



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# Scrutiny Committee

**Date: Wednesday, 15 July 2015**

**Time: 18:00**

**Venue: Supper Room**

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

## **AGENDA**

**Open to Public and Press**

### **1 DECLARATIONS OF INTEREST**

You have a Disclosable Pecuniary Interest in a matter to be discussed if it relates to something on your Register of Interests form. You must declare the interest and leave the room while the matter is dealt with.

You have a Personal Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

You must declare a personal interest but can speak and vote on the matter.

Whenever you declare an interest you must say why the interest arises, so that it can be included in the minutes.

### **2 APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

<b>3</b>	<b><u>MINUTES</u></b>	<b>3 - 6</b>
	To confirm the Minutes of the meeting held 17 June 2015	
<b>4</b>	<b><u>PROPOSED SCRUTINY COMMITTEE RESPONSE TO THE CCG's CONSULTATIONS</u></b>	<b>7 - 8</b>
	Document Attached	
<b>5</b>	<b><u>IT ROLL OUT AND FLEXIBLE WORKING</u></b>	
	Members will consider a demonstration on the new website and the new report itGY app	
<b>6</b>	<b><u>ANNUAL PERFORMANCE REPORT AND QUARTER 4 KEY PROJECTS REPORT</u></b>	<b>9 - 40</b>
	Report Attached	
<b>7</b>	<b><u>GREAT YARMOUTH SPORT LEISURE AND PLAY STRATEGY</u></b>	<b>41 - 46</b>
	Report Attached	
<b>8</b>	<b><u>CORPORATE PLAN 2015 - 2020</u></b>	<b>47 - 64</b>
	Report Attached	
<b>9</b>	<b><u>SCRUTINY COMMITTEE WORK PROGRAMME 2015-16</u></b>	<b>65 - 68</b>
	Report Attached	
<b>10</b>	<b><u>ANY OTHER BUSINESS</u></b>	
	To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.	
<b>11</b>	<b><u>DATE OF NEXT MEETING</u></b>	
	To agree that the date of the next meeting is Thursday 3 September 2015	
<b>12</b>	<b><u>EXCLUSION OF PUBLIC</u></b>	
	In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-	
	"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 1 of Part I of Schedule 12(A) of the said Act."	
<b>13</b>	<b><u>BUSINESS CASE FOR INVESTMENT IN LEISURE FACILITIES</u></b>	
	Details	

# Scrutiny Committee

## Minutes

Wednesday, 17 June 2015 at 18:00

### PRESENT:

Councillor Williamson (in the Chair), Councillors M Coleman, Collins, Grant, Grey, Jeal, Jones, Lawn, Mavroudis, Myers, Sutton and Walker.

Councillor Pratt attended as substitute for Councillor Wainwright.

Mr G Mitchell (Chief Executive Officer), Mrs K Watts (Transformation Programme Manager), Mr C Skinner (Monitoring Officer), Mr R Hodds (Cabinet Secretary) and Mr A Radford (Chief Financial Officer).

Mr A Evans (Chief Executive Officer of the CCG) also attended.

### 1. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 2. BRIEFING - ROLE AND POWERS OF SCRUTINY

The Committee received a briefing from the Cabinet Secretary and Chairman on the role and powers of the Scrutiny Committee.

### 3. APPOINTMENT OF VICE-CHAIRMAN

RESOLVED:

That Councillor Myers be appointed as Vice-Chairman for the 2015/16 Municipal Year.

### 4. MINUTES

The minutes of the meeting held on the 2nd April 2015 were confirmed.

### 5. CONSTITUTIONAL ISSUES

The Monitoring Officer reported on Members legal rights with regard to issues relating to attendance at meetings and on the rights for Members to obtain committee documents. The Monitoring Officer reported that regulations governing this issue were

covered by statute, the Councils own Constitution and Common Law.

With regard to the receipt of committee documents, the Monitoring Officer reported that Members would need to demonstrate a "need to know" common law concept and that they would be able to obtain documents if they could show a special need to fulfil their role as a Councillor in order to obtain these documents.

The Committee in particular discussed the rights of Members to obtain copies of CBS papers and the Monitoring Officer reported that under the terms of the Councils Constitution the Leader had the authority to determine whether Members should be allowed to receive these documents.

The Monitoring Officer also stated that Members would have the right to inspect Council documents except where there was exempt information involved.

RESOLVED:

That the Monitoring Officer be requested to provide a briefing note on the Constitutional issues outlined above, including details of exemptions where applicable.

## **6. TRANSFORMATION PROGRAMME**

The Chief Executive Officer updated Members with regards to progress in relation to the Councils Transformation Programme. He reported that the programme was currently on plan and that the Transformation Board was continuing to meet regularly to progress the projects involved in the programme. The Chief Executive Officer reminded Members that the Medium Term Financial Strategy was an intricate part of the Transformation Programme, and any changes to the MTFS would effect issues within the programme itself. The Committee was reminded that Council had previously given the Chief Executive Officer delegated authority, in consultation with the Transformation Board, to expend ESG Funding.

The Chief Financial Officer reported in detail of the expenditure that had been made under the ESG Funding.

The Chairman thanked the Chief Executive Officer for his update on the Transformation Programme, and Members asked for clarification with regard to the present position in respect of the IT Programme.

RESOLVED:

That a progress report be considered at the Scrutiny Committees next meeting with regard to the IT Programme.

## **7. DEVELOPING MODERN AND SUSTAINABLE HEALTH SERVICES IN GREAT YARMOUTH AND WAVENEY**

The Committee a presentation from Andy Evans (Chief Executive Officer of the CCG) with regard to the following consultations:-

### **a) GP Practice Premises in Gorleston and Bradwell.**

Andy Evans reported that GP Practices in Gorleston and Bradwell need to change. Currently there are 5 GP practices in the northern part of Gorleston to meet the needs of local people. Andy Evans reported that there are a number of issues which would

mean there was a need to change the shape of GP services in Gorleston and Bradwell as follows:-

- The population of Gorleston and Bradwell is expanding rapidly. New houses are being built in the south of the town further away from where practices are currently located. Over the next 10 years there is a predicted increase of 3500 people on the Beacon Park site.
- Major issues with current practice accommodation in the GP surgeries at the Falklands Surgery, Gorleston Medical Centre and on the Shrublands site and Family Healthcare Centre. These practices are in buildings which are not fit for 21st century healthcare.
- We know that one of the main predictors of whether people will attend an Accident and Emergency department is how close they live to it. New housing next to the James Paget Hospital and further away from current practice locations therefore risk swamping our local A&E department whilst not always providing best care for these families.

This consultation was not proposing any changes to Millwood Surgery or Central Surgery who are both well established in their existing premises and are not currently looking to relocate.

Andy Evans reported on the options which were now subject to consultation as follows:-

- Proposal 1 - Relocating the 3 GP practices to a new purpose built Primary Care Centre on the James Paget University Hospital Site.
- Proposal 2 - Relocating the 3 GP practices to a new purpose built Primary Care Centre on the Shrublands site.
- Proposal 3 - Relocating the 3 GP practices to a new purpose built Primary Care Centre on the Beacon Park site.

Andy Evans reported that a final decision on the above proposals would be made by NHS England. The CCG's Governing Body will meet in November 2015 to agree their recommendation to NHS England. The consultation would close on Tuesday 2nd September 2015.

#### **b) "The Shape of the System - Developing Modern and Sustainable Health Services in Great Yarmouth and Waveney"**

Andy Evans reported that the document entitled "Shape of the System" was about making substantial changes to the way better healthcare is delivered for patients in Great Yarmouth and Waveney. The proposals in the document had been developed by NHS Great Yarmouth and Waveney Clinical Commissioning Group.

Members are advised that services covered by this consultation are:-

- Community based services for Great Yarmouth and Waveney with new out of hospital teams and integrated community hubs.
- GP beds in Community Hospitals in Southwold, Halesworth (Patrick Stead Hospital), Beccles, Northgate Hospital in Great Yarmouth and All Hallows Hospital in Ditchingham.

The consultation is all about:-

- How care is provided in communities and in Community Hospitals.

- Where services are based across the CCG area to ensure equity for everyone who lives in Great Yarmouth and Waveney.

Andy Evans reported that the CCG believed that they should be developing services to care for people in their communities as that is the best place for people to be. To do this, CCG need to have more services based there closer to peoples homes. Their ambition was to provide care to people in their own homes or as close to their homes as possible.

Andy Evans reported in detail on the following proposals:-

- Proposal 1 - Developing more community based services.
- Proposal 2 - Community Hospitals

Andy Evans reported that the final decisions relating to these proposals are expected to be taken by the CCG's governing body in November 2015 and the consultation on this document would close on Tuesday 2nd September 2015.

Following the presentation of the consultation documents, Andy Evans then answered a number of questions from Members with regard to the details of the proposals contained in both consultation documents. In particular Members expressed their concern on the likelihood of the number of people being serviced by any one surgery and on the general overall effect that the proposals would have on the communities based in the Borough of Great Yarmouth.

**RESOLVED:**

That consideration of the consultation documents be deferred to the July meeting of the Scrutiny Committee and that in the meantime the Chairman will prepare a proposed response to the consultation papers to be circulated to all Members prior to the Committees next meeting.

## **8. WORK PROGRAMME 2015/16**

The Cabinet Secretary reported on the proposed Scrutiny Committee Work Programme for 2015/16. The Chairman asked Members to consider this document in detail and to give this matter further consideration at the Scrutiny Committees next meeting when Members may have additional items for inclusion in this programme.

**RESOLVED:**

That further consideration of the 2015/16 Work Programme be given at the next meeting.

## **9. DATE OF NEXT MEETING**

Members are advised that the next meeting had been rescheduled from 30th July and would now meet on the 15th July 2015.

The meeting ended at: 20:45

## **Proposed Scrutiny Committee's response to the CCGs consultations**

Dear Members,

Please find below a draft copy of a possible response to the two consultations being carried out by the Clinical Commissioning Group (CCG).

I have tried to reflect the comments and feeling of the meeting. Please pass on any additional comments to Robin Hodds but please be mindful that to be effective we need to keep a clear message addressing the consultation proposals.

### **Consultation of GP practice premises in Gorleston and Bradwell.**

The SC has the following concerns regarding the proposed changes to the GP practice premises in Gorleston and Bradwell:

- Difficulties of access by patients regarding bus routes; distance from local communities in a large geographical area and the cost of travel;
- The loss of local NHS services i.e. GP surgeries within local communities;
- The proposal does not address other practice premises in the geographical area which require upgrading to 21<sup>st</sup> C standards;
- Patients of the practices were not directly informed or involved in the pre-consultation process;
- That the JPH site is not an appropriate location for a number of reasons. These are: parking which is already problematic, the site will require two bus journeys for many patients which with a family could in excess of £20 to attend a GP appointment.
- The Beacon Park site while offering a green field solution is not ideally placed for the majority of the patients of these three practices in the light of the surgery at Hopton on Sea.
- The Shrublands site is most suited for access and would be in the centre of the areas currently served. Plans and agreements had previously been made for this development with NCC and the former GY & W PCT.
- This would ensure that the new medical centre is best placed to meet the needs of the local community.
- Between 15000 and 20000 patients would be served by this one centre.
  - i) This would require extensive parking and a very large medical centre.
- No changes to the system should be made until all capital funding and sites are confirmed and assured.

### **The Shape of the system in GY & W**

The SC raises the below concerns at this proposal:

- While the SC supports the concept of joined up seamless 24/7 care it is concerned that the drive to make financial cuts (efficiencies) may lead to a system that is not robust or able to meet the needs of local communities.
- Any changes to the provision of beds must be met with a guaranteed investment in dedicated private Care Home beds

- Current NHS employees may have their terms and conditions of service changed. An assurance that all staff be retained and focused on the 24/7 care service is required.
- Capital funding must be in place to provide 21<sup>st</sup> C Hubs in Gorleston, Great Yarmouth and the Northern Villages i.e. Martham
- The Northgate Hospital site must have as part of these changes a new medical centre and designated Hub. The committee assumes the relocation of Lawn Avenue practice premises.
- Equity of service across the CCG ( GY&W) is assured by the CCG Board. The same service and access must be available across the CCG.
- Intermediate care beds at Beccles is appropriate for Waveney but does not meet the needs of Great Yarmouth. Access is a key issue. A travel distance of over 25/30 miles from the Northern Villages could be expected.
- The Martham Hub needs investment to ensure it has the capacity to meet the growing needs in the Northern Villages. The Core Strategy indicates large housing growth in this area.
- It is imperative that capital funding and land assets are secured before these changes are implemented. The SC would not support any changes without this investment.

