund and by referrals to DIAL for debt/managing money advice.								
CM11	No of evictions from GYCH properties for: a) Rent b) ASB c) Other	2012/13	New measure no comparable data available				Year to date, cumulative	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	a) 4 b) 1 c) 1	a) 7 b) 1 c) 1				
Commentary: We did not record the number of evictions taken place last year on a quarterly basis, however over 2012/13 there was 2 evictions for rent arrears and 2 for other reasons in total. The number of evictions for rent arrears has increased from a very low base. None of these cases have been subject to the Social Sector Size Criteria (Under occupancy) or benefit cap. The eviction for 'other reasons' was an occupier who did not have a tenancy following the death of the tenant and who have not responded to our attempts to engage with them.								
CM12	Measures of: a) violent crime b) hate crime c) domestic violence d) ASB	2012/13	New measures					N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	N/A	N/A				
Commentary: Working with partners to come up with a set of data which picks up the 4 areas. Initial discussions may mean amending some of the areas to a wider category. Data should be available for the 3 rd quarter report.								

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM14	No. of households in temporary accommodation	2012/13	No comparable data available				Snapshot at 30/09/13	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	97	107				
Commentary:								
CM15	Number of a) Homeless acceptances b) Homeless preventions	2012/13	New measure no comparable data available				Quarterly	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	a) 18 b) 58	a) 28 b) 76				
Commentary: These figures will demonstrate a level of housing need in the Borough. The prevention figures indicate cases where we avoided homelessness through an intervention. The homelessness acceptances figures are cases where we have accepted a statutory duty to a person or family. We do not have corresponding figures for the previous year.								
CM16	a) Number of Social housing applicants in allocation pool b) Number of Social housing new applicants awaiting assessment	2012/13	No comparable data available				Snapshot at 30/09/13	N/A
	Corporate Priority: Protecting and supporting vulnerable people.	2013/14	a) 330 b) 459	a) 337 b) 481				
Commentary: Again these figures will demonstrate a level of housing need. The numbers in the allocation pool reflect those cases that we have accepted have a housing need that we may be able to meet. The second figure is applications under investigation. This would include homelessness applications and those who we may be able to assist.								
CM18	No. of empty homes brought back into use	2012/13					Quarterly	N/A
	Corporate Priority: Creating and engaging with healthy, vibrant communities.	2013/14	103	66				
Commentary: It should be noted that with the change in council tax charges, there was a surge of long term empty properties brought back into use in April. This is the information held by the empty property officer and only applies to properties, we've had contact with that had previously been empty for 6 months or more.								






Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM19	Total tonnage of waste recycled	2012/13	2205.14	4681.23	6957.75	9109.42	Year to date, cumulative	↑
	Corporate Priority: Creating and engaging with healthy, vibrant communities.	2013/14	2415.20	4822.80				
Commentary: There has been an increase in the amount of waste recycled compared to the same period in 2012/13.								
CM20	Percentage of refused contaminated bins	2012/13	New measure no comparable data available				Year to date, cumulative	N/A
	Corporate Priority: Creating and engaging with healthy, vibrant communities.	2013/14	N/A	N/A				
Commentary: Figure not previously kept. GYBS to start providing data from October 2013.								
CM21	Tonnage of garden waste recycled	2012/13	403.92	859.84	1104.42	1232.54	Year to date, cumulative	↓
	Corporate Priority: Creating and engaging with healthy, vibrant communities.	2013/14	421.44	855.00*				
Commentary: *Whilst sales of brown bins has increased the August 2013 collection weight figure fell sharply, we believe this is due to the dry conditions.								
CM22	Collection rates NNDR	2012/13	29.3%	61.0%	87.8%	98.6%	Year to date, cumulative	↓
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	30.8%	60.6%				
Commentary: The collection rate for Business Rates at the end of the quarter was 0.4% down compared to the previous year. However, this was due to the absence of County Council payments who normally pay their full liabilities by 30 September. These have now been received and at the current time the Business Rates collection is currently up 0.7% compared to last year.								

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM23	Collection rates Council Tax	2012/13	30.6%	58.3%	85.9%	97.5%	Year to date, cumulative	
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	30.5%	57.8%				
Commentary: The collection rate for Council Tax at the end of the quarter was 0.5% down compared to the previous year. However, this is due to two reasons following the introduction of new regulations. The introduction of Local Council Tax Support (which replaced Council Tax Benefit) means that those of a working age who previously had 100% benefit can now only receive a maximum of 91.5%. Consequently, we now have to recover debt from those people who are the most economically deprived in the Borough and previously didn't have to pay anything. An estimate for these arrears is currently around 0.3%. Another change in legislation was that council tax payers now had the right to request their council tax be paid over twelve instalments instead of ten instalments. The take up for this has changed the collection profile and currently stands at around 0.3%. This 0.3% should be collectable, but instead of being collected in the first ten months it will now be paid to the council in February and March and thus boost the collection rates for those months.								
CM24	Sickness absence rates: The percentage of working hours lost due to sickness absence.	2012/13	3.65%	4.13%			Year to date, cumulative	
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	2.70%	3.92%				
Commentary: The figure of 3.92% shows a reduction in sickness compared to the same period in 2012/13.								
CM25	a) GYCH rent arrears collection rate b) as a % of rent roll c) £ value	2012/13		a) 98.72% b) 1.16% c) £252,485			Year to date, cumulative	  
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14		a) 98% b) 1.48% c) £335,267				
Commentary: The impact of welfare reform and the general economic hardship has had an effect on rent collection. Arrears have risen by around £83,000 on the same period last year. Social Sector Size Criteria (Under occupancy) cases only account for around £11,000 of this. The amount of tenancies in arrears has also risen by 29% to 1,933, 255 of these tenancies are subject to Social Sector Size Criteria.								

Ref	Description		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Frequency	Trend
CM26	Sundry debt arrears value	2012/13	New measure no comparable data available				Snapshot at 30/09/13	N/A
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	4,624,368*	3,537,719				
<p>Commentary: The total outstanding has dropped by nearly £1.1m in the last quarter. It should be noted that the Sundry Debt total now includes Housing Benefit Overpayments, as these are now part of the Sundry Debt IT System. Of the £3,537,719 that is outstanding £1,152,000 is Housing Benefits Overpayments. As at 30th September 2013 (first half year) £4.8m has been raised on the Sundry Debt IT System, with £4.2m collected.</p> <p>*£4,624,368 was based on the mid July 2013 figure which would include invoices raised in early July amongst them quarterly invoices.</p>								
CM27	Number of capital improvement schemes to play, open spaces and leisure facilities	2012/13	New measure no comparable data available				Quarterly	N/A
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	1	7				
<p>Commentary: A part time Play & Leisure officer commenced in post mid June to progress action on Section 106 monies funded play area projects. This post expires at the end of November 2013. The projects are Quarter 1: Gorleston Skate Park, Quarter 2: Mill Lane Skate Park, Mill Lane Play refurbishment, Mill Lane MUGA resurfacing, George St Play Area, Admirals Quay additional equipment, Magdalen Square additional equipment, Southtown Common Skate Park improvements.</p>								
CM28a	Number of events (including weddings, meetings, functions) used at Town Hall	2012/13	New measure no comparable data available				Quarterly	N/A
	Corporate Priority: Being an enterprising and ambitious Council.	2013/14	7	8				
<p>Commentary: The Town Hall is slowly building a reputation as a credible functions venue during its first six months of operation. Clearly we have much work to do to become established and to be considered by event organisers for their next function. Customers love the history and elegance and of the building.</p>								

Key to Trend 'Arrows'

The arrows reflect performance trends over 3 year period, if available.

-  Improving substantially
-  Improving
-  No change
-  Deteriorating
-  Deteriorating substantially

Subject: Role of Ward Councillors

Report to: Scrutiny Committee – 21 November 2013

Report by: Cabinet Secretary

SUBJECT MATTER

To examine the issue relating to the role of Ward Councillors.

