



**GREAT YARMOUTH**  
BOROUGH COUNCIL

## **AGENDA**

**for the**

## **CABINET**

**25 June 2008**

**at 5.00 pm**

**(Please note start time of meeting)**

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

**CABINET**

To be held in the Council Chamber, Town Hall, Great Yarmouth  
on Wednesday, 25 June 2008 at 5.00 pm

**A G E N D A**

**DECLARATIONS OF INTEREST**

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

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

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

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

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

**1. MINUTES**

... To confirm the minutes of the 21 May 2008 (pages 1 - 2).

**2. ISSUES ARISING FROM SCRUTINY, ADVISORY GROUPS AND REGULATORY COMMITTEES**

**(a) The Greater Yarmouth Tourist Authority**

On reference from the Scrutiny Committee of the 2 June 2008, Cabinet is asked to consider the following recommendations agreed by Scrutiny Committee as part of its review into the Greater Yarmouth Tourist Authority:-

(i) In future Cabinet receive a written annual report of the Greater Yarmouth Tourist Authority, including commentary on its main activities, the season's performance and long term trends and issues.

(ii) Consideration is given to the concept of a tourism based "Business Improvement District" broadly along the lines of the Town Centre Business Improvement District.

... A copy of the report considered by the Scrutiny Committee is attached (pages 3 – 18).

### 3. **FORWARD PLAN – 1 JUNE TO 30 SEPTEMBER 2008**

The Forward Plan will follow.

### 4. **STATEMENT OF ACCOUNTS 2007/08**

The Head of Financial Services' report will follow.

### 5. **EXCLUSION OF PUBLIC**

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 involves the likely disclosure of exempt information as defined in paragraph(s).....Part I of Schedule 12(A) of the said Act."

6. To consider such other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.

\* \* \* \* \*

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**CABINET**

**21 May 2008 – 6.00 pm**

**PRESENT:**

Councillor B Coleman (in the Chair); Councillors Ames, Peck, Plant, Shrimplin and Stone.

Councillor Walker attended by invitation.

An apology for absence was received from Councillor Castle.

Mr R Packham (Managing Director), Mr S Duncan (Head of Financial Services), Mr D Frowde (Technical Director), Mr R Hodds (Member Services Manager and Scrutiny Officer) and Mrs J Beck (Service Manager – Support Services).

**1. MINUTES**

The minutes of 23 April 2008 were confirmed.

**2. FORWARD PLAN – 1 MAY TO 31 AUGUST 2008**

Cabinet received the Forward Plan for the period 1 May to 31 August 2008.

**3. BUDGET MONITORING**

The Head of Financial Services reported that there were no issues to report at this meeting but that a further detailed report would be presented to the next Cabinet meeting.

**4. CABINET MEETING – JUNE 2008**

Members were advised that due to other commitments, the Cabinet meeting scheduled for Wednesday, 18 June would now be held on Wednesday, 25 June.

**5. ISSUES DETERMINED BY THE CABINET UNDER THE TERMS OF THE CONSTITUTION**

- (a) Town Hall Re-Roofing and Associated Works Project
- (b) Strategy to Help Fight Fraud and Corruption
- (c) Risk Management Strategy

6. CLOSURE OF MEETING

The meeting ended at 6.10 pm.

AGENDA

ITEM

2(a)(iii)

**Subject:** Review of Greater Yarmouth Tourist Authority ("GYTA")

**Report to:** Scrutiny Committee, 2<sup>nd</sup> June 2008

**Report by:** Tim Howard, Head of Regeneration and Environment and  
Helen Speechley, Executive Officer Strategic Projects,  
Economy and Environment

**SUBJECT MATTER/RECOMMENDATIONS**

As part of the Scrutiny Committee's overall review of Partnership Working, to review GYTA.

Officer recommendations arising from the report are that:

- In future, Cabinet receive a written annual report of GYTA, including commentary on its main activities, the season's performance and longer term trends and issues.
- Consideration is given to the concept of a tourism based "business improvement district", broadly along the lines of the Town Centre Business Improvement District.