I hope this reflects our thoughts. Please keep any comments/corrections brief so that we are able to come to a speedy conclusion at our next meeting on July 15<sup>th</sup>. These need to be with Robin by the first week in July in order to meet the agenda deadline.

Many thanks,

Bernard

Bernard Williamson  
Chair of Scrutiny



**Subject:**

Performance Management – Annual Performance report and Quarter 4 Key Projects Report
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**Is this decision for:**

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

**Date for Decision:**

13 <sup>th</sup> July 2015
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**For publication/ Not for publication?**

If not for publication, why is the information exempt?
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**Report by:**

Transformation Programme Manager
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**Matter for decision**

To approve the 2014/15 Annual Performance report and Quarter 4 Key Project Report.
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**Existing relevant Council policies**

None
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**Budget details**

None
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**Consultations**

None
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**Financial Implications**

None
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**Legal Implications**

None
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**Executive Board or Director Consultation**

Performance report presented to EMT on 18 <sup>th</sup> June 2015
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**Possible options and recommendations**

None
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**Background Papers**

None
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**Notes:**

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

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**For Member Services Department Use**

Report No. LD1

Date circulated to Members of Council

Expiry of call in

Called in

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<b>Subject</b>
<b>Decision</b>
<b>Reasons</b>
<b>Options Considered and Rejected</b>
<b>Conflict of Interest</b>

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

**Subject: Annual Performance Report & Quarter 4 Key Project Report**

**Report to: Cabinet – 13<sup>th</sup> July 2015**

**Scrutiny – 15<sup>th</sup> July 2015**

**Report by: Transformation Programme Manager**

The following gives details of the annual Performance Report for 2014/15 and key projects for Quarter 4 of 2014/15.

The report summarises the key projects and highlights some of the performance measures.

## **Introduction**

The performance reporting framework details performance in relation to a number of agreed key projects and corporate measures.

It is important for the organisation to understand the progress of key projects and any subsequent risks to the delivery of these. Currently the key projects that are being initiated within the transformation programme are not covered in this report.

## **Key Projects – Highlights**

Below are the quarter 4 highlights for the key projects:

### **1. Local Plan (KP02) - Amber**

This project details the creation of a number of documents to form the Local plan for the borough. The inspector's Moderation to the Plan Report is due on 26<sup>th</sup> June 2015. The status for this is currently amber as there is an issue with resourcing within the planning policy team due to recent staff changes a report is going to EMT shortly.

### **2. King Street Townscape Heritage Initiative Scheme (KP04) - Green**

The project details an area based historic building repair and regeneration scheme funded by the heritage lottery fund. This project is nearing completion and is on track to see the first phase of the scheme being handed over.

### **3. Health Integration Project (KP06) - Amber**

This project is an ambitious programme of joint working to integrate health, social care and district services for the benefits of the residents and the community. This project is

in early days of development resulting in its status currently being defined as amber whilst work to further develop this project continues.

#### **4. Work with Saffron Housing Association to Develop the Old Fire Station and Trafalgar House (KP07) - Green**

This project is nearing completion and the first phase of the scheme was handed over on schedule.

#### **5. Delivering the Empty Homes Programme (KP09) - Green**

This project details work to bring empty properties back into use. Both strands of the project are green. HCA Grant empty homes project is now complete and completion was on schedule.

#### **6. Improving Facilities at the Marina Centre and Phoenix Pool (KP12) - Green**

This project is currently progressing with work underway on Building Management System and concrete repairs to pool. Business case to go to Cabinet in July on plans for further investment in Marina Centre and Phoenix Pool.

#### **7. Developing and Delivering New Sports and Play Strategies (KP13) - Green**

Draft playing pitches strategy has been produced with final report for combined leisure strategy being prepared by consultants for consideration.

### **Performance Measures – Highlights**

Performance measures are service specific and cover the full range of services delivered by the Council. The details in this annual report provide quantitative information about the performance of these services and provide useful trend data.

There are several areas across the Council where annual performance is showing a trend of continuous improvement. However, there are a few areas where performance has slipped, reasons for this are provided within the performance report.

The following areas of performance are brought to your attention:

#### **Improved performance:**

##### **1. Tonnage of Waste Recycled (CM19)**

The tonnage of waste recycled during 2014/15 is higher than those collected in previous years. Strengthened waste communications work and the new MRF collection facilities which allow for additional materials including plastic packaging and glass to be placed in recycling bins, have contributed to this improvement.

## **2. Average Time to assess Housing & Council Tax: Benefit New Claims (CM09a)**

There has been an improvement in performance throughout the year with an outturn of 22 days, which is the lowest average processing time since 2010/11. This is despite the loss of a number of experienced staff during the year.

## **3. Average Time to Re Let Local Authority Housing (CM32)**

This is calculated based on the time a property is void, which is the period of time from the property becoming empty to being re-let, when works often are completed to bring the property up to standard. During 2014/15 performance has improved and the outturn is 12 days less than the outturn reported in 2013/14.

### **Reduced performance:**

## **4. Planning Applications (CM29)**

Planning applications for all areas (major, minor and other) have seen a downward trend in performance in recent years. Performance for all areas was significantly down in the first half of 2014/15 (Apr – Sep). However, there has been a steady improvement in these figures during the second half of 2014/15 as resourcing in this area has increased and 'minor' applications was 2% higher than 2013/14 and 'other' was the same as 2013/14 at 54%. Prior to 2013/14 both 'minor' and 'other' were reporting outturns of 80% or higher.

















## **5. Collection Rates for Council Tax and NNDR (CM22 & CM23)**




Council Tax and NNDR collection rates are slightly down on 2013/14 outturns and both are following a downward trend which is in line with the national trend. The Local Council Tax Support Scheme has had an impact on Council Tax collection as the scheme can only award a maximum of 91.5% compared with 100% on the old scheme. It is estimated that £320,000 is outstanding arrears of people on Local Council Tax Support. The restructure in Revenues which took up some additional resource had an impact on recovery work, however will provide longer term stability and improved performance in the team.

## CORPORATE KEY PROJECTS – SUMMARY REPORT QUARTER 4 2014/15 (JAN- MAR)

### 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	Current Position	Risk Rating
<b>Corporate Priority:</b> Promoting economic growth and job creation.				
<b>KP02</b> Complete the Local Plan	Seb Duncan	Cllr. B Williamson		
<b>KP04</b> Successful completion of King Street Projects	Seb Duncan	Cllr. B Williamson		
<b>Corporate Priority:</b> Protecting and supporting vulnerable people.				
<b>KP06</b> Health integration project	Robert Read	Cllr. P Linden		
<b>Corporate Priority:</b> Creating and engaging with healthy, vibrant communities.				
<b>KP07</b> Work with Saffron HA to develop the Old Fire Station & Trafalgar House into affordable residential units	Robert Read	Cllr. P Linden		
<b>KP09</b> Delivering the Empty Homes Programme a) Council's project b) HCA project	Robert Read	Cllr. P Linden	 	 
<b>Corporate Priority:</b> Being an enterprising and ambitious Council.				
<b>KP12</b> Improving facilities at the Marina Centre & Phoenix Pool	Robert Read	Cllr. T Wainwright		
<b>KP13</b> Developing and delivering new sports and play strategies	Robert Read	Cllr. B Williamson		

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

Below is a list of projects that have been removed from the list and details of the reason the project was taken out.

Projects	Details
<b>KP01</b> 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 has been incorporated in the Transformation programme.
<b>KP03</b> Deliver the GYTA BID	<b>Project Completed:</b> BID delivered, ballot result 3 June 2014. A new Inaugural Board for the BID is now in place. 5-year Tourism Business Improvement District commenced on 1 <sup>st</sup> September 2014
<b>KP05</b> Minimise the impact of welfare benefit cuts by supporting residents through the new application process and Providing advice and assistance	<b>Project Completed:</b> work is on-going, but systems and processes in place
<b>KP08</b> Develop with partners a wider programme of new build affordable housing including building new council houses	<b>Project Completed:</b> all sites now completed, other sites may be developed
<b>KP10</b> Review of the GYBS contract to deliver significant savings whilst not reducing service quality	Project has been incorporated in the Transformation programme.
<b>KP11</b> Improving recycling rates and expanding the Brown Bin Scheme	<b>Project Completed:</b> work on going
<b>KP14</b> Developing a programme of new income streams	Project has been incorporated in the Transformation programme.
<b>KP15</b> The future proofing of the ICT service within Great Yarmouth and the integrated use of back office systems across Norfolk	Project has been incorporated in the Transformation programme.
<b>KP16</b> 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	<b>Project Completed:</b> group set up work on going
<b>KP17</b> To maximise the use of ICT and electronic communication to transform service delivery and to encourage customers to use online services and transactions	Project has been incorporated in the Transformation programme.
<b>KP18</b> Developing and delivering a Community Development Strategy with an associated external investment programme.	Project has been incorporated in the Transformation programme.
<b>KP19</b> Developing arrangements with strategic partners to improve the wellbeing of residents in the borough. This includes work with health partners around integration and a specific focus on work concentrating on Nelson ward.	<b>Project Completed:</b> work on going, may develop into new activity/projects.
<b>KP20</b> Work in Partnership with Norfolk County Council through the Great Yarmouth Development Company to deliver Royal Britannia Crescent, EPIS Centre & Energy Park.	<b>Project Completed:</b> both house construction elements completed and EPIS Centre and Energy Park are on going



## Great Yarmouth Borough Council

### Progress Report

<b>Date of report:</b>	April 2015	<b>Project Sponsor(s):</b>	Cllr B Williamson
<b>Project name:</b>	Local Plan		
<b>Project description:</b>	To produce the suite of documents that form the Local Plan for the borough, guiding future development from 2014 to 2029.		
<b>Project Status:</b>	Amber. Staff resourcing report to EMT.		
Comment required where <b>not green</b> to explain reasons	<b>Key Project Status:</b> <ul style="list-style-type: none"> <li><b>Red:</b> project experiencing or very likely to experience problems which require urgent attention</li> <li><b>Amber:</b> project in progress with known risks being closely managed</li> <li><b>Green:</b> project nearing completion or on target and with no problems anticipated</li> </ul>		
<b>Project Lead(s):</b>	David Glason	<b>Project team:</b>	Strategic Planning team

Outline plan showing major milestones:			
Key milestones	Planned end date	Revised end date	Actual end date
The <b>Core Strategy</b> Local Plan document sets out the strategic elements of the planning framework for the area. All other Local Plan documents will build on the strategic principles set out in the Core Strategy. A Planning Inspector was appointed to hold Examination Hearing sessions between 25 to 27 November 2014. Six week public consultation on Modifications April/May 2015.	December 2014 with future reviews as and when required	Adoption: June 2015 with future reviews as and when required	N/A
The <b>Annual Monitoring Report</b> (AMR) provides a summary of all development delivered within the borough. The latest AMR was published in December 2014.	December 2014	N/A	December 2014
The <b>Statement of Community Involvement</b> (SCI) sets out the ways in which the Council will involve the community in the preparation and review of all documents in the Local Plan and major planning applications.	March 2013 with future reviews as and when required	N/A	March 2013
The <b>Local Development Scheme</b> (LDS) sets out the proposed programme for the production of the Council's Local Plan. The latest LDS was published in August 2014.	Ongoing	N/A	N/A
The <b>Development Policies and Site Allocations</b> Local Plan document sets development control policies and identifies sites for uses such as housing, employment, retail and leisure. These policies will be used alongside the policies in the Core Strategy to assess planning applications. Issues and Options Consultation planned for July 2015. Adoption early 2017 with future reviews as and when required.	Early 2017 with future reviews as and when required	N/A	N/A
The <b>Great Yarmouth Waterfront Area Supplementary Planning Document</b> will provide additional detail on the Council's regeneration ambitions for the central riverside area and set out clear guidance on planning matters and urban design within the defined waterfront area.	September 2017 with future reviews as and when required	N/A	N/A