1. INTRODUCTION/BACKGROUND

Scrutiny Committee is reminded that a Ward Members Working Group was established to fully examine the issue relating to the role of Ward Councillors.

2. WARD MEMBERS WORKING GROUP

The Working Group has met three times and copies of the minutes of the meetings are attached.

3. SUMMARY OF ISSUES

The main issues considered in detail by the Working Group can 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.

4. MATTERS FOR CONSIDERATION

Scrutiny Committee is asked to consider the following matters:-

- (i) Members' Handbook – revised version attached .
- (ii) Ward Councillor Compact – attached.

- (iv) To agree a mentoring/buddying system for Councillors.

FINANCIAL IMPLICATIONS:

None

LEGAL IMPLICATIONS:

None

EXECUTIVE BOARD OR DIRECTOR CONSULTATION:

Director of Resources, Governance and Growth consulted.

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

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Subject: Role of Ward Councillors

Report to: Scrutiny Committee – 28 February 2013

Report by: Scrutiny Officer

SUBJECT MATTER/RECOMMENDATIONS

To consider the role of Ward Councillors.

1. INTRODUCTION

- 1.1 The Scrutiny Committee in its Work Programme of 2012/13 has included as a matter of review the role of the Ward Councillor.
- 1.2 The role Ward Councillors should play in community leadership and strategic decision making has become a pressing issue for Local Authorities in the context of current policy and legislative changes.

2. KEY POINTS

- 2.1 Many non-Executive Councillors feel distanced from Council decision making and struggle to engage with local strategic partnerships and other structures set up to influence decisions about mainstream service allocation.
- 2.2 Developing an empowered role for Ward Councillors will require major changes to the way Local Authorities, political parties and communities work with elected Members. These are long-term issues, many of which are dependent on changes to the culture of Local Authorities and local political groups.
- 2.3 The development of a Ward Councillor Compact, a voluntary two-way agreement between the Council and elected Members that would help to define the future role, and address issues about support, development and performance standards.
- 2.4 The Ward Councillor Compact would set out the Council's commitment to provide minimum levels of support and training for Members and the Council's expectations of the Ward Councillor role, encouraging basic minimum standards of activity and performance in each of the dimensions and functions of the job.

3. **LEGISLATIVE ISSUES**

- 3.1 The Local Government White Paper published in October 2006 made a strong statement about the importance of Ward Councillors as local political and community leaders. It encouraged Local Authorities to adopt a package of powers and responsibilities to empower Councillors, including new opportunities to act on local issues and to influence mainstream service choices.

4. **ASPIRATIONS FOR CHANGE**

- 4.1 Many Councillors feel distanced from decision making within Councils and disaffection with the “backbencher” Council role is acknowledged.

There are potentially areas for change to the current Ward Councillor function which would reflect their desire to act as “connectors” between communities and the Council

The areas for discussion are:-

(a) **Community Engagement**

Councillors need to be more actively engaged with all parts of the community if they are to be effective leaders. They need to be empowered and supported to engage with residents and community groups using a range of different tools.

(b) **Advocacy**

Councillors need to be able to speak freely and openly challenge the Executive.

(c) **The Political Role**

Councils need to acknowledge and value the political dimension of the role and not see this as a barrier to improving local services.

(d) **Local Action**

Councillors and community organisations want elected Members to be able to tackle local issues directly, especially persistent problems concerning local public spaces such as fly-tipping, graffiti or unkempt parks and green spaces.

(e) **Influence**

Councillors must have real opportunities to influence strategic decisions about how mainstream services are allocated spending, and at a point where local priorities and intelligence can be fully reflected in how services are planned and delivered.

(f) **Local Intelligence and Information**

Members need more and better quality intelligence about local issues in order to make informed decisions and more effectively influence strategic decision making.

5. **DEFINING THE FUTURE WARD COUNCILLOR ROLE**

5.1 The Committee may wish to consider the following aspirations for the role and the skills and attributes future Members would need:-

(a) **Political Representative**

The ability to connect with all parts of the community and represent everyone fairly, and to balance local concerns with the political demands of the group manifesto.

(b) **Community Advocate**

Be a skilled advocate for people from different backgrounds, cultures, and values; have the confidence to speak freely and challenge the Executive.

(c) **Community Leader**

Exercise community development skills – support local projects and initiatives,

and educate people about local participation; be a good communicator – explain what political decisions and structures mean to constituents and community organisations; be sensitive to difference and issues of diversity and equality; have knowledge and skills to engage people in a variety of ways (not just meetings); be a conflict broker.

(d) Service Transformer

Understand the complex business of Local Government and services provided both by the Council and others; have the confidence and ability to hold service providers to account; be able to work in partnership with a range of agencies and interests; ability to understand local problems and use this knowledge locally and strategically in local action planning; setting and monitoring service standards.

(e) Place Shaper

Being a local figurehead/role model that people feel they can turn to; be able to shape the very local environment – ability to identify priorities, work with officers and service providers to address public realm problems, manage delegated locality budgets.

(f) Knowledge Champion

Be the primary source of local intelligence flowing between the community and the Council; have the skills to collect and analyse local information and use it to benefit the community.

6. MEMBER SUPPORT

- 6.1 It should be recognised that Members will need to develop different skills to make the transition to a more empowered role and will need support to do this. This support could be in the form of better administrative back-up, help with community engagement and training to use ICT.
- 6.2 Members may wish to give consideration to the identification of a named officer to offer direct support to each Ward Councillor.

7. A WARD COUNCILLOR COMPACT

- 7.1 Members may wish to develop a Ward Councillor Compact which would be a voluntary two-way agreement between the Council and elected Members.

The Ward Councillor Compact could:-

- help to define the future role and address issues about support, development, and performance standards, among others;
- set out the Council's expectations of the role, encouraging basic minimum standards of activity in each of the dimensions and functions of the job, possibly combining specific tasks with suggested approaches, skills and behaviours;
- set out the Council's commitment to provide minimum levels of support and training for Members. This could be based on IDeA's recommendations for all Councillors to have access to a package of basic support measures including a community induction; support for every Councillor to be in e-mail contact from home; enabling Councillors to draw on Council resources to conduct surveys of local opinion; and providing them with a single officer as a channel for complaints.

8. RECOMMENDATION

- 8.1 The Scrutiny Committee is asked to recommend to Cabinet that a Working Group of Members be set-up to fully examine the role of Ward Councillors with a view to the possibility of establishing a Ward Councillor Compact in order to develop the current role of Ward Members.

FINANCIAL IMPLICATIONS:

To be determined.

LEGAL IMPLICATIONS:

None

EXECUTIVE BOARD OR DIRECTOR CONSULTATION:

Director of Resources, Governance and Growth.

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	Yes
	Risk	No
	Sustainability	Yes
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No
	Equality	No
	EqlA Form completed	No

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Ward Councillors Working Group

Minutes

Thursday, 10 October 2013 at 18:00

Attendees:

Mr Graham Plant (Member), Mrs Marlene Fairhead (Member), Mr Jamie Smith (Member), Mr Trevor Wainwright (Member)

Apologies for Absence:

Mrs Mary Coleman (Member), Mr Michael Castle (Member)

Absent:

Mrs Sue Hacon (Member)

Also in attendance at the above meeting were:

Linda Mockford (Governance Group Manager), Robin Hodds (Cabinet Secretary) and Karline Smith (Senior Member Services Officer).

1 Minutes

The minutes of the meeting held on 4 July 2013 were confirmed

2 Members handbook

The Governance Group Manager reported as the Group had been through the handbook at the last meeting all of the pictures had now been taken out and this had been reduced from 63 pages to 20 pages. Electoral Ward Information had now been included along with polling station/ward information. Both the Constitution and Corporate Plan documents would be going into the CMIS members information section. The document had also been re-worded in a more user friendly way. A section on where services are located had been included along with information on CMIS.