## 1. INTRODUCTION/BACKGROUND

- 1.1 At the meeting of Scrutiny Committee on 25 February 2008, it was resolved that a review of GYTA be undertaken as part of the overall review by Scrutiny of Partnership Working. A list of questions to be addressed was tabled and is attached for reference - Appendix 1.
  
- 1.2 This review has been carried out by Helen Speechley, Executive Officer Strategic Projects in consultation with Peter Hardy, Executive Director, Economy and Environment, Tim Howard, Head of Regeneration and Environment and Alan Carr, Tourism Manager and Chief Executive of GYTA.

## 2. CONSTITUTION AND MANAGEMENT OF GYTA

- 2.1 The Borough Council has a major role in supporting the development and sustainability of tourism. This is achieved through a variety of measures, ranging from major capital investments such as InteGreat, through to marketing, events and Tourist Information Services. One specific initiative was the setting up of GYTA in 1994 as a partnership vehicle to help promote tourism with the close engagement of the private sector.
- 2.2 GYTA is a company limited by guarantee. The Articles of Association and Memorandum of Association can be found at Appendices 2 and 3 respectively.
- 2.3 GYTA's formal objects, as set out in the Memorandum of Association, are:
- 2.3.1 To attract visitors to Great Yarmouth and the surrounding area.
  - 2.3.2 To provide information and accommodation services for visitors and local residents.
  - 2.3.3 To represent and promote the local authority.
- 2.4 GYTA's mission statement is: *"To bring all those within the local tourism industry together to work in partnership with the local authority in order to contribute to the maintenance and development of a strong and dynamic economy for the benefit of the local community"*.

2.5 In pursuance of this GYTA has stated that it will:-

2.5.1 Promote the Borough in such a way that encourages both local residents and visitors to enjoy both the environment and the variety of services.

2.5.2 Promote the business of members to help them maintain a viable operation.

2.5.3 Encourage quality in all aspects of both product and service within tourism and related industries.

2.5.4 Encourage investment to ensure the sustainability of the tourism industry.

2.5.5 Encourage all businesses in the local tourism industry to be mindful of the needs of local residents.

2.6 The main services of GYTA, as advertised to prospective members, are as follows:

- Media Campaigns
- PR (incl. activity about value of tourism in terms of improved services, job creation etc)
- Events
- Electronic Marketing
- Publications
- Business Information
- Encourage quality accommodation
- Provision of facilities
- Training seminars

- Support the provision of a quality environment, ie Safety & Security issues
- Supporting regeneration projects

Some of these services are delivered or funded jointly with GYBC.

2.7 GYTA has a Board of Directors made up of representatives of the Private and Public Sectors and as set out in the Articles of Association, operates through a pyramid of Working Groups. This structure is illustrated in Diagram 1 below:

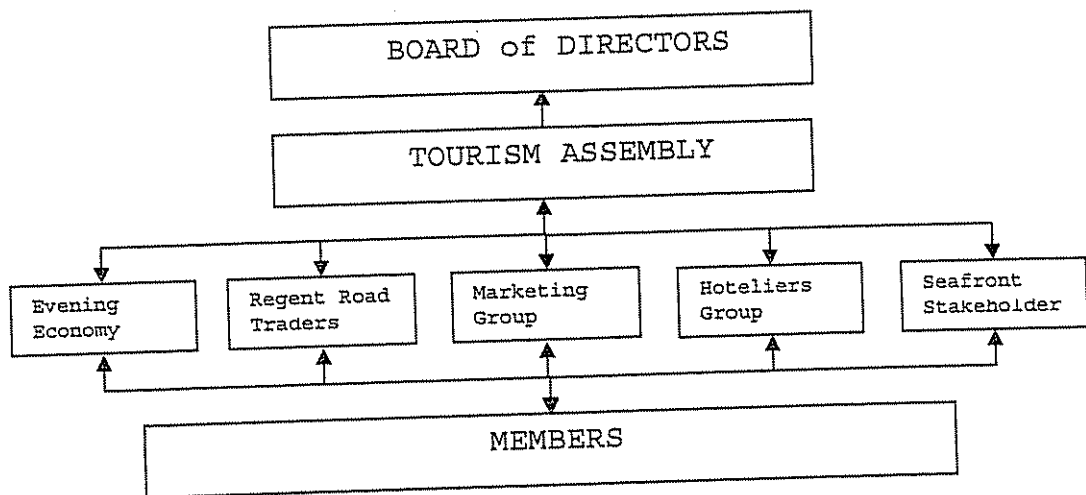


Diagram 1: Structure of GYTA

2.8 The Board of Directors is elected by members of the Tourism Assembly and each Director serves for two years. It is constituted that the Board shall consist of not less than eleven and not more than fourteen members of the Authority.

2.9 The Tourism Assembly is made up of elected representatives of the Authority who represent a wide range of activities within the tourism industry and associated interests.

2.10 GYBC is entitled to nominate up to five members/representatives of the Authority as Board Directors and these appointments are made annually at full Council meetings each May. At present, this is formulated to a ratio 4:1 in favour of the ruling party.

2.11 Currently the Board of Directors is constituted as follows:

- Chairman, Mr. Malcolm Bird (Classic Lodge)
- Vice Chairman, Cllrs Graham Plant (GYBC)
- Cllr Barry Coleman (GYBC)
- Cllr Charles Reynolds (GYBC)
- Cllr Tony Smith (GYBC)
- Cllr Michael Jeal (GYBC)
- Cllr Bert Collins (NCC)
- Mr David Marsh (Leisure Target)
- Mr Ken Sims (Thrigby Hall Wildlife Gardens)
- Mrs Aileen Mobbs (Imperial Hotel)
- Mr Albert Jones (Pleasure Beach)

2.12 Alan Carr, GYBC's Tourism Manager is the Chief Executive of the company. The only other executive staff is a recent full-time Project Manager post, which is wholly funded by GYTA. The apportionment of Alan Carr's time devoted to company matters varies but is broadly in the range of 20%. The following has been extracted from the GYBC Tourism Manager's job description:

- *"To act as the Chief Executive of the Council's tourism partnership "Greater Yarmouth Tourist Authority", responsible for all legal obligations of the company.*

- *“Through GYTA to establish close liaison with the Great Yarmouth tourism sector to ensure an effective balance between leadership and consultation and to establish excellent and efficient channels of communications in both directions.”*

2.13 GYTA do not own or control any buildings. The Executive is based at Maritime House which is a Council run office.

2.14 The specific arrangements for meeting the company's objectives are as follows:

- 2.14.1 Board of Directors: Determines the policy and makes key decisions.
- 2.14.2 Tourism Assembly: Monitors decisions made by GYTA Board, makes recommendations to GYTA Board and generates ideas/projects for the working groups. Terms of reference can be found at Appendix 4.
- 2.14.3 Hotel and Guest Accommodation Group: Helps new hoteliers and guest house proprietors to improve their business. Terms of reference can be found at Appendix 5.
- 2.14.4 Seafront Commercial Sector Stakeholders Group: Identifies issues and projects which will help make the seafront work better for the traders and their visitors. Terms of reference can be found at Appendix 6.
- 2.14.5 Regent Road Traders: Discussion group for a range of issues affecting this group of traders. Terms of reference

can be found at Appendix 7.

2.14.6 Marketing Forum: Current and future marketing initiatives. Terms of reference can be found at Appendix 8.

2.14.7 Evening Economy: Projects and initiatives aimed at encouraging evening trade. Terms of reference can be found at Appendix 9.

2.14.8 In addition to those detailed above there is also a dedicated Maritime Festival Committee and a Working Group covering Seafront Security.

2.14.9 GYTA Directors represent the Authority on over 15 external partnership organizations including for example, the Town Centre Partnership, Secondary Holiday Area Regeneration Project (SHARP) and the Great Yarmouth Sport and Leisure Trust.

2.14.10 From time to time GYTA contracts for work which is dealt with through a subsidiary company "Greater Yarmouth Tourist Authority (Operations) Limited".