The <b>Interim Housing Land Supply Policy</b> adoption falls outside of the statutory procedures for Local Plan adoption. As such it will not form part of Great Yarmouth Borough Council's Development Plan. The Interim Housing Land Supply Policy will however be used in conjunction with the Local Plan and be relied upon as a material consideration in the determination of planning applications. Adopted July 2014.		July 2014	N/A	July 2014
<b>Summary of progress in this period:</b>	<ul style="list-style-type: none"><li>• The Local Plan Core Strategy Examination Hearing sessions were held in the Town Hall by a Planning Inspector (appointed by the Secretary of State) between 25 to 27 November 2014. This followed an intense period responding to the Matters raised by the Inspector prior to the Hearing sessions.</li><li>• To support the Core Strategy Examination process in this quarter, the Local Plan Core Strategy 'Proposed Main Modifications' (Regulation 25) together with the associated Sustainability Appraisal have been produced for consultation in April/May 2015. The Great Yarmouth Borough Natura 2000 Monitoring and Mitigation Strategy has also been drafted.</li><li>• The Norfolk-wide Duty to Co-Operate non-statutory Joint Strategic Framework was agreed by Cabinet on 25 March 2015.</li><li>• The Development Policies and Site Allocations Local Plan policy work is being steadily progressed. It is anticipated that an Issues and Options Consultation Document will be published for consultation in July 2015.</li><li>• The Annual Monitoring Report was published in December 2014.</li><li>• The Interim Housing Land Supply Policy was adopted by Full Council in July 2014.</li></ul>			
<b>Significant risks/ issues to be addressed:</b>	<ul style="list-style-type: none"><li>• By way of resource, three Strategic Planners have left the team in the last year through career progression, including a Senior Strategic Planner in December 2014. This turnover in staff has an impact on continuity and Local Plan delivery timescales. More time is being spent on the Local Plan by the Growth Group Manager as a result. A staff resourcing report is going to EMT to address these issues.</li><li>• The Strategic Planning unit are also engaged in numerous delivery projects and partnerships in bringing forward development e.g. masterplanning south Bradwell; successfully bidding for £4.7M Pinch point funding for the A12/A143 link road and progressing the project; Enterprise Zone projects, A47 Alliance, EIA screening, pre-planning application discussions etc. Excellent engagement and partnership work in delivering growth, but diverts time dedicated to Local Plan delivery.</li></ul>			
<b>Key decisions taken:</b>	<ul style="list-style-type: none"><li>• Broad strategic locations for growth (housing &amp; economic) agreed.</li><li>• Core Strategy 'Proposed Main Modifications' consultation April/May 2015.</li><li>• The Norfolk-wide Duty to Co-Operate non-statutory Joint Strategic Framework was agreed by Cabinet on 25 March 2015.</li></ul>			
<b>Outlook for next period:</b>	<ul style="list-style-type: none"><li>• A six week public consultation on Core Strategy 'Proposed Main Modifications' in April/May 2015 with the Inspectors report to follow.</li><li>• Progression of the Development Policies and Site Allocations Local Plan document. Issues and Options consultation in July 2015.</li></ul>			
<b>Budget:</b> Statutory function funded in part by the Housing & Planning Delivery and New Burdens grants.				
<b>Allocation</b>		<b>Spending to date</b>		
£60,000		£60,000		

## Great Yarmouth Borough Council

### Progress Report

<b>Date of report:</b>	April 2015	<b>Project Sponsor(s):</b>	Cllr B. Williamson
<b>Project name:</b>	<b>St Georges and King Street Townscape Heritage Initiative Scheme</b>		
<b>Project description:</b>	Area based conservation-led historic building repair and regeneration scheme funded by the Heritage Lottery Fund		
<b>Project Status:</b>	<b>Green</b>		
Comment required where <b>not green</b> to explain reasons	<b>Key Project Status:</b> <ul style="list-style-type: none"> <li><b>Red:</b> project experiencing or very likely to experience problems which require urgent attention</li> <li><b>Amber:</b> project in progress with known risks being closely managed</li> <li><b>Green:</b> project nearing completion or on target and with no problems anticipated</li> </ul>		
<b>Project Lead(s):</b>	Darren Barker	<b>Project team:</b>	Ian Hardy, Adrian Barnes
<b>Outline plan showing major milestones:</b>			
<b>Key milestones</b>	<b>Planned end date</b>	<b>Revised end date</b>	<b>Actual end date</b>
Full and Comprehensive repair and reuse of St Georges Chapel and removal from the English Heritage Buildings at Risk Register	December 2012		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		
<b>Summary of progress in this period:</b>	134 King Street complete 151 King Street complete 133 King Street complete The White Lion complete 122 King Street complete 148 King Street underway 135 King Street nearing completion Training nearing completion Community engagement complete		
<b>Significant risks/ issues to be addressed:</b>	No risk, all funding in place		
<b>Key decisions taken:</b>	Decisions are based on a robust project and action plan approved by cabinet and submitted to the HLF		
<b>Outlook for next period:</b>	Completion of 135		
<b>Budget:</b> The budget (common fund) is made up of funding from the Heritage Lottery Fund, English Heritage, NCC, GYBC, EEDA, Seachange (government grant program)			
<b>Allocation</b>		<b>Spending to date</b>	
Common fund	Grants offered	Spend to date	
3,555,573	3,555,573	3,512,973	

## Great Yarmouth Borough Council

### Progress Report

<b>Date of report:</b>	May 2015	<b>Project Sponsor(s):</b>	Cllr Penny Linden
<b>Project name:</b>	KP 06 - Health integration project		
<b>Project description:</b>	Joint working with the local Clinical Commissioning Group for Great Yarmouth & Waveney (HealthEast), Norfolk & Suffolk CCs and Waveney DC to integrate health, social care and district council services for the benefit of residents and the community		
<b>Project Status:</b>  Comment required where <b>not green</b> to explain reasons	<b>Amber</b>  Project is in early days of development and much will be outside of the Borough Council's control. It is likely to experience a number of barriers and issues along the way which will need to be managed  <b>Key Project Status:</b> <ul style="list-style-type: none"> <li><b>Red:</b> project experiencing or very likely to experience problems which require urgent attention</li> <li><b>Amber:</b> project in progress with known risks being closely managed</li> <li><b>Green:</b> project nearing completion or on target and with no problems anticipated</li> </ul>		
<b>Project Lead(s):</b>	Robert Read	<b>Project team:</b>	Project teams drawn from a range of partner agencies exist at strategic and operational levels. Internally, a Health & Wellbeing Project team which will seek to maximise the Council's contribution consists of  Robert Read – Dir. H'sing & N'hoods Vicky George – GM Health & Well-being Rob Gregory – GM N'hoods & Communities Kate Watts – GM Environmental Services Marie Hartley – Sports & Leisure Manager Tracey Jones – Partnerships Officer
<b>Outline plan showing major milestones:</b>			
<b>Key milestones</b>	<b>Planned end date</b>	<b>Revised end date</b>	<b>Actual end date</b>
Formation of Integrated Care System Project Board			July 13
Letter of Intent with agreed principles signed by partners			October 13
Development day held with key commissioners and providers			Dec 13
Workstreams developed to test principles of integration			Jan 14
Sign off of Better Care Fund proposals which integrate Health & social care budgets, including DFGs submitted to Govt.			March 14

Formation of Integrated Care System Operational Delivery Group			May 14
Launch of Integrated Health and Social care public consultation	Sept 15		
Establishment of Health & Wellbeing 'hub' based around Northgate Hospital and Wherry Way	Dec 15		
<b>Summary of progress in this period:</b>	<p>Key contributions of GYBC to health and wellbeing in the Borough have included:</p> <p>Discussions with Adult Care, Health and Housing about working in an integrated and flexible way across the Northgate and Wherry Way sites. (Those discussions have now moved to plans to implement this by the end of the year). This builds on the integrated work around delivery of IHAT (Integrated Housing Adaptations Team) operational since April 2013 and also closer links that the older people's community outreach service has developed over the last year with health.</p> <p>Supporting People contract extended to continue with the delivery of the older people's outreach service, which since it started in September 2012 has provided support to 675 older people living in their own homes. The service promotes wellbeing and timely intervention to enable people to live independently.</p> <p>We've been using the Care Act 2014 to actively raise the profile of housing services and the role it has in health and wellbeing – 'housing' presentation to a clinical summit that was discussing the impact of the increasing numbers of frail elderly and how their needs may be met in the future.</p> <p>Ageing Well (managed on behalf of Norfolk CC) – Provided funding to a number of community led projects (pot of £38,500) – projects supported included walking football, chair-based exercise, reminiscence boxes and community singing</p> <p>More recently Strong and Well funding £75,000 capital and £75,000 revenue(NCC funding managed by GYBC) – working with a number of voluntary sector partners to establish dementia friendly hubs (first one in DIAL's offices on King Street) which also includes dementia training and information sessions to local community groups and organisations. Other initiatives coming online include the provision of information outreach sessions for older people in a variety of locations around the Borough.</p> <p>GYBC was allocated £28,100 by the Norfolk Health &amp;Well-being Board under their Community led Health Improvement pot. We are piloting a Community Connectors 'Wellbeing' scheme, focusing on maximising their impact on people's health. We are geographically focusing on a selection of urban wards, and a rural village for this work.</p> <p>The project funds allow for 5 people to be paid to undertake 'connecting' activity at a peer level- building relationships at various community locations- school gates, bus stops, etc. The connectors find out what interests people and what they care about, using this information to start subsequent conversations, make introductions to other residents, and make links to existing local activity. They will be informed with current and relevant health based information in the widest sense, including knowledge of community based self-help groups and networks, in addition to service led initiatives.</p> <p>We are engaging in the current consultation by the CCG on the future of health services in Great Yarmouth and Waveney, including set up 'out of hospital' teams, community hubs and looking at the future of GP services in Gorleston. Officers and Members have attended pre-consultation events, helping to shape the consultation and the CCG will be attending a range of meetings to discuss the changes with Members.</p>		
<b>Significant risks/ issues to be addressed:</b>	<ul style="list-style-type: none"> <li>Need to be clear about the implications that changes to health and care services will have on the Borough and the services provided by the Council</li> </ul>		
<b>Key decisions taken:</b>	<p>Funding criteria and allocation</p> <p>Developing the Northgate 'hub'</p>		
<b>Outlook for next period:</b>	<ul style="list-style-type: none"> <li>Engaging with the CCG's 'Shape of the System' and Gorleston GPs consultation, including in relation to impact on residents and Council services</li> </ul>		

	<ul style="list-style-type: none"><li>• Understanding the implications of decisions made following consultation</li><li>• Discussions to continue on creation of other community 'hubs' and integration opportunities with other services including district Council services</li><li>• Discussion with CCG on joint commissioning options across Great Yarmouth &amp; Waveney</li><li>• Further exploration of funding opportunities</li><li>• Discussion with CCG, Health and other partners on the outcome of the 'Big Lottery' application and the implications for health and wellbeing</li><li>• Development with Health and Adult Services of 'healthy homes' project focusing on the needs of residents with respiratory problems</li></ul>		
<b>Budget:</b> No budget currently attached to the project and no budget implications known at this stage.			
<b>Allocation</b>		<b>Spending to date</b>	
<b>Capital</b>	<b>Revenue</b>	<b>Capital</b>	<b>Revenue</b>
£	£	£	£

## Great Yarmouth Borough Council

### Progress Report

<b>Date of report:</b>	April 2015	<b>Project Sponsor(s):</b>	Cllr P Linden
<b>Project name:</b>	<b>Work with Saffron Housing Trust to develop the Old Fire Station and Trafalgar House into affordable housing units</b>		
<b>Project description:</b>	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 <sup>th</sup> 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.		
<b>Project Status:</b>	<b>Green</b>		
Comment required where <b>not green</b> to explain reasons	<b>Key Project Status:</b> <ul style="list-style-type: none"> <li><b>Red:</b> project experiencing or very likely to experience problems which require urgent attention</li> <li><b>Amber:</b> project in progress with known risks being closely managed</li> <li><b>Green:</b> project nearing completion or on target and with no problems anticipated</li> </ul>		
<b>Project Lead(s):</b>	Tracey Slater	<b>Project team:</b>	Saffron HA Wellington Construction NP Law Property Services – Valuers.
<b>Outline plan showing major milestones:</b>			
<b>Key milestones</b>	<b>Planned end date</b>	<b>Revised end date</b>	<b>Actual end date</b>
Transfer of site to Saffron HA	25/10/13	Dec 13	Dec 13
Works commence on-site	25/10/13	Dec 13	Dec 13
Works completed/properties available for allocation – 15 units by end of March 2015 and remaining 14 units by May 2015.	31/05/15	31/05/15	
<b>Summary of progress in this period:</b>	<ul style="list-style-type: none"> <li>First phase of site completed on-time and all properties successfully let by 31<sup>st</sup> March 2015 meeting HCA deadline for funding.</li> </ul>		
<b>Significant risks/ issues to be addressed:</b>	<ul style="list-style-type: none"> <li>None identified during this period</li> </ul>		
<b>Key decisions taken:</b>	<ul style="list-style-type: none"> <li>As above including agreement of local lettings policy with Saffron Housing Association for the site.</li> </ul>		
<b>Outlook for next period:</b>	<ul style="list-style-type: none"> <li>Second and final phase of properties to be completed by 31<sup>st</sup> May 2015.</li> </ul>		
<b>Budget:</b> As 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.			
<b>Allocation</b>		<b>Spending to date</b>	
<b>Capital</b>	<b>Revenue</b>	<b>Capital</b>	<b>Revenue</b>
£	£	£	£