The organisational structure that had been included on page 23 is the new Council

structure and details from GYB Services could also be included. It was agreed that an A-Z of services should be included along with contact details for NPLaw.

The VIP IT Helpdesk number would be included in the pack.

Councillor J Smith asked for the polling station information to be removed and for the ward boundary information to be left in. It was also agreed that information on GYB Services would be included along with Community Worker information.

It was agreed that the handbook would be sent out to all Councillors for consideration via Scrutiny and then to Cabinet.

3 Youth Engagement in Local Democracy

In the absence of the Neighbourhood and Communities Group Manager the Cabinet Secretary detailed the report.

Councillor J Smith asked if Ward Councillors were aware of how to get involved in the community and the Cabinet Secretary suggested having neighbourhood managers contact numbers in the pack. It was suggested that a community work introduction be carried out by each of the Neighbourhood Managers.

Clarification was sought on the YAB which MAP runs and it was reported that Tracey Jones is the Council lead officer.

Councillor Fairhead stated that it was not clear who to get youths to talk to for example when the french youth visitors came to Great Yarmouth. It was agreed that Rob Gregory attend the November Scrutiny Committee to explain this.

4 Ward Councillor Compact

The Group considered the Cabinet Secretary's amended Ward Councillor Compact.

The Chairman stated that he would like to see skills and training needs identified for Councillors through the LGA.

A discussion then ensued around training for Audit and Risk, Licensing, Standards and Development Control committees and it was agreed that training should be offered to all councilors for these committees after the May 2014 election.

RESOLVED:

That the Ward Councilor Compact be recommended for approval to Scrutiny on 21 November 2013.

5 Members Job Description

It was agreed that the Members Job Description would placed in the members library on CMIS.

RESOLVED:

That the Councillors Job Descriptions be agreed.

6 Any other business

(i) Mentoring System

It was reported that the mentoring system would be implemented, with the seven cabinet councillors being mentored by Robin and the remaining thirty two councilors being split into two groups of sixteen and being mentored between Karline and Sarah. New councillors would also have an experienced councillor as a mentor.

Councillors attendance at meetings should be sent to the leaders of both parties.

The meeting ended at: 19:10

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WARD MEMBERS' WORKING GROUP

4 July 2013 – 6.00 pm

PRESENT:

Councillor J Smith (in the Chair), Councillors Castle, M Coleman and Fairhead.

Councillor Collins attended for Councillor Hacon and Councillor Stone attended for Councillor Plant.

Group Manager – Governance, Group Manager – Neighbourhood and Communities and Cabinet Secretary.

1. MINUTES

The minutes of 24 April 2013 were confirmed.

2. ROLE OF WARD COUNCILLORS

The Cabinet Secretary reminded the Working Group that this Group had been set up as a Sub-Committee of the Scrutiny Committee to fully examine the issue relating to the role of Ward Councillors. Accordingly, following the Working Group's initial meeting on 24 April, Members were now asked to give detailed consideration to the following issues:-

(a) A Mentoring/Buddying System for New Councillors

The Working Group agreed that it would be good practice to have a named officer who would provide a mentoring/buddying system for both new Councillors and existing Councillors. The Working Group also agreed that new Members should receive an induction with regard to community issues.

(b) Members' Handbook

The Working Group was asked to examine the content of the current Members' Handbook issued to newly elected Members.

The Working Group agreed the following recommendations:-

- To make use of the Council's design and print service to make the Members' Handbook more user friendly and also to reduce its size.
- The provision of a named officer who would be able to advise Members on "common" problems.

- The deletion of the List of Members together with their email addresses as this matter was duplicated in the details shown in the Members by Ward section of the handbook.
- Members' details to be linked to the website.
- Outside bodies' details to be amended.
- The inclusion of a comprehensive telephone directory.
- A directory of local groups to be included.
- The future format of the handbook to be A5 rather than A4.
- To investigate whether the handbook could be made available electronically.

The Working Group agreed that the Cabinet Secretary should produce a revised Members' Handbook for consideration by the Working Group at its next meeting.

(c) Members' Equipment

The Working Group discussed what equipment Members needed to carry out their role as Ward Councillors. The Group Manager (Governance) reminded the Working Group that most Members have now been issued with ipads but that in any event other Members would be provided with a laptop. The Chairman suggested that an investigation should be carried out with other local authorities to determine how they provide their information using the new technology available.

The Working Group were of the opinion that as the recent ipad technology had only been issued to Members very recently, it would be more appropriate to review this issue after six months' usage.

(d) Case Work and Engaging with the Community

The Working Group gave consideration on how to deal with case work and engaging with the community. The Group Manager (Neighbourhoods and Communities) reported that the Neighbourhood Managers would be able to provide Members with on the ground support in order to fulfil their role in the communities. The Working Group discussed the level of support currently being provided for the rural areas and it was acknowledged that the requirements of urban and rural Members was quite different.

The Group Manager (Governance) suggested that a dedicated Member Services Officer could be nominated in order to help with Members' case work.

The Chairman asked whether the recent Cabinet meeting with students from Caister High School had been well received and the Group Manager (Neighbourhoods and Communities) reported that this had been a very successful session and it was agreed that further details of youth involvement should be considered at the Working Group's next meeting.

(e) Ward Councillor Compact

The Working Group was asked to fully examine the proposal to introduce a formal Ward Councillor Compact which would include a rural profile of all Councillors and suggested activities to help Councillors fulfil the compact and their constitutional role.

The Cabinet Secretary pointed out that a significant amount of detail contained within a Ward Councillor Compact was in fact already included as an appendix to the current Council's constitution.

The Working Group agreed to request the Cabinet Secretary to submit details of the current appendix attached to the constitution relating to Members' role for consideration at the

Working Group's next meeting together with the provision of a simpler modified version of a proposed Ward Councillor Compact.

3. CLOSURE OF MEETING

The meeting ended at 7.10 pm.

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WARD MEMBERS' WORKING GROUP

24 April 2013 – 6.00 pm

PRESENT:

Councillors Castle, M Coleman, Fairhead and J Smith.

An apology for absence was received from Councillors Hacon, Hanton and T Wainwright.

Mrs L Mockford (Group Manager – Governance), Mr R Hodds (Member Services Manager and Scrutiny Officer) and Miss H Notcutt (Neighbourhood Manager).

1. APPOINTMENT OF CHAIRMAN

RESOLVED:

That Councillor J Smith be appointed as Chairman of the Working Group.

2. ROLE OF WARD COUNCILLORS

The Member Services Manager and Scrutiny Officer reminded the Working Group that his report on the Role of Ward Councillors had been considered by the Scrutiny Committee at its meeting on 28 February 2013. He reported that the role Ward Councillors should play in community leadership and strategic decision making had become a pressing issue for local authorities in the context of current policy and legislative changes.

The Member Services Manager reported that developing an empowered role for Ward Members would require major changes to the way local authorities, political parties and communities work with elected members. These are long term issues, many of which are dependent on changes top the cultural of local authorities and local political groups. He stated that the development of a Ward Councillor compact, a voluntary two way agreement between the Council and elected members would help to define the future role and address issues about support development and performance standards. The Ward Councillor compact would set out the Councillors commitment to provide minimum levels of support and training for members and the Council's expectations of the Ward Councillor role encouraging basic minimum standards of activity and performance in each of the dimensions and functions of the job.

The Working Group gave consideration to tabled papers which set out a draft Ward Councillor Compact, a Role Profile of all Councillors and suggested activities to help Councillors fulfil the Compact and their constitutional role.