## Great Yarmouth Borough Council

### Progress Report

<b>Date of report:</b>	April 2015	<b>Project Sponsor(s):</b>	Cllr P Linden
<b>Project name:</b>	<b>Delivering the Empty Homes Programme</b>		
<b>Project description:</b>	<p><b>Council's Empty Homes Project</b> – 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><b>HCA Grant empty homes project</b> – 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. In November 2013 the contract with HCA was re-negotiated to bring back into use 16 properties by the end of March 2015. This has since been re-negotiated to bringing 9 properties back into use before the end of March 2015</p>		
<b>Project Status:</b>  Comment required where <b>not green</b> to explain reasons	<p><b>Green</b> – Council's Empty Homes Project.  <b>Green</b> – HCA Grant empty homes project</p> <p><b>Key Project Status:</b></p> <ul style="list-style-type: none"> <li>• <b>Red:</b> project experiencing or very likely to experience problems which require urgent attention</li> <li>• <b>Amber:</b> project in progress with known risks being closely managed</li> <li>• <b>Green:</b> project nearing completion or on target and with no problems anticipated</li> </ul>		
<b>Project Lead(s):</b>	Tracey Slater	<b>Project team:</b>	Empty Homes Project Board  Ian Talbot – Private Sector Susan Bolan – Enabling Officer Tim Noble - Valuer

#### Outline plan showing major milestones:

Key milestones Council's Empty Homes Project	Planned end date	Revised end date	Actual end date
Completion of Hall Quay/used as temporary accommodation	November 2013		December 2013
Purchase of 124/125 Nelson Road Central	August 2013	Sept 2013	Sept 2013
Obtain planning permission to convert 124/125 Nelson Rd Central	January 2014	Dec 2013	Dec 2013
Works commence on refurbishment works at 124/125 Nelson Rd Central	February 2014	April 2014	April 2014
Works complete/used as temporary accommodation	September 2014	Dec 2014	Dec 2014
Complete purchase and works on remaining 6 properties and see occupied	March 2015	March 2015	March 2015



<b>Summary of progress in this period:</b>	<ul style="list-style-type: none"> <li>• <b>Council's Empty Home Project</b> – work still on-going to identify replacement temporary accommodation units. At meeting of Empty Homes Project Board on 18<sup>th</sup> March 2015 it was agreed that the following actions would be pursued for the remaining properties compulsory purchased; 52 Havelock Road – now has planning permission for conversion to 2 x 1 bedroom houses so agreed to convert and then use as replacement temporary accommodation. It was agreed to explore the option of selling 5 St James Walk on to be developed privately.</li> <li>• <b>HCA Grant Empty Homes Project</b> - works completed on remaining units, allowing the properties to be let by 31<sup>st</sup> March 2015</li> <li>• Scheme audit successfully completed by HCA..</li> </ul>
<b>Significant risks/ issues to be addressed:</b>	<ul style="list-style-type: none"> <li>• <b>Council's Empty Homes Project</b> – none</li> <li>• <b>HCA Grant empty homes project</b> – none</li> </ul>
<b>Key decisions taken:</b>	<ul style="list-style-type: none"> <li>• <b>Council's Empty Homes Project</b> – as identified above by the Empty Homes Project Team.</li> <li>• <b>HCA Grant empty homes project</b> – None</li> </ul>
<b>Outlook for next period:</b>	<ul style="list-style-type: none"> <li>• <b>Council's Empty Homes Project</b> – continue to look to identify potential properties to be used as a replacement for expiring temporary accommodation. Tender for works on 52 Havelock Road and market 5 St James Walk for sale.</li> <li>• <b>HCA Grant empty homes project</b> – Project completed on-time.</li> </ul>
<b>Allocation Council's Empty Homes Project</b>	
<b>Capital</b>	<b>Spending to date Council's Empty Homes Project</b>
<b>Revenue</b>	<b>Capital</b>
£ 750,000	<b>Revenue</b>
£	£569,181
<b>HCA Grant Empty Homes</b>	<b>HCA Grant Empty Homes</b>
<b>Project</b>	<b>Project</b>
<b>Capital</b>	<b>Capital</b>
<b>Revenue</b>	<b>Revenue</b>
£ 153,000 (HCA Grant)	£153,000
£ 657,000 (GYBC)	£648,311

## Great Yarmouth Borough Council

### Progress Report

<b>Date of report:</b>	April 2015	<b>Project Sponsor(s):</b>	Cllr Williamson
<b>Project name:</b>	<b>KP12: Improving facilities at the Marina Centre &amp; Phoenix Pool</b>		
<b>Project description:</b>	To upgrade & refurbish indoor leisure provision		
<b>Project Status:</b>  Comment required where <b>not green</b> to explain reasons	<b>Amber –Programming in a way which keeps Marina Centre operational. Future direction dependent on Cabinet, Council and Trust decisions</b>  <b>Key Project Status:</b> <ul style="list-style-type: none"> <li><b>Red:</b> project experiencing or very likely to experience problems which require urgent attention</li> <li><b>Amber:</b> project in progress with known risks being closely managed</li> <li><b>Green:</b> project nearing completion or on target and with no problems anticipated</li> </ul>		
<b>Project Lead(s):</b>	Robert Read	<b>Project team:</b>	GYBC: Andy Dyson Glen Holmes Simon Rumsby Bruce Rayner Marie Hartley  GYSLT: Wayne Nixon Martin Marsh
<b>Outline plan showing major milestones:</b>			
<b>Key milestones</b>	<b>Planned end date</b>	<b>Revised end date</b>	<b>Actual end date</b>
<b>Marina Centre:</b>			
Installation of New lockers			April 2013
Purchase of Spinning bikes & new gym equipment; and Drainage works			Sept 2013
Boiler replacement works			Nov 2013
External Cladding works			April 14
Completion of car parks			April 2014
Sports Hall Floor & Lighting			April 2014
Commencement of electrical works			Dec 2014
Pool Filtration System			January 2015
Building Management System	30 <sup>th</sup> April 2015		
Concrete Repairs Pool Undercroft	30 <sup>th</sup> April 2015		
<b>Summary of progress in this period:</b>	<ul style="list-style-type: none"> <li>Contractor appointed for Building Management System installation and work under way</li> <li>Contractor appointed for concrete repairs and work under way</li> <li>Measured Survey undertaken to support further development decisions</li> </ul>		

Significant risks/ issues to be addressed:	<ul style="list-style-type: none"><li>• None identified</li></ul>		
Key decisions taken:	<ul style="list-style-type: none"><li>• Closure period for pool works</li><li>• Appointment of contractors to undertake BMS and concrete repairs</li><li>• Commissioned Measured Survey</li></ul>		
Outlook for next period:	<ul style="list-style-type: none"><li>• Completion of BMS and concrete repairs</li><li>• Plans developed for further investment in Marina Centre and Phoenix Pool with preparation of Business cases for July Cabinet</li></ul>		
Budget: £3.5m			
Allocation		Spending to date:	
Capital	Revenue	Capital	Revenue
£3.5m	£	Spend £1,844,270	£
		Total Commitment £2,046,775	

## Great Yarmouth Borough Council

### Progress Report

<b>Date of report:</b>	22/04/15	<b>Project Sponsor(s):</b>	Cllr Williamson
<b>Project name:</b>	<b>KP13: Developing and delivering new sports and play strategies</b>		
<b>Project description:</b>	To develop a combined leisure strategy for the borough.		
<b>Project Status:</b>	<b>Green – Project underway</b>		
Comment required where <b>not green</b> to explain reasons	<b>Key Project Status:</b> <ul style="list-style-type: none"> <li><b>Red:</b> project experiencing or very likely to hit significant problems – urgent action required</li> <li><b>Amber:</b> project has potential for significant problems – action required</li> <li><b>Green:</b> project on target and no significant problems anticipated</li> </ul>		
<b>Project Lead(s):</b>	Marie Hartley	<b>Project team/Steering group:</b>	Robert Read, Rob Gregory, Marie Hartley, Kate Watts, Becki Fox, Nick Boulter (Sport England), Ben Jones (Active Norfolk)
<b>Outline plan showing major milestones:</b>			
<b>Key milestones</b>	<b>Planned end date</b>	<b>Revised end date</b>	<b>Actual end date</b>
Report to EMT/ Cabinet	Oct 14		Dec 13
Consultants Brief	Jan 13	March 14	March 14
First Steering Group meeting	Feb 13	April 14	30 April 14
Invitation to Tender	Feb 13	April 14	4 April 14
Appointment of Consultant	March 14	14 May 14	14 May 14
Consultants to commence work	April 14	19 May 14	19 May 14
Initial Report	June 14		June 14
Draft Consultation Report	Nov 14	Dec 14	Dec 14
Draft Final Report	Feb 15	May 15	
<b>Summary of progress in this period:</b>	<ul style="list-style-type: none"> <li>A draft playing pitches strategy has been produced.</li> <li>A meeting with consultants has been held to agree the approach to the final drafting of the strategy.</li> </ul>		
<b>Significant risks/ issues to be addressed:</b>	<ul style="list-style-type: none"> <li>None.</li> </ul>		
<b>Key decisions taken:</b>	<ul style="list-style-type: none"> <li>None</li> </ul>		
<b>Outlook for next period:</b>	The consultants will prepare a final report for consideration.		
<b>Budget: £55K</b>			
<b>Allocation: Efficiency Support Grant</b>		<b>Spending to date</b>	
<b>Capital</b>	<b>Revenue</b>	<b>Capital</b>	<b>Revenue</b>
£	£55,000	£	£37,613



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# **The Council's Performance Report 2014 – 2015**

## Performance Measures

### PERFORMANCE MEASURES

#### Performance and trends

In May 2013 the Council undertook an on-site Corporate Peer Challenge delivered by the Local Government Association (LGA). Corporate Peer Challenges are designed to help identify and support improvement across local government, managed and delivered by the sector for the sector and are focused on a few high-level 'challenges' with the scope bespoke to local circumstances. The review examined the Council's key policies and strategies and took evidence from Members, officers and partners.

Overall the findings were positive in terms of the Council's approach to areas of current & future challenge, especially in relation to the financial pressure the Council continues to face. The report showed that the Council "is clearly on a journey of improvement" and that the Council has "achieved a great deal for the borough" and has "created 'flashes of brilliance' and 'pockets of excellence' across the organisation."

The findings also highlighted a number of areas the team believed the Council could improve upon. At the time of the peer challenge the Council had undertaken a management restructure and was implementing an improvement plan to remain independent, financially viable and to continue to deliver as many high quality public services as it possibly could. Many of the findings from the Peer Challenge endorsed what had been included in the improvement plan. The Peer Challenge made several recommendations, including financial management and performance management, which have been incorporated into the improvement plan.

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, this was seen as a positive by the Peer Challenge Team. The Council developed a new set of measures which linked into the corporate priorities, along with a list of key projects identified from the Corporate Plan. The first report went through its reporting cycle in October/November 2013.

In January 2014 the Council embarked on an accelerated transformation and efficiency programme as the combined effects of government funding reductions and other budgetary pressures meant that the Council would need to make significant further savings for the foreseeable future.

## Performance Measures

In April 2014, Cabinet agreed a report setting out the work that was already underway to significantly accelerate the council's approach to transformation and efficiency and to ensure that these challenges are effectively addressed. In July 2014 a further report, updated Cabinet on the work carried out to date and asked for approval for further work and the next steps to take this forward. This included further work to develop an overarching vision for the borough and a refresh of the Council's Corporate Plan.

In addition to strengthening the Council's approach to corporate strategy this work has also identified the need to strengthen the council's Performance management. Early work has commenced on this to benchmark the Council's current performance against comparator organisations and a new set of performance measures will need to be developed alongside the new corporate plan to accurately measure its delivery.

Between July 2014 and October 2014 the Council undertook a series of consultation, including a detailed public questionnaire and talking to and listening to a much larger group of residents, Members and stakeholders. The information gained from this consultation helped make informed decisions on future plans and Council budgets.

As a direct result of the public consultation six key priorities for the borough have been developed. These priorities are:

- Economic Growth
- Housing
- Neighbourhoods, Communities and the Environment
- Heritage, Tourism and Culture
- Great Yarmouth's Town Centre
- Transport and Infrastructure

The Council continues to face financial pressures alongside the rest of the public sector, and needs to be clear about its plan to work towards achieving these priorities. The Council will also need to continue to work collaboratively with its partners to deliver these priorities and communicate its vision for the borough to all. The Corporate Plan expands on these six key priorities, providing evidence for why they are important to the borough and what has been done so far by the Council in these areas; most importantly this plan then details what the Council will be doing to further work towards these priorities over the next few years.

For 2015/16 a new set of performance measures will be developed, these measures will link service performance with a corporate priority. The new set of measures will help demonstrate how well the Council is working to achieve its corporate priorities.

## Performance Measures

### 2014/15 Performance and Trends

The following performance measures are meant to give a comprehensive overview of how the authority as a whole is performing and cover most Council functions.

The tables provide the following information:

- Description of measure/indicator
- Corporate priority linked by the measure
- 2014/15 outturn figure
- 2013/14 outturn figure
- Current performance/trend data, see key below
- Commentary

#### Key:

##### Key to 'Arrows'

The arrows reflect trends in performance between 2014/15 and 2008/09, where applicable.



Performance is showing continuous improvement trend, compared to previous years



Performance trend is up, compared to previous year



Performance trend is no change, compared to previous year(s)








Performance trend is down, compared to previous year



Performance is showing continuous downward trend, compared to previous years



**Performance Measures**

Performance Measure	Corporate Priority	2014/15 Actual	2013/14 Outturn	Trend
CM09: Average time to assess Housing Benefit & Council Tax reduction: a) New Claims  b) Changes in Circumstances	Protecting and supporting vulnerable people	a) 22 days  b) 11 days	26 days  12 days	 
Commentary: This is a good performance result in what has been a difficult year for the service. Workloads remain high although the overall caseload has stabilised however the services has been impacted by the loss of a number of experienced staff in the year and the inexperience of new staff replacing vacant posts.				
CM10: Number of tenants affected by the welfare reform changes for: a) Social Sector Size Criteria (Under-occupancy)  b) The Benefit Cap	Protecting and supporting vulnerable people	a) 620  b) 21	a) 740  b) 38	 
Commentary: Tenants who continue to be affected by the under occupancy rules and benefit cap continue to be supported by Discretionary Housing Payments where appropriate, referrals and advice and support regarding budgeting and moving to smaller properties.				
CM11: Number of evictions from GYCH properties for: a) Rent b) Anti-Social Behaviour c) Other	Protecting and supporting vulnerable people	a) 8 b) 0 c) 1	a) 11 b) 1 c) 6	
Commentary: Evictions have fallen from the previous year where the total was 18. Rent arrears is the primary reason for evictions to take place, however there are usually secondary issues e.g. suspected abandonment of property to consider. Eviction remains the sanction of last resort and Great Yarmouth Community Housing (GYCH) have procured specialist advice provision from DIAL on welfare benefits and debt. This is heavily promoted to tenants who fall into difficulty as well as support from a range of other providers.				

**Performance Measures**

Performance Measure	Corporate Priority	2014/15 Actual	2013/14 Outturn	Trend
CM14: Number of households in temporary accommodation	Protecting and supporting vulnerable people	90	110	↑
Commentary: The outturn figure is a snapshot as at 31 <sup>st</sup> March 2015 and represents a fall of 20 placements from 2013/14. A Temporary Accommodation Reduction Plan is in place to further reduce the number of placements in 2015/16 as the number of long term leased properties are returned to their landlord.				
CM15: Number of: a) Homeless acceptances  b) Homeless preventions	Protecting and supporting vulnerable people	a) 155  b) 264	a) 127  b) 261	↓  ↔
Commentary: Homeless acceptances have risen from 127 in 2013/14 to 156 in 2014/15. This should be seen in the context of the increased number of formal homelessness decisions made by the Housing Options Service. Total decisions in 2014/15 were 596 compared with 300 in 2013/14. The increase in formal decisions is part of a strategy to provide clear upfront advice to applicants on how we can assist to meet their housing need. Prompt decisions also reduce the need to provide temporary accommodation. A further impact is that the number of reviews submitted against homelessness decisions has risen from 24 to 51.				
CM16: Number of a) Social housing applicants in allocation pool  b) Social housing applicants under investigation	Protecting and supporting vulnerable people	a) 325  b) 429	a) 382  b) 497	↑  ↑
Commentary: The last quarter included allocations to a number of new schemes including Stonecross Court (Orbit HA) & Trafalgar House (Saffron HA), this has temporarily reduced the number of applicants in the pool. Housing Options aim to maintain balance of placing people in the allocation pool who have a realistic opportunity of being allocated a property whilst providing sufficient numbers of prospective tenants for nomination to void properties. A new allocation scheme was introduced in August 2014 with associated local letting plans to assist maintaining that balance. The total number of allocations (GYCH & HA) achieved in 2014/15 was 616, an increase of 41 on the previous year.				

**Performance Measures**

Performance Measure	Corporate Priority	2014/15 Actual	2013/14 Outturn	Trend
CM18: Number of empty homes brought back into use	Creating and engaging with healthy, vibrant communities	438	354	↑
Commentary: Capacity Grid were utilised during the year to do a 'sweep' of the Council Tax system to find out if owners were occupying premises but had not informed Council Tax, this resulted in 73 properties being identified.				
CM19: Total tonnage of waste recycled	Creating and engaging with healthy, vibrant communities	10,451.38 tonnes	9,315.57 tonnes	↑
Commentary: From October 2014 improvements in the recycling service enabled residents to put additional materials including glass and plastic packaging into their green recycling bin. Alongside other Norfolk district authorities the Borough entered into a joint venture with NEWS who operate the MRF where recycling is sorted. Significant investment in the plant from NEWS has upgraded machinery which has enabled it to be able to process a wider range of materials. Combined with the work around the garden waste service this has resulted in an increased amount of waste diverted from the waste stream and sent for recycling.				
CM21: Tonnage of garden waste recycled	Creating and engaging with healthy, vibrant communities	2,022.1 tonnes	1,409.1 tonnes	↑
Commentary: Extensive marketing during the course of the year, the introduction of garden waste bags and the ban on garden waste in domestic refuse bins has resulted in a significant take-up of the garden waste collection service. As a result of this take up tonnage of garden waste collected saw an increase.				
CM22: Business Rates Collection Rate	Being an enterprising and ambitious Council	97.7%	98.3%	↓
Commentary: The collection rate is 0.6% down on the 2013/14 outturn. It is still challenging to collect Business Rates during the recession. During the year there was a major staff restructure in Revenues which took up significant resource which had an impact on recovery work. The extended funding for retail relief scheme which the government has introduced for 2015/16 should help the retail sector with more affordable bills for next year and help improve collection rates.				

**Performance Measures**

Performance Measure	Corporate Priority	2014/15 Actual	2013/14 Outturn	Trend
CM23: Council Tax Collection Rate	Being an enterprising and ambitious Council	96.5%	96.9%	↓
<p>Commentary: The collection rate is 0.4% down compared to the 2013/14 outturn. From analysis, this is partly caused by the new Local Council Tax Support Scheme only being a maximum award of 91.5% compared with the old Council Tax Benefit Scheme of a maximum award of 100%. As predicted these amounts have been difficult to collect and there is an estimated £320,000 in arrears of people on Local Council Tax Support, which is an increase of £100,000 or 0.3% of the total Council Tax debit compared to 2013/14. The restructure in Revenues which took up significant resource had an impact on recovery work, however will provide longer term stability and improved performance in the team.</p>				
CM24: Sickness absence rates: the percentage of working hours lost due to sickness absence.	Being an enterprising and ambitious Council	3.93%	4.11%	↑
<p>Commentary: This year's performance shows an improvement on 2013/14 where the figure was 4.11%. The improvements are due to line managers taking a more robust approach to absence management and being supported by HR at absence review meetings when employees reach the absence trigger points.</p>				
CM25: Great Yarmouth Community Housing rent arrears collection as: a) Collection rate b) Percentage of rent roll c) £ value	Being an enterprising and ambitious Council	a) 99.55% b) 1.37% c) £317,835	a) 99.67% b) 1.32% c) £298,178	↓
<p>Commentary: Performance in rent arrears collection has been maintained with arrears slightly increasing overall. We have commenced benchmarking rent arrears data with other Norfolk local authorities and housing providers in order to explore further methods of improving performance. This data demonstrates that we are performing better than most of these other landlords. An emerging factor in facing the challenge of reducing arrears has been the use of real time information (RTI) data matches by the DWP. RTI's, in turn, lead the housing benefit cases being suspended and will not usually be reinstated for around 6 weeks. Some cases are not reinstated at all as the RTI information indicates non declared income or capital. Resilience has been increased in the team following the merger with rent administration; however staff sickness has impacted on our ability to maintain collection rates.</p>				





**Performance Measures**

Performance Measure	Corporate Priority	2014/15 Actual	2013/14 Outturn	Trend
CM26: Sundry Debt Arrears Value	Being an enterprising and ambitious Council	£2,961,000	£2,249,368	↓
<p>Commentary: The overall debt value has increased from last year from £ 2,249,000 to £2,961,000. However, of this increase; £150,000 is attributable to the unpaid accounts of the new Tourism BID Levy and there is a large write off pending for Norfolk Capacitors to the value of £157,000, which is awaiting a report from Property Services to the Cabinet member for Resources for approval to write off. There has also been a major staff restructure in Revenues during 2014/15, which took up significant resource and had an impact on recovery work and the project work for the introduction of the Tourism BID Levy took a significant resource from September. During 2014/15 the total Sundry Debt raised was £9,081,584.02, with the amount collected £8,811,451.09 (including payments on brought forward accounts), which results in a 97% collection rate on payments against all debts compared to debt raised in 2014/15.</p>				
CM28: Number of events (including weddings, meetings, functions) used at Town Hall	Being an enterprising and ambitious Council	190	60	↑
<p>Commentary: This is the second year of operation and there has been a significant increase in the number of events. Events undertaken during 2014/15 including Conference/seminars (76); Dinner Dances/Xmas parties (7); In House events (9); Wedding Ceremonies (41); Wedding Breakfast (3) and Business Breakfast which occur most Fridays.</p>				
CM29: Planning applications: a) Major applications determined within 13 weeks b) Minor applications determined within 8 weeks c) Other applications determined within 8 weeks	Promoting economic growth and job creation	62.5% 45% 54%	69.24% 43% 54%	↓ ↓ ↓
<p>Commentary: The fourth quarter saw improved performance following a period of staff shortages which adversely impacted upon performance during the first nine months of the year. Government guidance allows for an extended determination period to come to a satisfactory outcome, which we strive to achieve. It is a balance that has to be weighed between targets, achieving a quality outcome and being customer focused. Where this provision/agreement cannot be made the applicants have a right to appeal against non-determination. No appeals were made on this basis.</p>				

**Performance Measures**

Performance Measure	Corporate Priority	2014/15 Actual	2013/14 Outturn	Trend
CM30: Percentage of appeals allowed against the decision to refuse planning applications.	Promoting economic growth and job creation	16.6%	26.6%	↑
Commentary: Current performance is below the national average of 32% despite an ageing local plan and has been achieved by consistent decision making at all levels.				
CM31: Percentage of Land Charges search returns sent within 10 working days.	Promoting economic growth and job creation	96.31%	91.47%	↑
Commentary: Despite bouts of long term sickness in small team particularly at beginning and end of year good outturn for which staff should be congratulated.				
CM32: Average Time to Re-let Local Authority Housing	Creating and engaging with healthy, vibrant communities	57 days	69 days	↑
Commentary: Current performance represents an improvement on 2013/14 where the average time was 69 days, however further progress is required. A full improvement plan, covering all aspects from tenancy termination through to undertaking void works and new tenancy sign ups is being implemented. In addition, an agreed Void Standard between Great Yarmouth Community Housing and Great Yarmouth Norse is almost complete which will set out a clear specification of works required to void properties.				
CM33: Time taken for Housing Options to match property	Creating and engaging with healthy, vibrant communities	29 days	32 days	↑
Commentary: Performance has improved from 2013/14 (32 days). The number of low demand properties which take longer to let are still impacting on this figure. We have taken steps, including the introduction of a local letting plan for these properties, in order to improve performance. The Temporary Accommodation Reduction Plan includes provision to use low demand properties as temporary accommodation from September 2015, as the current private lease provision terminates. This will assist in improving performance further in 2015/16.				