In discussing the Scrutiny Officer's report, together with the tabled papers with regard to the Ward Councillor Compact, the Working Group discussed the following issues:-

- A discussion on the “old” committee system whereby the Council’s functions were subject to a committee system with direct reporting to full Council that involved all Members of the Council in the decision making process. This system had been replaced in 1999 with a Cabinet system which had significantly changed the role of elected members in the decision making process.
- The possible appointment of part-time political assistants.
- The introduction of a mentoring/buddying system for new Councillors.
- To issue all Members of Council with an abridged version of the Council’s Constitution to possibly exclude the sections of the Constitution that relate to contractual and financial standing orders.
- The development of Ward Member activity within the community with a possibility of appointing Community Champions. This community engagement role would also include engagement with young people.
- The Working Group’s endorsement to the continuation of the Ward Budget Scheme which allows elected members to engage further with the public through this process.
- The need to enhance and development the Members’ Handbook issued to newly elected Members of Council.
- The issue of equipment required for Members to carry out their Council role effectively bearing in mind the forthcoming proposal to introduce a new Committee Management System which will require Members to use i-Pads/laptops in meetings rather than issue Members with hard copy agendas.
- How to deal with casework and on issues of engaging with the community.

RESOLVED:

(i) That the Scrutiny Committee and Cabinet be advised of the Working Group’s endorsement for the continuation of the Ward Budget Scheme.

(ii) That a further meeting of the Working Group be held to discuss in detail the following issues:-

- (a) A mentoring/buddying system for new Councillors.
- (b) To examine the content of the current Members’ Handbook issued to newly elected Members.
- (c) To discuss what equipment Members need to carry out their role as Councillors.
- (d) How to deal with casework and engaging with the community.
- (e) To fully examine the proposal to introduce a formal Ward Councillor Compact which would include a role profile of all Councillors and suggested activities to help Councillors fulfil the Compact and their constitutional role.

3. CLOSURE OF MEETING

The meeting ended at 7.00 pm.



MEMBERS HANDBOOK

DRAFT

REVISED OCTOBER 2013

List of contents
(to be completed)

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
- register gifts and hospitality
- 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 x. 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'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 Departments (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 x.

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 in 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

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. The register of gifts and hospitality

Within 28 days of receipt, Members are required to register any gifts or hospitality received worth more than £25 and offered in connection with your role as councillor.

29. 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.

30. 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.

31. 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

32. Accommodation

Services are located in the following buildings:

Services	Building
Reception, Corporate Unit, 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	Greyfriars House, Greyfriars Way, Great Yarmouth, NR30
Car Parking/civil parking enforcement, Property, asset management, Economic development, Construction & facilities,	Novus House, The Conge, Great Yarmouth, NR30
Tourism	Maritime House, Marine Parade, Great Yarmouth, NR30
Neighbourhood and Communities	ComeUnity office, King Street, Great Yarmouth, NR30

33. 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 x).

34. 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, register of interests and gifts and hospitalities
- 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)

35. Information Communications Technology (ICT) facilities

Members will be provided with 3G Wi-Fi Ipads in order to access emails and the website (which will be required to be able to access agendas). Members will also be able to access the electronic telephone book via Citrix (see paragraph 36 below).

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 37 below).

36. 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 into Citrix, members need to use their Council email, their network password and the key fob that has been issued to them. Member services officers will be able to provide training on Citrix and the information available to members.

37. 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.

38. 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.

39. Member Services and Corporate Support

Member Services and the Corporate Unit 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.

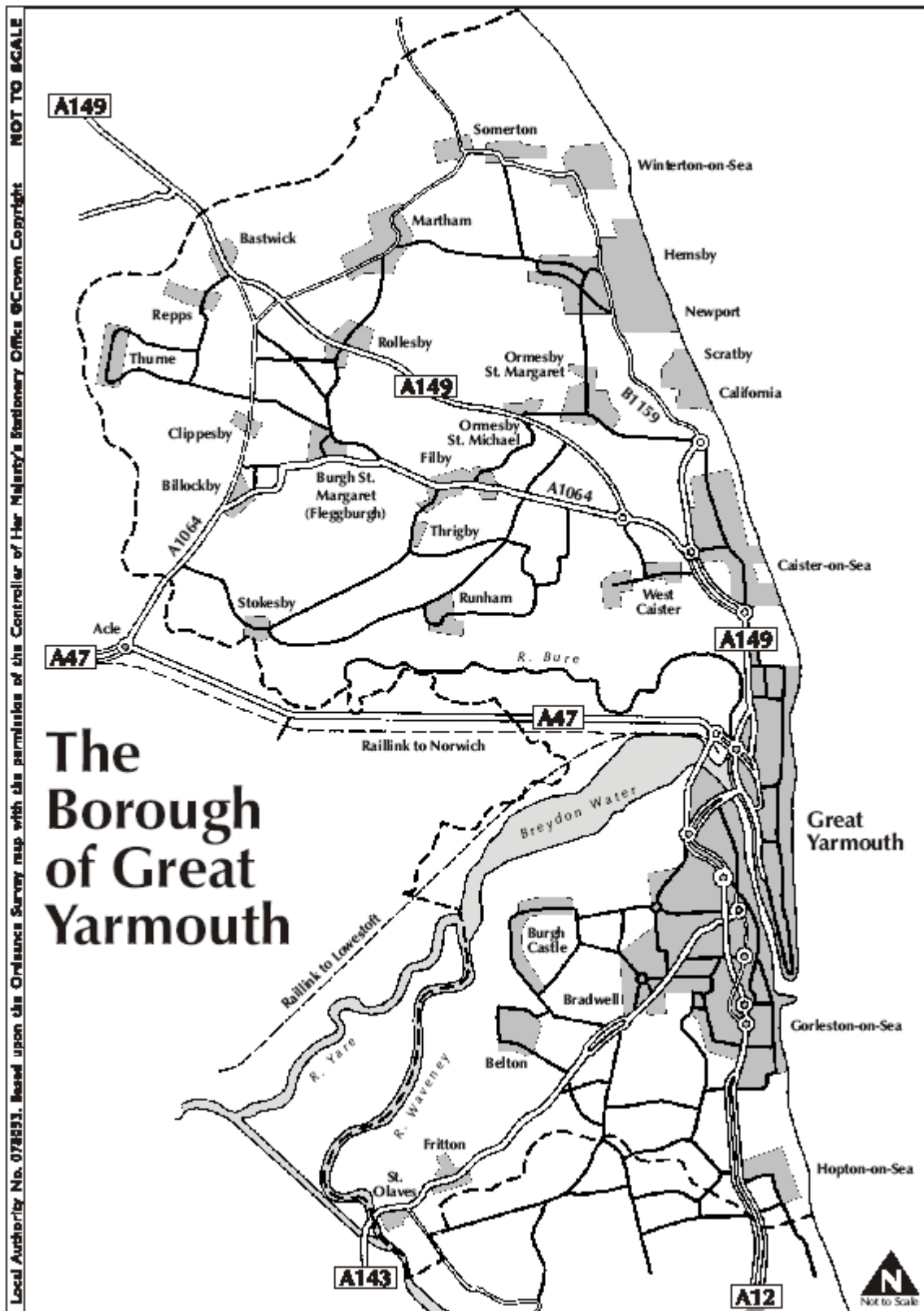
Contact details of all officers in Member services and the Corporate Unit are below:

Name	Title	Telephone	Email
Robin Hodds	Cabinet Secretary and Deputy Monitoring Off.	01493 846325 07919 592383	rh@great-yarmouth.gov.uk
Sarah Davis	Member Services Officer	01493 846307	sed@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

40. 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 are included on pages x

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

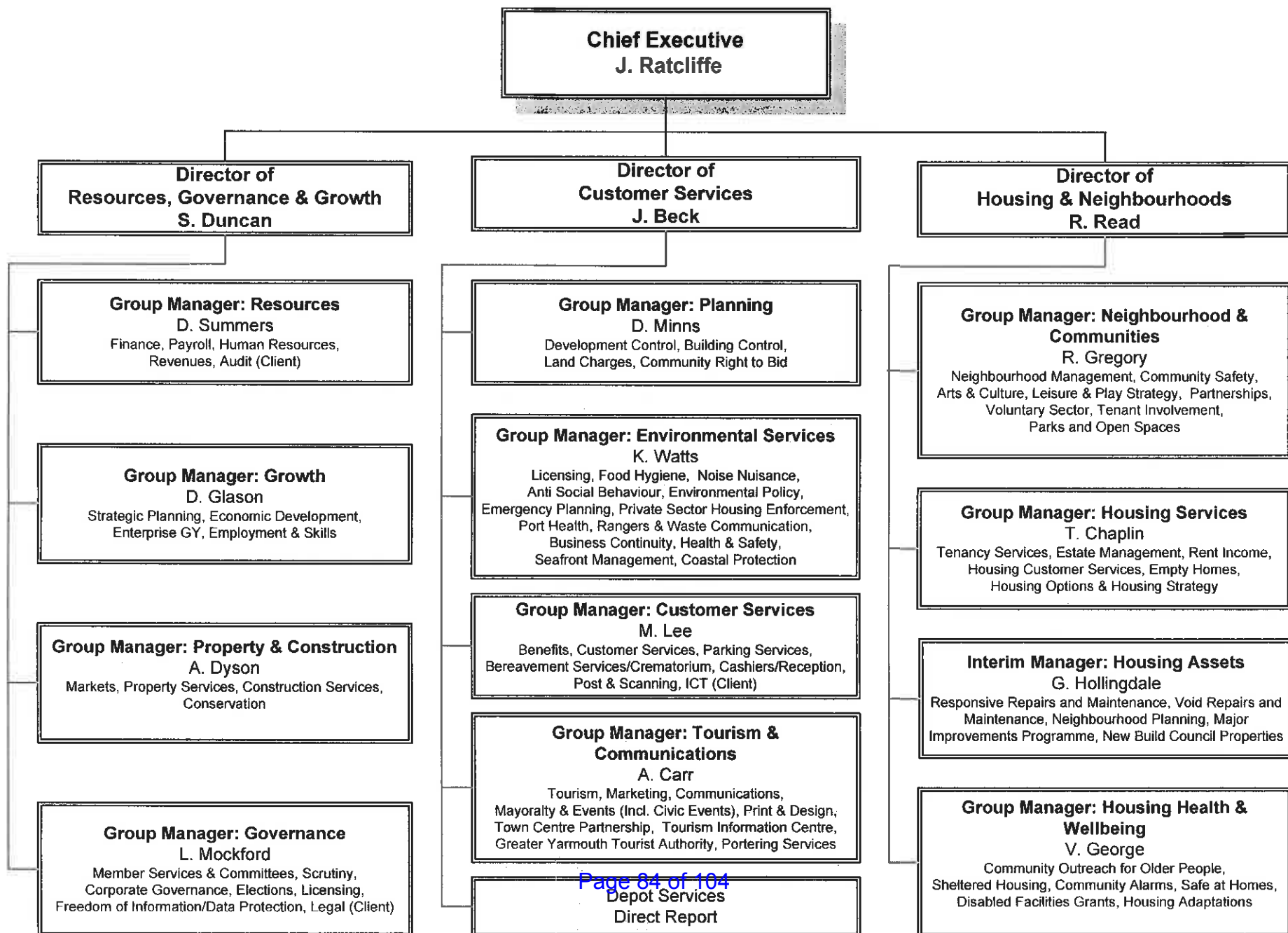
When a member speaks at full council they must stand. If more than one member stands the Mayor will ask one to speak and the others must sit.

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.



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	dcg@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	Neighbourhood Manager	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	01493 604739	jwoods@great-yarmouth.gov.uk
Ellie Marcham	Neighbourhood Manager	01493 845922	emarcham@great-yarmouth.gov.uk

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 742168	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 742182	Patrick.tabor@ncsgrp.co.uk

A-Z of services

All the numbers you need if you're living, working or visiting Great Yarmouth.

Most popular

Benefits 01493 846291
Council Tax 01493 846244
Customer & Business Enquiries 01493 856100
Environmental Health 01493 846478
Housing Options 01493 846140
Housing Rents 01493 846233
Housing Repairs 01493 846381
Planning 01493 846430

Lines are open Monday to Friday 9.00am to 5pm

Rubbish Collection 01493 742200
Street Services 01493 742200

Lines are open Monday to Friday 8.30am to 4.30pm

Emergency Out of Hours 01493 330369
Email us enquiries@great-yarmouth.gov.uk
Fax us on 01493 846285
Send a text message to 07760 166366
Find lots of information on our website
www.great-yarmouth.gov.uk

Advice and Benefits

Council Tax Support/
Housing Benefit 01493 846291

Business

Business Start-up Advice 0800 458 0146
Business Rates Enquiries 01493 846244
Tourism Business Advice 01493 846492
Business Development & Promotion 01493 846108

Communications

Media Enquiries 01493 846513
General Communications 01493 846512
Web Communications 01493 846814
Council and Democracy
Councillor Info/Committee Dates 01493 846307/846309
Freedom of Information 01493 846855
Elections/Register of Electors 01493 846327

Council Tax

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

Environment

Abandoned Vehicles 01493 742200
Clinical Waste 01493 742200
Conservation Areas 01493 846195
Cemeteries and Crematorium 01493 441974
Emergency Management 01493 846478
Flooding 01493 846478
Flytipping 01493 846478

Food Complaints

Food Complaints 01493 846478
Hazardous Waste 01493 846478
Licensing Enquiries (alcohol, entertainment, gambling & taxis) 01493 846530/846201
Pest Control 01493 846478
Pollution (Air, Noise & Water) 01493 846478
Recycling 01493 846409
Refuse Collection 01493 742200
Septic Tank Emptying Service 01493 742200
Trade Waste 01493 742200
Wheeled Bins 01493 742200

Homes and Housing

Yare Care
Alarm Service 01493 330369
Older Person's Community Outreach Service 01493 846655
Disabled Adaptations 01493 846190
Empty Homes 01493 846113
Housing Advice/
Homelessness/Housing Register 01493 846140
Greyfriars House Area Housing Office 01493 846529
Gorleston Area Housing Office 01493 846839
South Yarmouth Area Housing Office 01493 846825

Leisure and Culture

Arts Development 01493 846436
Marina Centre 01493 851521
Phoenix Swimming Pool 01493 664575
Sports Development 01493 846354
Leisure 01493 846354
Play Development 01493 846365

Neighbourhood Matters

Anti-Social Behaviour 0845 605 2222
Community Cohesion 01493 845920
Comeunity (Yarmouth) 01493 845920
Make it Happen (Southtown/Cobholm) 01493 418295
MESH (Gorleston) 01493 604739
Norfolk Rural Community Council 01362 698216

Planning

Applications/Enquiries 01493 846430
Building Regulations 01493 846430
Enforcement 01493 846430
Land Charges 01493 846650
Listed Buildings 01493 846419
Strategic Planning 01493 846626

Transport and Streets

Concessionary Bus Passes 01493 853915/0344 8008020
Car Parks 01493 846358
Street Naming and Numbering 01493 846432

Mayor and Events

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

Norfolk County Council Services

Education or Schools information 0344 800 8001
Highway Safety & Maintenance 0344 800 8009
Library and Museums General Enquiries 0344 800 8006
Registrar of Births, Deaths & Marriages 01493 846646
Social Care 0344 800 8014
Street Lighting 0344 800 8008
Consumer Helpline 08454 04 0506

GREAT YARMOUTH BOROUGH COUNCIL

WARD COUNCILLOR COMPACT

1. Purpose

The purpose of the Compact is to set out the Council's expectations of the role and to define best practice for Ward Councillors.

2. Expectations

The main expectations of the role of Ward Councillor relate to:-

- communication with the public
- identify training needs
- identify areas for scrutiny
- to promote public and community engagement
- be an advocate for local residents
- to be the link between Council officers and local communities.