**Performance Measures**

Performance Measure	Corporate Priority	2014/15 Actual	2013/14 Outturn	Trend
CM34: Percentage of Contact Centre calls a) dealt with at first point of contact  b) answered as a % of all calls offered	Being an enterprising and ambitious Council	a) 80%  b) 73%	a) 81%  b) 76.27%	
Commentary: Performance on percentage of calls offered is 3% down on last year but this is largely due to an overall reduction in resource, with the last quarter of 2014/15 particularly affected by the loss of experienced staff and vacancies within the team. The services is currently recruiting for 2.5 fte CSA's on fixed term contracts in readiness for a reduction in demand due to an increase in take-up of our online services being developed through the Digital programme.				
CM35: Building Control: Building Regulation Full Plans applications checked within 15 working days.	Promoting economic growth and job creation	82.7%	71%	
Commentary: The projected target was 85% and whilst this has been missed, it is a considerable improvement on last year's performance.				
CM36: Food safety - Percentage of food businesses moved down a risk rating band after assessment (Band A high risk – Band E low risk) CM37: Food safety - Percentage of food businesses moved up a risk rating band after assessment (Band A high risk – Band E low risk)	Creating and engaging with healthy, vibrant communities	40%  15%	37.5%  22.5%	  
Commentary: It is pleasing to note that despite staff shortages and the team concentrating on our higher risk premises we have seen an increase of 2.5% of premises moving down a hygiene rating and a 2% decrease in premises moving up a rating. As predicted in previous years we continue to have a significant number of premises remaining in the same risk band (35%), it is likely this will continue to plateau. We continue to focus on our higher rated premises and we delivered targeted training to Chinese premises last year to try and improve ratings in this sector. Our aim is to continue with this targeted training this year with those food businesses sectors that consistently have poor food safety compliance.				





**Subject: Great Yarmouth Sport, Play & Leisure Strategy**

**Report to: EMT - 18<sup>th</sup> June 2015**

**CBS - 29<sup>th</sup> June 2015**

**Cabinet – 9<sup>th</sup> July 2015**

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

Subject Matter: This report summarises the context and headline findings of the Sport, Play & Leisure Strategy and sets out recommendations for next steps

## **1.0 BACKGROUND**

- 1.1 Consultants, Neil Allen Associates, were appointed in May 2014 to undertake a review of the Council's strategy for sport, play and leisure, to include indoor sport, outdoor playing pitches and children's play. This would incorporate three existing strategies (Needs Based Leisure, Playing Pitches & Play) into one all encompassing comprehensive strategy for 2015-2029.
- 1.2 In addition to laying the foundation for planning sports and leisure provision and development in the most efficient, economical and effective way, the plan should also inform and complement the Council's Local Plan for development of the Borough.
- 1.3 It was anticipated that this large scale piece of work would require a period of up to 12 months from procurement to adoption. A project steering group was set up comprising of GYBC officers and a representative from Active Norfolk (County Sports Partnership) and Sport England.
- 1.4 The consultant commenced work in May 2014 with an initial data audit and analysis plus a consultation workshop with key stakeholders in June 2014.
- 1.5 From July onwards work commenced on consultation with schools and site visits. Public consultation was launched in August through to October with surveys distributed to parish councils, clubs, sports governing Bodies, facility providers, community groups/associations, agencies & organisations. A consultation report was produced prior to Christmas and the final stage has been to draft the Strategy document. This includes three strands; Built facilities (indoor), Playing Pitches (organised sport) and Non-Sports (play, leisure & recreation).
- 1.6 A final draft strategy has now been considered by the Steering Group.

## 2.0 OVERALL STRATEGY:

- 2.1 In line with Sport England methodology, the action plans for each sport or provision are based on a recommendation to;
- **Protect** existing provision
  - **Enhance** existing provision
  - **Provide** new provision
- 2.2 The Council and its partners are recommended to **protect the overall stock** of sport, play and leisure provision within the borough. This does not mean that facilities cannot be decommissioned but the aim should be to ensure that the overall stock and opportunities changes to meet the needs of an evolving population.
- 2.3 The borough has a reasonable stock of sports & recreation facilities and opportunities but sometimes there is an identified need for refreshment and upgrading to meet changing needs. The emphasis should be on **enhancing provision and management**.
- 2.4 Sometimes it will be necessary to **provide new and/or improved facilities** to meet the evolving needs of the community. However, providing is not just about physical installation, it is about how partners, clubs, groups cooperate in bringing projects to fruition and also sustaining them into the future; key objectives of the strategy will only be addressed **through cooperation and partnership working**. Working to achieve shared aims and objectives always makes sense but is now essential in the financial climate facing public spending.

## 3.0 KEY FINDINGS

### 3.1 Built Facilities (Indoor Sport)

**Swimming Provision** - Based on Marina Centre, Phoenix Pool & Yarmouth High School pools, the current level of provision is sufficient for population numbers but needs to be protected and enhanced.

**Sports Halls** – Now that each high school has a full size sports hall plus the refurbished Marina Centre, provision is good across the borough. However, partnership work is needed with the education sector to enable community access and use of facilities.

**Indoor Bowls** –Current levels of provision are very high; any re-development of Marina Centre bowls provision would be mitigated by availability elsewhere.

**Squash** – All existing provision in the borough ie. Marina centre & Broadland Sports Club should be protected.

**Health & Fitness (including studio)** – Latent demand identified and net shortage of 100 publically available stations. Expansion recommended at Marina Centre and new development at Phoenix pool.

## **3.2 PLAYING PITCHES (ORGANISED SPORTS)**

- 3.2.1 Pitch provision includes grass pitches available for football, cricket and rugby in the borough; this totals 92 pitches.
- 3.2.2 Of the 92 pitches, 62 (67%) are Borough or Parish Council owned/maintained; 30 (32%) are education sector and 1 is private.
- 3.2.3 In addition, there are two full size **artificial grass pitches** (AGP's) – one sand based pitch at Cliff Park Academy (used for hockey & football) and third generation (3G) pitch at Lynn Grove High School used primarily for football. The supply of AGP's in the borough is well below the average for regional and national standards. Demand at present is primarily for training purposes but the FA has approved AGP's for competitive football and the demand for this will increase in the future.
- 3.2.4 Football Provision** – football remains the most popular pitch sport in the borough; in total there are 160 teams playing across the borough; peak times are Saturday afternoons and Sunday mornings. Future population growth will increase demand. It is suggested that this could be absorbed by the remarking of some pitches to better suit junior/mini football needs. Plus review sites currently underused and reviewing sites with the capacity to lay out additional pitches in the event they are required. There is a need to engage more closely with football clubs to understand pitch requirements and to make best use of space.
- 3.2.5 Cricket Provision** – there are currently 6 teams across the borough operating from 7 sites with existing capacity for Club growth. Some Clubs have aspirations for club development and to field additional teams however, it is not felt population growth will generate any additional requirements.
- 3.2.6 Rugby Provision** – one Club operates in the borough based at Cobholm playing field. Population growth will generate little additional growth however, the Club does wish to consolidate & strengthen their position. It wishes to establish a long term lease (with Norfolk County Council) to enable the Club to access external funding for improvements to its clubhouse and potentially flood lighting.
- 3.2.7 Hockey provision** – one club operates in the Borough, Great Yarmouth Ladies Hockey Club based at Cliff Park High School. No men's team exists in the borough and this is unlikely to change, population growth will generate little additional growth. The Club has issues with the quality of the playing surface and highlights the need to maintain the pitch in accordance with National Governing Body requirements for match play. A shared approach with the high school is essential to the survival of the Club.
- 3.2.8 Outdoor Bowls** – There are 18 greens based on 13 sites in the borough. Most of them are single green sites; the largest being North Drive/Britannia on Great Yarmouth seafront owned by GYBC. Overall there are sufficient greens to meet demand. Data highlights that those aged 50 years & above have historically been more inclined towards bowls rather than other sports and this is evident in the bowls club

memberships. Martham Bowls Cub has been the only club active in attempting to engage with children & young people. It is noted that population changes will show an increase in 55+ age group which may generate additional growth of 7-8 members per Club. Future participation is only likely to grow amongst younger age groups if a more direct approach to recruitment is taken by Clubs. However, this requires coaches and volunteers to make it happen.

**3.2.8 Outdoor Tennis** – There are estimated to be 31 outdoor courts in the borough and only one established Club, Gorleston LTA. However, there is little evidence overall that the existing network of club and courts is insufficient to meet current demand. Future growth is unlikely to impact on supply and demand. Gorleston Tennis Club is an important local resource for tennis and could be an appropriate venue to channel additional improvements to satisfy future need plus the court facilities adjacent at Cliff Park High School.

**3.2.10 Golf** – There are two traditional membership Clubs in the borough; Great Yarmouth & Caister and Gorleston. No evidence of latent demand has been identified. Par 3 courses and driving ranges are considered in this assessment. Future population change and demographic growth is likely to increase adult participation. However, existing facilities are likely to be able to absorb additional demand.

**3.2.11 Athletics** – The borough's dedicated 6-lane floodlit synthetic athletics track is situated at Wellesley Recreation Ground, Great Yarmouth and used for training year round and athletics meetings from May to September. It is owned by GYBC and home to the well established Great Yarmouth & District Athletics Club alongside Great Yarmouth Town Football Club. The track is also used by local school during the summer term as part of existing dual use arrangements. It is suggested that the Wellesley complex could be suited to transfer to a Trust.

### **3.3 NON-SPORTS (PLAY, LEISURE & RECREATION)**

**3.3.1 Children & Young People's Play Provision** – There is a concentration of play areas in the urban areas and far fewer around the rest of the borough which reflects the distribution of children. However, based on the analysis in the 2013 Open Space Strategy, it might be expected that more play/teen facilities would be located in Hemsby, Ormesby St Margaret with Scratby as well as Yarmouth North, Central and Northgate wards.

**3.3.2** Throughout the borough there is a scarcity of teen facilities (15 locations between 4,744 children aged 14-17). Youth/teen provision is identified as a key issue to consider. Whilst some play areas are not considered fit for purpose and it may be better to reduce the number of small play spaces and focus on improving other areas that are accessible to more children.

**3.3.3** Ongoing budgetary provision for maintenance is essential however; in rural areas there is the potential to work in partnership with Parish Councils. There is also the potential for

partnership working within Housing Services to develop & improve play & youth facilities in urban areas.

**3.4 Walking, Cycling & Rights of Way** – Countryside access, the coast and open spaces within the borough is facilitated by a network of Public Rights of Way open to walkers plus the seafronts /promenades that are heavily used for the taking of exercise. In addition, there are also networks & routes promoted for recreational cycling and the Council is actively promoting safer & convenient walking and cycling within the existing highway network in the urban area.

3.5 It is recognised that walking and cycling appeal to a wide cross section of the population, this is evidenced through increasing take up of both activities nationally and locally. Future planned changes in the population will increase demand for walking & cycling routes. However, new development will require detailed consideration for appropriate route development and provision.

3.6 There is great potential for enhancement of existing routes, scope for improvement and potential for development of related projects working in partnership with other providers to promote active use of provision ie. Activating CIC and Great Yarmouth Roadrunners

#### **4.0 STRATEGIC FRAMEWORK AND NEXT STEPS**

4.1 The Strategy seeks to set out a framework for the future provision of facilities for sport, play and leisure in the borough of Great Yarmouth. Its main aim is to increase participation in sport & physical activity which is key to improving health & well being outcomes and can also play an important role in the development of self esteem and life skills. Participation in sport is also recognised for broader community safety benefits by providing diversionary activity to anti-social behaviour and through promoting greater community cohesion.

4.3 This strategy will therefore be key to future commissioning decisions in the borough relating to public health, children's and adult services. clinical commissioning and commissioning relating to the work of the Police and Crime Commissioner.

4.4 For the Borough Council there will be other key considerations. The strategy should be used to guide future planning policy in relation to sports facilities, open spaces and play areas. It should provide a starting point for engaging with residents in neighbourhoods and villages as well as with sports clubs and other interested community groups as part of a wider ranging conversation about the future of their neighbourhood and village and how the facilities in it will be shaped in the future.