3. The Council's Commitment

The Council will:-

- provide basic induction training
- provide IT equipment and support to enable Councillors to undertake their role.

4. Role Profile / Job Descriptions

The role profiles and detailed job descriptions for Councillors, Mayor, Leaders, Deputy Leaders, Portfolio Holders, Chairmen and Vice-Chairmen and Group Leaders is detailed in Part 7 of the Council's Constitution.

GREAT YARMOUTH BOROUGH COUNCIL

EFFICIENCY SUPPORT GRANT

PROGRESS UPDATE - NOVEMBER 2013

1. INTRODUCTION

- 1.1 As part of the 2013/14 grant settlement from central government, the Council was allocated £1,864k of Efficiency Support Grant, which is designed to support the Council delivering savings towards a balanced budget. The Council was awarded this funding at it faced a £2.4m (22%) reduction in central government grant funding.
- 1.2 In order to receive the Efficiency Support Grant, 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.
- 1.3 Guidance for the preparation of the business case was published in a letter to the Chief Executive on 28th January 2013. This required the business case to be prepared around 5 themes:
 - Shared Chief Executive and shared senior Management Team proposal
 - Shared Service Delivery
 - Shared procurement
 - Strategic Asset Management
 - Other efficiency measures
- 1.4 The Council submitted a business case, which was approved by the Department for Communities and Local Government and the Efficiency Support Grant was received in May 2013.
- 1.5 This report updates on progress towards delivering the projects within the Business Case, and highlights additional work that the Council has done towards delivering further savings to balance the budget in 2015/16.

2. SHARED CHIEF EXECUTIVE AND SHARED SENIOR MANAGEMENT TEAM

2.1 Business Case proposals

- 2.1.1 In the Business case the Council made a commitment to enter into formalised joint working arrangements with neighbouring authorities, and to continue to consider the potential for a shared Chief Executive and Shared Management.

2.2 Progress to date to deliver the Business Case

GREAT YARMOUTH BOROUGH COUNCIL

EFFICIENCY SUPPORT GRANT

PROGRESS UPDATE - NOVEMBER 2013

- 2.2.1 The Managing Director of Great Yarmouth Borough Council retired following a restructure of the Senior Management Team which delivered savings of £387k.
- 2.2.2 Discussions have taken place with neighbouring authorities in relation to entering into joint working arrangements. Informal arrangements for mutual support and resilience have been put in place with a number of authorities.
- 2.2.3 Additional work has taken place with two neighbouring authorities with the potential to deliver shared senior management. Due to the confidential nature of these discussions, they have requested not to be named in this document.
- 2.2.4 There is a proposal to share an officer with another authority to deliver Housing Finance expertise at a senior level. Following the voluntary departure of the Housing Assets and Finance Manager at Great Yarmouth Borough Council, initial discussions are taking place.
- 2.2.5 Work has also begun with another authority on a systematic exploration of all services delivered by both authorities, to identify whether there are any areas where shared working could be delivered.

2.3 Additional progress made to date

- 2.3.1 Great Yarmouth Borough Council has had two abortive attempts at sharing senior management and the wholesale sharing of services. There is understandable caution at entering into any commitment with regard to future shared management, and the talks that are currently taking place reflect this caution.
- 2.3.2 However, the fact that talks are taking place at all demonstrates a commitment to sharing as a means of delivering better services to the customer in the right circumstances. Members have indicated that a shared Chief Executive and shared senior management would be considered where the independence of Great Yarmouth can be assured (ie. that it is not seen as a “takeover” by another authority), and there are demonstrable benefits both in terms of service delivery and financial savings.

3. SHARED SERVICE DELIVERY

3.1 Business Case proposals

- 3.1.1 The following proposals were included within the business case:
 - Proposals for a joint venture company

GREAT YARMOUTH BOROUGH COUNCIL

EFFICIENCY SUPPORT GRANT

PROGRESS UPDATE - NOVEMBER 2013

- establishment of a cost sharing group
- renewed arrangements for the Great Yarmouth Sports and Leisure Trust
- options for the future of the HR service
- shared treasury management
- internal audit

3.2 Progress to date to deliver the Business Case

- 3.2.1 Great Yarmouth Borough Services Limited, a joint venture company set up with NORSE, was set up to deliver waste collection, street cleansing, street and footway lighting, grounds maintenance and general repairs and maintenance. As part of the joint venture, savings of £764k were delivered in the 2013/14 budget.
- 3.2.2 Jointly launched in October 2013 with North Norfolk District Council, Coastshare Limited is the first public sector cost sharing group in the country, designed to enable the third sector (predominantly the charity sector) access to back office services at cost and without VAT being charged. Since the launch charities with combined turnover in excess of £8m have signed up to be Members, and quotes are being prepared for works. This will enable the Councils to utilise surplus capacity in back office services and deliver income to reduce the budget deficit, while retaining key staff.
- 3.2.3 In May 2013, Members approved a programme of refurbishment for the Marina Centre, the Council's main Leisure facility which is operated by the Great Yarmouth Sports and Leisure Trust. The Council currently supports the Trust with a level of subsidy in excess of £500k per annum. The works are designed to make the facility more profitable, and for the Council's subsidy to reduce as a result. The construction works are already underway, with replacement boilers, new changing rooms and additional car parking facilities all being delivered in the first phase.
- 3.2.4 A review of the HR service was carried out in June 2013, using Efficiency Support Grant funded consultancy support. This has resulted in a new structure being proposed which will deliver an improved service with reduced resources. Savings of £47k have been delivered to date.
- 3.2.5 The proposal for shared treasury management was not developed following discussion with other s151 officers.
- 3.2.6 The internal audit contract is in the process of being procured through the internal audit consortium, which includes Great Yarmouth, Broadland, Breckland, South Norfolk, North Norfolk and the Broads Authority.

3.3 Additional progress made to date

GREAT YARMOUTH BOROUGH COUNCIL

EFFICIENCY SUPPORT GRANT

PROGRESS UPDATE - NOVEMBER 2013

- 3.3.1 Work is also underway in relation to proposals for a shared service for Building Control; options considered include CNC (a company set up by South Norfolk Council which delivers building control services for South Norfolk, Norwich, Breckland and Broadland), NORSE (a new venture, which would potentially include North Norfolk and Great Yarmouth), or retention in house.
- 3.3.2 The potential for another joint venture company with NORSE is also being considered to deliver the Housing Responsive Repairs service.
- 3.3.3 The current contract with NCC to deliver IT services is due for expiry in 2015. Work is underway to renegotiate this contract for the future to deliver savings and an improved service for the Borough Council.
- 3.3.4 The Council is also working with partners including Health East, Norfolk and Suffolk County Councils, and Waveney District Council to look at how health, social care and district council services can be better integrated.

4. JOINT PROCUREMENT

4.1 Business Case proposals

- 4.4.1 The following proposals were included within the business case:
- Membership of the Eastern Procurement Consortium
 - Joint procurement of the new Materials Recycling Facility with the other district authorities
 - Procurement of the Asset register using a framework agreement
 - Appointment of a Procurement officer and identification of opportunities for further joint procurement

4.2 Progress to date to deliver the Business Case

- 4.2.1 Membership of the Eastern Procurement Consortium is delivering savings on the Housing Capital Programme.
- 4.2.2 The Materials Recycling Facility procurement has been completed and is due to start in October 2014. Savings accruing to the Borough Council are estimated in the region of £90k per annum.
- 4.2.3 The asset register module has been purchased using a framework agreement.
- 4.2.4 Consultancy support was obtained to bring in capacity to delivery improvements to procurement at the Council. As a result the procurement strategy has been redrafted, alongside revised contract procedure rules, and revised terms and conditions for suppliers. Progress has been made to deliver a procurement portal, and to improve communication with suppliers. A review

GREAT YARMOUTH BOROUGH COUNCIL

EFFICIENCY SUPPORT GRANT

PROGRESS UPDATE - NOVEMBER 2013

of existing spend has taken place, with a revised contract register being established.