4.5 The consultation underlying this strategy also highlights the importance of 'voluntary infrastructure' in helping to create and sustain local opportunities for sport & physical activity. A big challenge facing many activities and facilities is securing sufficient volunteers to support and maintain them. The strategy and action plan will recognise this issue and it needs to dovetail with an overall approach to community development and involving residents.

- 4.6 The strategy should also address the need to ensure that the extent to which sport is subsidised by the Borough Council is minimised. This will mean ensuring that built facilities are managed in a way that reduces the current management fee to zero within a target period and even looks to return an income to the Council in the future.
- 4.7 For outdoor sports, the costs of maintaining pitches and other sporting facilities needs to be met as far as possible from fees and charges or costs reduced or eliminated by reconfiguring or decommissioning facilities looking at other arrangements such as clubs taking responsibility for maintenance themselves, transferring assets or setting up Trust arrangements.
- 4.8 Within this context, the next stage in the process of delivering the Sport, Play and Leisure Strategy will be for the steering group to work through the action plan and to prioritise those pieces of work that are most able to meet the aims outlined above.
- 4.9 The intent of this work has been to develop a strategy for the borough, rather than purely the Borough Council. In keeping with this intention the delivery of the action plan will be about working with partners, external funders and local communities to realise these ambitions. Funding will not follow directly from the council to realise the ambitions in this action plan, although the council we work with others to make these a reality.
- 4.10 As part of the above process it is recommended that a Members Working Group for Sport and Leisure be reconvened to ensure members remain part of this process.

## **5.0 RECOMMENDATION**

That Cabinet notes the completion of the Sport, Play & Leisure Strategy, endorses the initial findings contained in the summary document and the overall approach and next steps laid out in this report.

Subject: Corporate Plan 2015 - 2020

Report to: Cabinet Briefing Session, 29<sup>th</sup> June  
Cabinet, 13<sup>th</sup> July 2015  
Scrutiny, 15<sup>th</sup> July 2015  
Council, 21<sup>st</sup> July, 2015

Report by: Chief Executive

## **SUBJECT MATTER/RECOMMENDATIONS**

**It is recommended that**

- 1. Council adopts the Corporate Plan 2015 -2020:Investing in the Future of Great Yarmouth'**
- 2. Council adopts the plan and asks officers to apply the themes and strategy in the further development of the medium term financial strategy, investment, group plans and organisational development.**
- 3. Council seeks to refresh discussions with major stakeholders and partners to align the efforts of major agencies to maximise the impact on the development of Great Yarmouth**

### **1. Introduction**

The Corporate Plan is a key organisational document which sets the overall strategy and direction for the Council in terms of its future work to benefit the Borough of Great Yarmouth. The Corporate Plan provides a strategic framework for officers and members to work within, outlining key priorities and actions for the Council, helping to guide decisions around investment and resourcing for the organisation.

The Corporate Plan clearly outlines this direction of travel in terms of future strategy for the borough, and as such creates an opportunity for stakeholders, partners and major agencies to understand this and align their own efforts to support the future strategic direction of the Borough.

The Council has previously adopted corporate plans covering different periods. The current version covers the period 2013 – 15. However during this period the Council started its transformational journey, and conducted a substantial public consultation.

This cumulated in the opportunity to review the existing plan and create a Corporate Plan which covers the next five years 2015 – 2020.

## **Review and Development of the Corporate Plan 2015 – 2020**

As part of the Council's transformational journey an extensive review of the context in which the council operates was undertaken in the autumn and winter last year.

This work included a comprehensive refresh of the statistical information about the population of Great Yarmouth, trends, the changing economy and labour market, and the changing profile of the population in terms of health and educational attainment. This information was collated and summarised in a document and is accessible via the website as the 'Borough Profile'. This is a living document which is updated regularly to ensure that it contains relevant and up to date information about the Borough.

During this time period the Council also undertook a substantial public consultation exercise, which included the use of a questionnaire, stakeholder engagement sessions, meetings with businesses and community groups, and a specific piece of work with children and young adults under the age of 25. A major element of this consultation was focussing on the hopes and aspirations people had for the future of the Borough. These views were subsequently summarised in several reports which were presented to members and communicated more widely in the local media.

The core messages arising from these exercises was that many people are ambitious for Great Yarmouth, seeing its future and their own prospects being shaped by how well the economy (especially the offshore energy industry, tourism and the town centre) develops.

In addition there was clear view that the Great Yarmouth people require success in delivering much needed and improved communications, transport and infrastructure development, the availability of good quality housing and the opportunity to live together well, in clean, safe, attractive neighbourhoods and villages.

Subsequently work with officers and members has been undertaken to further develop these themes and to create 'The Plan'. The next section of this report presents The Plan in more detail, however some detail may need minor adjustment as The Plan is moved through the formal adoption process. Any such adjustments will be undertaken by the Chief Executive.



## **The Plan – our Corporate Plan**

The aim is that this document sets a clear direction, offering a framework for a wide range of partners to contribute their efforts.

The focus is deliberately on transforming the Borough of Great Yarmouth through prioritising effort and resources on selected elements viewed as the building blocks for future development and success. These are set out in 6 themes:

Economic Growth

Housing

Neighbourhoods, Communities and Environment

Tourism, Culture and Heritage

Great Yarmouth Town Centre

Transport and Infrastructure

The Plan creates a strategy for the Council to focus on a number of key areas of investment, development and intervention. However the Council cannot make the required substantial difference in isolation and therefore The Plan also has an objective of supporting growth in the key economic sectors, creating the conditions in which a new phase of private sector investment and public investment in infrastructure can take place. The aim has been to explicitly create a framework of actions which can be supported by other organisations and stakeholders.

Indeed it is hoped that the adoption of this plan will act as a stimulus to a new phase of aligned and coordinated action by a family of stakeholders who want development in Great Yarmouth.

## **Internal Business Operation**

The Council, faced with very serious challenges in the last few years, set out on a journey to change the way it works so that it could deliver for the Borough of Great Yarmouth while living within its means.

The transformation programme adopted by the Council is helping to deliver this change, reviewing the way that services are delivered, subsequently generating a significant reduction in costs and improving efficiency over a number of years. Within this programme a number of major investment projects are also being progressed

which will deliver a combination of efficiency and service improvement benefits for the Borough.

To achieve this ambitious programme, the council is putting its own house in order, and with a more stable financial platform than the recent past, it is able to invest and focus strongly in the areas that local residents and businesses see are important for Great Yarmouth to develop and take advantage of the opportunities available to it. These areas now clearly defined within The Plan.

Once a Corporate Plan is adopted there are several internal next steps. Initially officers will sharpen their delivery plans on the key actions outlined in the plan, updating group plans, setting timetables for actions and appropriate consultation, financial and governance arrangements. These will need to be developed in the context of managing overall resources.

These group plans will not only identify services' contribution to the Corporate Plan but also their contribution to the transformation programme, within the financial envelope that the council expects to be available.

All officers will then undertake individual performance reviews that will align to the Corporate Plan and group plans, so that throughout the organisation there is clarity around the direction of travel for the Council, the difference it seeks to make for the Borough and the ways in which all officers can contribute in their role towards delivering The Plan.

A resulting impact of this process will be the need to consider whether any changes to the deployment of resources is appropriate and if there is any associated need for adjustment to senior responsibilities. This work will be led by the Chief Executive.

Finally the Council will use the plan to issue a 'call to action' amongst its partners, to refresh its engagement with businesses, business groups, investors and major public sector organisations to better understand how we can align work, and identify where there may be added benefit to forming new working alliances and arrangements.

**FINANCIAL IMPLICATIONS:**

The adopted MTFS already reflects the major themes and objectives identified in the plan, but when it is revised in the autumn there may be other amendments to be considered by the Council.

**LEGAL IMPLICATIONS:**

The Corporate Plan – The Plan 2015-2020 will form part of the Councils policy framework

**EXECUTIVE BOARD OR DIRECTOR CONSULTATION:**

Drafts have been considered extensively by EMT, and through staff engagement exercises.

**RECOMMENDATIONS**

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

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# THE PLAN

## 2015-2020



Investing in Great Yarmouth's future”





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# OUR PLAN

**Great Yarmouth Borough Council has been working with partners to support economic growth in the borough, revive our tourism industry and showcase the wealth of heritage that this borough has to offer and to tackle challenges in our communities.**

Much has been done to lay the foundations for this next phase of work detailed in this plan, including:

- Initiation of the Beacon Park industrial estate, and more recently a managed new phase of development and expansion as an enterprise zone. This is continuing with a new link road, and emergence of firm plans to start a significant housing development
- The creation of EastPort and the construction of a new deep water outer harbour and its subsequent development, which has created a major asset. This has triggered work to reclaim South Denes as an economic area where businesses related to the port and off-shore industry can locate
- Neighbourhood and community development programmes which have helped neighbourhoods to support themselves to improve health and raise aspirations for all families. With the more recent efforts of schools and colleges there has been an increase in school achievement and the level of skills in the population

However as the extensive public consultation demonstrated there is a clear concensus on a number of priorities that require further attention and investment. This Council is committed to lead and drive development of these and as a direct result of the public consultation the Council has developed six key priorities for the borough.

These priorities are:

- Economic Growth
- Housing
- Neighbourhoods, Communities and the Environment
- Tourism, Culture and Heritage
- Great Yarmouth's Town Centre
- Transport and Infrastructure

Great Yarmouth Borough Council continues to face financial pressures alongside the rest of the public sector, and needs to be clear about its plan to work towards achieving these priorities. The Council will continue to work collaboratively with its partners to deliver these priorities and communicate its vision for the borough to all.

This plan therefore expands on these six key priorities, highlighting our ambition, and our approach to delivery. The ambition to transform the future of the borough will require many agencies and communities to work together to make it happen.

Great Yarmouth Borough Council will seek to kickstart this work immediately but will be calling on partners, businesses, investors and communities to identify their contribution.

Finally, in order to deliver on this plan the Council needs to strengthen its foundations in terms of the way it will work as an Authority and how it will continue to deliver good quality services to the residents of the borough, and ensure that its fulfils all that is detailed within this plan.

# ECONOMIC GROWTH

## WHAT WE ARE WORKING TOWARDS...

Our ambition is to be a fast growing coastal 'Enterprise Town'. Attracting new business, inward investment, and fully exploiting the port and opportunities of offshore energy industry. Local people will have the skills to work in the renewable energy, high tech electronic and engineering sectors accessing the high wages that are on offer within the borough. Local and smaller scale businesses will also thrive and grow.

## THE FUTURE PLAN

**OUR APPROACH:** The Borough of Great Yarmouth is well positioned to gain from the next generation of offshore energy developments and we need to continue to build on creating the conditions for private and public investment, capturing growth and the benefits to local communities.

- Further development of the South Denes Enterprise Zone and Energy Park project . The aim is to support inward investment and expansion of businesses requiring access or proximity to the port and riverside.
- The Council will further develop and extend Beacon Park, building on its success. Outline planning consent has been granted for the second phase of the Beacon Park development. This consent includes an extension to the commercial area of 28 acres. We expect to double the scale of business activity in the next two years.
- The Council will streamline support to potential investors by integrating services. The aim will be to create a single point of contact for business development.
- The Council has won funding from the Coastal Communities Fund for the next two years, to expand its service by targeting help at specific business sectors across the borough assisting them to grow through advice and support and so realise the vision of being the 'Enterprise Town'.
- New Anglia Local Enterprise Partnership's (LEP) Strategic Economic Plan identifies Great Yarmouth as one of the prime opportunity areas where economic growth related to offshore energy should occur. We will strengthen our relationship with the LEP to increase the support required for key sectors, business development, skills and infrastructure needs in Great Yarmouth.
- We need to support young people and adults to help them recognise the opportunities for good jobs in the offshore economy. We will work with Norfolk County Council, Great Yarmouth College and businesses and also undertake outreach work with local schools and colleges. enterpriseGY will also deliver directly.
- We will seek to streamline, and potentially extend, the highly successful simplified process for planning consent through a Local Development Order in South Denes. This reduces the cost and time barriers to new or upgrading businesses and has led to the development of a new sector in decommissioning.

# HOUSING

## WHAT WE ARE WORKING TOWARDS...

An attractive mix of housing, that will be fit for purpose for all and meet both the borough's existing and future needs. There will be good quality housing for all sectors of the community and workforce.