4.3 Additional progress made to date

- 4.3.1 Use of consultancy support has moved the procurement service on significantly. A proposal has been drafted to deliver procurement support for the Council moving forward, and opportunities for further savings are being identified.

5. STRATEGIC ASSET MANAGEMENT

5.1 Business Case proposals

- 5.1.1 The new asset register would give the Council the opportunity to undertake a systematic review of assets to demonstrate that the return on investment outweighs the income generated from disposal. Part of the proposals included the disposal of development land at Beacon Park, and housing developments delivered through the Great Yarmouth Development Company.

5.2 Progress to date to deliver the Business Case

- 5.2.1 The introduction of the software for the new Asset Register is nearing completion, which will allow a review of assets.
- 5.2.2 The Council has recently approved the planning application for the new Sainsburys development at Beacon Park, which will generate a significant capital receipt, allowing the Council to repay borrowing and reduce the ongoing interest charges year on year.
- 5.2.3 The Great Yarmouth Development Company has completed a new housing development at the Beach Coach Station, and has approved the development of new council houses. These will deliver the new homes bonus for the Council.

5.3 Additional progress made to date

- 5.3.1 The former office accommodation at Trafalgar House will be redeveloped into affordable housing, following disposal to Saffron Housing Association. A significant development near Beacon Park is also being actively considered by the Council, with a planning application expected shortly. Additional new homes bonus is also expected from these developments.

6. OTHER EFFICIENCY MEASURES

6.1 Business Case proposals

- 6.1.1 The following proposals were included within the business case:

GREAT YARMOUTH BOROUGH COUNCIL

EFFICIENCY SUPPORT GRANT

PROGRESS UPDATE - NOVEMBER 2013

- Use of the Town Hall for weddings and events
- Modernisation of Member Services
- Marketing of high performing services
- Development of new income streams and invest to save ideas

6.2 Progress to date to deliver the Business Case

- 6.2.1 A number of successful events and weddings have already been held at the Town Hall, with more booked over the coming year.
- 6.2.2 Member services has been modernised with Member now using tablets for agendas, and a new committee system being introduced to deliver efficiencies. This has delivered significant savings in terms of printing and postage costs.
- 6.2.3 The Conservation Team has begun to market its services, as nationally recognised experts. Work has come in from a variety of sources, and the team has been a finalist in a national conservation award. A separate company, linked to the Great Yarmouth Preservation Trust, is being established through which this work can be delivered.
- 6.2.4 New income streams are being developed. Additional income has come in from the Crematorium through new services being provided.

6.3 Additional progress made to date

- 6.3.1 Online forms are being introduced to encourage channel shift from face to face interaction and to reduce back office processing
- 6.3.2 A project is underway to review the corporate GIS system and to upgrade the gazetteer to ensure better interfaces between systems, to reduce rekeying of addresses from one system to another.
- 6.3.3 Following the review of the senior management structure, significant savings have been made through the whole Council following an offer of voluntary departure. As at May 2012, there were 475 posts on the establishment with 408.84 Full Time Equivalent staff (FTEs). There were 327 posts in the General Fund (282.34 FTEs) and 148 posts in the HRA (126.5 FTEs). As of October 2013, there were 413 posts on the establishment (352.17 FTEs), a reduction of 62 posts (56.67FTEs). The split was HRA 133 posts (108.51 FTEs) and General Fund 280 posts (243.66 FTEs). Savings estimated at £1.3m on the overall payroll are expected by the end of the 2013/14 financial year.

7. CONCLUSIONS

GREAT YARMOUTH BOROUGH COUNCIL

EFFICIENCY SUPPORT GRANT

PROGRESS UPDATE - NOVEMBER 2013

- 7.1 Within the first 7 months since the grant was confirmed, significant progress has been made in delivering savings to balance the budget. Significant investment in software, short term additional resources, and in improving existing assets has been made, through judicious application of the Efficiency Support Grant.
- 7.2 The Council will be required to report to the department for Communities and Local Government in December 2013. The progress demonstrated in this document will be shared with the Department to support a request for additional Reward Grant, and in support of receipt of the Efficiency Support Grant for 2014/15.

1. Introduction

- 1.1 This is the third report for the financial year 2013-14.
- 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 table below shows the current year actual expenditure against current budget, and forecasts that the Council will be utilising £995k from reserves, against a budget which proposed to utilise £1,473k from reserves. This represents an underspend against the original budget of £478k, which is explained in more detail below.

	ACTUAL YTD	BUDGET YTD	FULL YEAR BUDGET	FORE- CAST	YTD ACTUAL - BUDGET	FORE- CAST - FULL YEAR BUDGET
	£000s	£000s	£000s	£000s	£000s	£000s
CREMATORIUM & CEMETERIES	(679)	(698)	(1,396)	(1,418)	20	(22)
CAR PARKING	(1,341)	(1,057)	(2,114)	(2,204)	(284)	(90)
LICENSING	(228)	(248)	(301)	(314)	20	(13)
MARKET	(221)	(226)	(394)	(358)	6	36
CORPORATE ESTATE	(1,506)	(1,470)	(2,635)	(2,584)	(36)	51
OTHER INCOME	(3,008)	(2,352)	(5,479)	(6,032)	(656)	(553)
INCOME	(6,983)	(6,052)	(12,319)	(12,911)	(931)	(592)
SALARIES	4,600	4,856	9,967	9,476	(256)	(492)
SALARIES UNDERSPEND	-	(28)	(56)	(56)	28	-
NET SALARIES	4,600	4,828	9,911	9,419	(228)	(492)
INSURANCE	141	170	324	324	(29)	(1)
GAS & ELECTRICITY	134	116	232	243	18	11
RATES	672	423	608	669	249	60
WATER & SEWERAGE	46	41	85	87	5	2
R&M	293	293	631	671	0	40
GYBS	3,199	3,199	5,634	5,634	-	-
BENEFITS	(338)	(260)	(520)	(541)	(78)	(20)
OTHER GENERAL FUND	4,140	4,554	11,273	11,993	(414)	720
RECHARGES	5	-	(1,435)	(1,435)	5	-
CAPITAL CHARGES	-	(2)	(4)	(4)	2	-
CONTINGENCY	-	-	1,931	1,931	-	-
EARMARKED RESERVES	97	(22)	36	(172)	119	(208)
FORMULA GRANT & CTAX	(8,388)	(8,388)	(14,913)	(14,913)	-	-
	(2,384)	(1,103)	1,473	995	(1,281)	(478)
GF RESERVE TRANSFER	-	-	(1,473)	(995)	-	478

(2,384)	(1,103)	(0)	(0)	(1,281)	-
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3. Income

- 3.1 Income for the year is forecast to be £592k higher than the original budget. However, this partly offsets the expenditure variance highlighted in the table in section 5.1. The table below shows the actual to budget variances for the year to date which are caused by profile variances for the budget against actual or for grants received where expenditure will be incurred later in the year:

INCOME ANALYSIS	YTD £000s	FY £000s
CREMATORIUM & CEMETERIES	20	(22)
CAR PARKING	(284)	(90)
LICENSING	20	(13)
MARKET	6	36
CORPORATE ESTATE	(36)	51
OTHER INCOME:		
BENEFITS	(63)	(63)
ENVIRONMENTAL HEALTH	(14)	(64)
OUTDOOR SPORTS	(18)	-
REVENUES	(51)	(45)
ELECTIONS	(46)	(104)
GRANTS TO VOLUNTARY BODIES	(36)	(36)
HOUSING NEEDS	89	125
ECONOMIC DEVELOPMENT	(203)	(200)
TOURISM	(31)	15
DEVELOPMENT CONTROL	(47)	(6)
WASTE MANAGEMENT	(210)	(261)
OTHER (BALANCING FIGURE)	(28)	83
TOTAL	(931)	(592)

4. Salaries

- 4.1 Salaries are forecast to be £492k lower than budget, based on the savings year to date and allowing for current vacancies to be filled throughout the year.