## THE FUTURE PLAN

**OUR APPROACH:** Housing development is required to support the growth in the offshore industry locally, the regeneration of Yarmouth town centre and the evolution of the tourism economy. We need to create the context in which investors have confidence to build or develop existing properties. We also need to intervene to prevent older properties falling into poor use or condition. We need to be more active in the housing market than before.

- The Council is leading a mixed tenure housing development on land that it owns at Beacon Park. The construction of around 250 homes is due to begin in early 2016 and will include homes for sale and private rent as well as affordable homes. The Council will be setting up a wholly owned Housing Company to undertake the development which will happen in phases of 30-50 units of high quality housing.
- We will accelerate the development of outline plans to encourage investment in high quality new and refurbished housing in the Greater Yarmouth town centre and in North Quay. This will be an important ingredient in developing greater potential customer spending power in a revitalised town centre.
- The Council will set out a new Housing Strategy for the borough and will then work to implement it. This strategy will provide for more housing of better quality. We need the senior executives in major companies to feel able to live well and develop roots in our communities. We also need sufficient affordable housing.
- The Council will work with a range of partners to tackle problem issues in the private rented sector. These will range from tackling rogue landlords, bringing empty homes back into use and improving the look of areas and helping residents to address housing issues that impact on their health.

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*An attractive mix of housing, that will meet the borough's needs. ”*





# NEIGHBOURHOODS, COMMUNITIES AND THE ENVIRONMENT

## WHAT WE ARE WORKING TOWARDS...

A place brimming with pride – consistently clean and well presented. Residents will form strong, safe communities that are resilient and work together. A place where people choose to live and work and spend their leisure time and where young people want to stay.

## THE FUTURE PLAN

**OUR APPROACH:** While we will provide a range of services which everyone requires, our aim is to support people and communities to get involved in making the most of their lives and opportunities. We consciously want to support people who want to contribute to making the borough great, and challenge people and their behaviour when they appear to disrupt the quality of life of others.

- The Council will drive a 'clean and green' campaign to raise levels of cleanliness and create a looked-after feel in all neighbourhoods and villages. This will involve direct services and initiatives to support residents and business groups in taking pride in their community.
- The Council will support communities to become more resilient and self-supporting by fostering and encouraging voluntary and community activity through highlighting great examples, recognising fabulous contributions and where it can providing practical advice and support.
- The Council will lead on planning and sponsoring sports and leisure opportunities and making the most out of the borough's leisure assets.
- The Council will help to develop Community Hubs in partnership with other organisations as a way to increase collaboration to directly help children, families and residents across the borough. There will be a strong focus on providing help early, when people need public health and care, to prevent avoidable problems and to help more people to help themselves.
- The Council and partners are taking the initiative on addressing problem issues. We will tackle crime and anti-social behaviour using any tools and levers we can including new legal frameworks and as a property owner and landlord. We will also intervene and seek to identify rogue landlords, working to improve or enforce as necessary.
- The Council will lead a five year 'Neighbourhoods that Work' programme. This will support the voluntary sector to work together and provide support to local residents to access employment, address complex needs and drive community development to improve life changes for people living in more deprived areas of the borough.
- The Council's Environmental Rangers will work on several themed or area based projects, including illegal waste carriers, environmental crime issues, presentation of refuse bins for collection and raising public awareness on recycling, garden waste and other material that can be recycled.

# TOURISM, CULTURE AND HERITAGE

## WHAT WE ARE WORKING TOWARDS...

Achieving national recognition for the borough's extensive heritage will act as a big stimulus to attracting new visitors, and providing more upmarket attractions. The seasonal nature of the sector will be extended with the tourism offer being developed to all year round attractions.

## THE FUTURE PLAN

**OUR APPROACH:** Tourism has changed significantly in the last 20 years while the borough's offer of traditional family holiday experience continues to be in demand, we want to develop a long-term view of how the industry can invest for commercial success and evolve for the future. This will require gradual evolution of the visitor offer repositioning, challenging expectations to attract new visitors and stronger integration of arts, culture, recreation and leisure.

- Great Yarmouth has a great heritage assets. We believe that the physical evidence of how Great Yarmouth has changed and adapted through its relationship with the sea over thousands of years is worthy of much greater recognition. The Council will work with champions and partners to achieve this recognition.
- The Council is working with the Arts Council England to develop an Arts Strategy for 2016 and beyond.
- We will seek to create a more coordinated approach to major events and attractions across business, museums, arts and performance venues and spaces. This should create a stronger sense of place and support targeted promotion.
- The Council and Great Yarmouth Preservation Trust are working in partnership with the Princes Regeneration Trust to develop a business plan for the reuse of the Winter Gardens for horticultural and botanical use, around the theme of 'Victorian Explorer Inspired'.
- The Council will work with the Greater Yarmouth Tourism and Business Improvement Area District company and other partners to enhance and develop the borough's tourism offer, to include building an offer for cultural and heritage tourists.



*Achieving national recognition for the borough's extensive heritage offer."*



# GREAT YARMOUTH TOWN CENTRE

## WHAT WE ARE WORKING TOWARDS...

Strengthening Great Yarmouth's town centre as the symbol of the borough, creating an attractive town centre that is a commercial and cultural hub which showcases what the whole borough offers. The town centre will have a diverse range of shops and activities on offer; it will be a place where local residents and visitors naturally congregate throughout the week, during the day and into the evenings.

## THE FUTURE PLAN

**OUR APPROACH:** The aim is to intervene strongly to refocus interest in the town centre in the short term and to develop a long term vision of how the town centre can be commercially attractive and viable. This will require a determined effort to stimulate fresh partnership activity, improve confidence and work to develop a picture of the future that traders, visitors and investors can be optimistic about.

- The Council is investing in and leading a major town centre Initiative supported by Council investment, to deliver a package of environmental and presentation initiatives and develop a long term strategy to plan key changes, and to guide investment, operational and marketing plans.
- The Council is supporting the Town Centre Partnership in the renewal of its Business Improvement District for the next five years.
- The Council has engaged national experts to develop a 'master plan' for the development of the town centre and the surrounding 'central' area including North Quay and links to the train station.
- The Council has worked with shops and town centre businesses to plan bold initiatives designed to build confidence and kickstart a new phase of town centre reinvention.

*creating an attractive town centre that is an economic and cultural hub.”*



# TRANSPORT AND INFRASTRUCTURE

## WHAT WE ARE WORKING TOWARDS...

Transport and infrastructure will be joined up and much improved. Residents, businesses and visitors will access and travel throughout the borough with ease. Great Yarmouth will become a smart borough utilising technology to enable all to live with ease and convenience.

## THE FUTURE PLAN

**OUR APPROACH:** We will develop a comprehensive picture of what developments are needed over the next twenty years, devise an outline delivery plan and influencing strategy to guide the Council and partners efforts in seeking government investment.

- The Council will continue to work with the A47 Alliance to seek the full dualling of the route through to Peterborough and supporting the delivery of the A47 improvements.
- The Council will support, through the Great Yarmouth Tidal Defences Business Partnership, to campaign for funding to improve the flood defences along the river Yare.
- The Third River Crossing route is a strategic priority for Great Yarmouth to unlock future economic growth in the area and ease congestion. The Council will not only continue to support but champion and lobby with partners including the LEP, Norfolk County Council and others to achieve this.
- The Council will work to secure funding and create a scheme for Fullers Hill roundabout capacity improvement and a dedicated right turn from ASDA junction/Acle New Road.
- The Council will continue to support the roll out of Better Broadband for Norfolk Programmes connecting a large proportion of the borough to fast fibre based broadband services.
- The Council will work with Wherry Lines Community Rail Partnership, to deliver priorities including: refurbishment to the Great Yarmouth rail station, new or fully refurbished rolling stock, good connections at Norwich and a good frequency of service and progress the Great Yarmouth Station Interchange project.
- As a result of the adoption of the Local Plan Core Strategy, adequate surface water drainage will be planned for and built. This will include a new sewage pumping station at south Bradwell.



*Transport and infrastructure will be joined up and much improved.”*



# DELIVERING THE PLAN

**To realise our vision for the borough this Council needs to deliver on the six priorities detailed in this plan. To be able to do this this Council will need to strengthen its foundations in terms of the work it does and the way this work is done.**

This Council has already achieved much within each of these six priorities and has a clear plan on what needs to be undertaken for the next two years. Alongside these achievements, the Council has worked hard under significant financial pressures to save money through efficiency savings and through the Councils Transformation Programme so that it can continue to provide high quality services to the residents of this borough.

This plan represents a significant next phase. The Council is giving a strong lead, backed up by investment and commitment. This prompts a challenge to other partners and a very conscious 'call-to-action' to them in pursuit of our common cause.

There are many people who want to support a better future for the borough and we want to work with these people to champion key actions which will transform the future of the borough.

We need to change the way we work to deliver this plan. Therefore, we are putting our own house in order, making huge changes to create modern and effective services and placing customers at the heart of everything we do.

The Council will become an enabler of economic growth, focused on strong place leadership, increasingly engaging with and helping to transform neighbourhoods and communities.

To do this this Council is becoming more entrepreneurial. We will increasingly use technology to deliver services and support staff to work efficiently.

To ensure this happens, this Council is:

- Modernising the way customers can contact and carry out business with the Council, providing online access 24 hours a day, seven days a week, whilst making sure face to face contact remains available for those who need it
- Reducing the number of Council buildings staff work from, moving to more flexible ways of working, meaning less office space and more efficient working practices
- Making better use of the buildings it keeps, by providing a hub where we can work with our partners to make sure we offer more joined up services, and by investing in space at the Town Hall to create a business suite
- Providing its staff with the tools and development opportunities to be the best they possibly can be
- Supporting elected members to enable them to represent the views of residents and help shape the future of this borough





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# SCRUTINY COMMITTEE

## WORK PROGRAMME 2015/16

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
Tourism Review – Great Yarmouth Market Gates Travel Information Improvements	<ul style="list-style-type: none"> <li>Entrances to Great Yarmouth</li> <li>Lack of toilets at the bus station</li> <li>Signposting</li> <li>Cleaning of pavements</li> <li>Pigeon droppings</li> <li>Shop doorways</li> <li>Adshel Shelter</li> </ul>	TBA	Director of Customer Services J Wiggins (Norfolk County Council) Owners of Market Gates Network Rail First Bus Town Centre Partnership
Budget Monitoring	Review and maintaining of Council's budget book.	Quarterly	Chief Financial Officer
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
Review of Allocations Scheme	Following the review of the Allocations Scheme in April 2014, Committee agreed to review its operation in six months time	TBA	Group Manager (Housing Services) Service Manager (Strategic Housing and Housing Options)

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
Great Yarmouth Market Place	Review of the operation of both the Six and Two Day Market	TBA	Transformation Programme Manager
Transformation Programme	Review and update on the Council's Transformation Programme and the Medium Term Financial Strategy	23 October 2014 (then on ¼ basis)	Chief Executive Officer Chief Financial Officer
Coast share	To review the viability of this initiative and receive the latest update	TBA	Group Manager (Resources) Cabinet Member (Resources)
Outside Bodies	Update from GYBC's representatives on Outside Bodies	TBA	Various Members
IT Roll Out and Flexible Working	Update on the IT Roll out and Flexible Working Programme	15 July 2015	Transformation Programme Manager Director of Customer Services
Marina Centre	Review of Business Plan	TBA	Director of Housing and Neighbourhoods
Health Services in Great Yarmouth and Waveney	Presentation from CEO of the CCG on the consultation document	17 June 2015 15 July 2015	Chief Executive Officer of CCG
GYBC Constitution	Clarification of the provisions of constitution relating to release of documents and Freedom of Information related issues	17 June 2015	Monitoring Officer

<b>SUBJECT</b>	<b>ISSUES TO BE ADDRESSED</b>	<b>DATE OF SCRUTINY COMMITTEE</b>	<b>RESPONSIBLE OFFICERS/MEMBERS</b>
GY Area Board	Review of operation of the Great Yarmouth Area Board	TBA	Chief Executive Officer
Investment in Leisure Facilities	Review of the Business Case	15 July 2015	Director of Housing and Neighbourhoods Cabinet Member (Environment)
Great Yarmouth Sport Play and Leisure Strategy	Review of the Strategy	15 July 2015	Director of Housing and Neighbourhoods Cabinet Member (Environment)
Corporate Plan 2015 - 2020	Review of the Plan	15 July 2015	Chief Executive Officer Leader