5. Non Pay Expenditure

- 5.1 The non pay expenditure is currently forecast to be £813k over spent. Variances year to date are primarily due to the profiling of budgets. The table below shows the breakdown for the forecast outturn variance:

EXPENDITURE ANALYSIS	YTD £000s	FY £000s
INSURANCE	(29)	(1)
GAS & ELECTRICITY	18	11
RATES	249	60
WATER & SEWERAGE	5	2
R&M	0	40
GYBS	-	-
BENEFITS	(78)	(20)
OTHER GENERAL FUND	(414)	*720
RECHARGES	5	-
CAPITAL CHARGES	2	-
CONTINGENCY	-	-
TOTAL	(241)	813

*includes Housing Needs bed & breakfast costs £75k partly offset by additional income, Economic Development coastal communities expenditure £193k offset by government grant income and Waste Management costs of purchasing new refuse vehicle to be re-classified as capital expenditure £147k. This leaves a balance of £305k which can be attributed to variances on a number of service areas.

6. General Fund Capital Programme Monitoring 2013-14

Directorate	Original Approved Budget 2013-14	Total Revised Budget 2013-14	Actual Expenditure to 30 th September 2013
	£'000	£'000	£'000
Housing & Neighbourhoods	1,900	5,632	537
Customer Services	954	1,721	711
Resources, Governance & Growth	2,827	13,304	1,250
Total	5,681	20,657	2,498

- 6.1 As at the end of Sept 2013, £2.498m had been spent against the second quarter budget of £10.329m (one half of total budget).
- 6.2 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 will relate to works that will not be carried out until after this financial year; we are currently waiting for information from contractors, which when received, will enable us to profile the budgets accordingly.
- 6.3 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.
- 6.4 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 need to be rolled over into the new financial year. The rest of the variance can be explained by the Marina Centre budget as described above.
- 6.5 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 are planned for later on in the year. Examples of these include North Drive Lighting, Esplanade Resurfacing, Ravine Bridge Refurbishment and the extensions to North Drive and St Nicholas car parks.
- 6.6 The Budget for Resources, Governance and Growth is made up predominantly of the Beacon Park and St Georges Theatre & Pavilion projects. Only a relatively small amount of expenditure has been incurred on Beacon Park to date, however, construction has now commenced on the first Phase of office and industrial units and is expected to be complete by April 2014, therefore expenditure will increase significantly over the next two quarters.

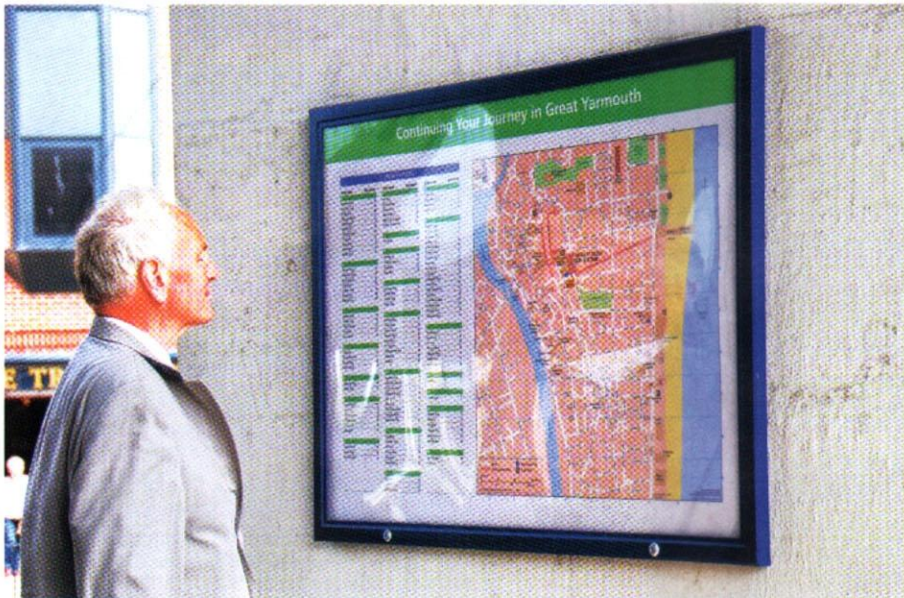
- 6.7 The St Georges Chapel and Pavilion are now complete, only minor landscaping works on site remain outstanding. For the rest of the year expenditure will consist of the balance due for highways works carried out by Norfolk County Council and grants to owners of properties on King Street.

7. Conclusions

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

Putting the Great in Yarmouth

FWT managing director **DOUG ROSE** explains the improvements he has brought to information provision at Market Gates bus station in Great Yarmouth



The new total information system that went live in Norwich in April (Publicity Matters, June) shows every sign of working as well as was expected. The steady level of complaints received over the years by the local authority went to zero immediately.

A happy byproduct is the elimination of tedious timewasting dealing with complaints, coupled with a good harmonious relationship between the authority and operators, but the major benefit is to the entire user base.

Further evidence that good information works is that the operators too have expressed their satisfaction with it and have requested discussions on how and when to extend the project to major hubs within the city (hospital, university and airport for example) and also principal radial corridors.

While all this has bubbled along, Great Yarmouth has been similarly equipped. As I have stated in previous articles, no two towns or cities are the same and to apply a solution blithely from one place will not necessarily produce the same success at another.

Again the starting point was a site visit and examination of how the bus routes operate — where and when. Only by knowing what the product actually is can one design an information package to explain it.

In complete contrast to Norwich, Great Yarmouth has a clearly defined focal point from which pretty much everything radiates. I

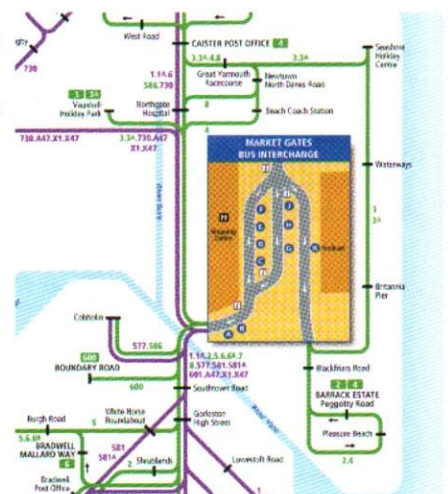


As at Norwich, there is a strong bond between the flag identity and the posters within. This is crucial to wayfinding. The flag at Stand K again demonstrates the importance of only displaying information of high-level relevance. There are no distractions for the user to subconsciously filter out. Operator logos and phone numbers are absent and located, at eye level on the posters, as a design preference.

therefore produced a single poster depicting the boarding points within Market Gates bus station at the centre, with radial diagrammatic lines showing where the routes go.

There is a strong distinction between local and long-distance services here and diagrams can destroy this if not done thoughtfully. I therefore colour-coded them as two groups, there being too many routes to give each one its own colour. This went live in May and there is more to follow. ■

TOP LEFT & ABOVE: A local map has been produced to include every road. For maximum usability, a complete street index is appended. The map is located at all three entry/exit points to the bus station. Passengers arriving by bus are not left in an information vacuum.



The focal point of the single poster is a schematic of the bus station boarding points. Each stand has been re-lettered more logically and the visual link between the timetable poster headers, the flags, and the boarding points on the diagram all come together strongly.

● We want to hear from readers, operators and transport authorities about how the industry is tackling the challenge of imparting accessible information to the travelling public — whether in timetables, posters or maps, at bus stops, bus stations or on the Internet. If you find items of interest (tell us about the good just as much as about the bad) and could write about 600 words on the subject, accompanied by photographs and/or publicity material, please contact the Editor at the Leven address shown on p98 or send an e-mail to alan.millar@keypublishing.com.

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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