2.14.11 It will be seen that, for a relatively small organization with a turnover of little over £100K, the governance arrangements are well developed. Whilst a formal "controls assurance" framework may not be strictly necessary, it is considered that there will be benefits in developing formal feedback to GYBC by means of an Annual Report.

2.15 GYTA operates a website (www.gyta.com) which is available via a password to all subscribers. This website is also available to all GYBC Councillors and Employees (on request). All minutes of the Board and Working Groups are posted on the website.

### 3. MEMBERSHIP AND FUNDING

- 3.1 Membership of GYTA is open to all those who directly or indirectly benefit from the Tourism industry.
- 3.2 The majority of GYTA's core funding is raised through subscriptions. There are three categories (basic, associate and full) which are calculated to ensure that businesses subscribe in direct relation to the size of their business and the tangible benefits they will receive from membership of GYTA. Appendix 10 gives details.
- 3.3 Currently there are 250 paid up subscribers contributing approximately £40,000 per annum.
- 3.4 The top six business contributors to GYTA are:
- Britannia Pier
  - Haven Holidays
  - Imperial Hotel
  - Pleasure Beach
  - Potters Leisure Resort
  - Vauxhall Holiday Park
- 3.5 Norfolk County Council contributes £11,000 per annum for which target returns are set and monitored quarterly.
- 3.6 On occasions GYTA has made direct cash contributions to GYBC for specific initiatives such as marketing campaigns and InteGreat.

3.7 A set of the 2006/2007 Unaudited Accounts is attached for further detailed information - Appendix 11.

#### 4. SWOT ANALYSIS & ACHIEVEMENTS TO DATE

4.1 As part of the current review, Alan Carr, Chief Executive of GYTA has undertaken a SWOT analysis as follows:

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Greater understanding between public &amp; private sectors</li> <li>- Combined Public/Private expertise</li> <li>- Able to encourage members to take 'ownership' of challenges facing tourism industry and encourage them to be part of the solution.</li> <li>- Able to quickly turn ideas into action</li> <li>- Potential to access additional funds quickly from private sector for specific projects</li> <li>- Creation of a Board with members 'passionate' about tourism.</li> <li>- Recognition of tourism industry 'champions' to serve as commercial directors.</li> <li>- Access to data to help measure to the success of marketing campaigns.</li> <li>- Constant monitoring process by the private sector through the working groups.</li> <li>- Board able to focus on a specific recognisable 'brand' of Great Yarmouth.</li> </ul>	<ul style="list-style-type: none"> <li>- Funding only guaranteed on a year-by-year basis</li> <li>- Expectations are sometimes higher than the GYTA are able to deliver.</li> <li>- Commercial directors don't always have the time to work for the GYTA when they have their own businesses to run.</li> <li>- Limited staff resources to deliver all the projects</li> <li>- Limited financial resources to communicate all activities to all stakeholders (i.e. commercial members and Borough Councillors)</li> <li>- Limited financial and staff resources to deliver tangible results to all businesses in all areas of the Borough.</li> </ul>	<ul style="list-style-type: none"> <li>- To grow the membership to increase funding</li> <li>- To engage in trading operations to increase funds</li> <li>- To develop the concept of a tourism-based 'business improvement district'.</li> <li>- Further assist on the management and promotion of the Council's assets.</li> <li>- Further assist in the development of Great Yarmouth's regeneration projects including the development of a regional casino.</li> <li>- To encourage tourism businesses to improve the quality of tourism products and services.</li> <li>- To develop relationships to enhance the uptake of training for those in the tourism industry and those considering entering.</li> <li>- To work with various agencies to secure grant aid to help enhance and develop tourism businesses</li> </ul>	<ul style="list-style-type: none"> <li>- Occasional misalignment between GYBC policy and the aspirations of some GYTA members' interests.</li> <li>- Potential of losing key commercial directors with a wealth of experience.</li> <li>- Potential of losing key public sector Board members.</li> <li>- Local Government Review may dilute the 'Great Yarmouth' brand.</li> </ul>

4.2 Since its was incorporated in 1994, the following major outcomes have been achieved by GYTA, in addition to its day to day role:

4.2.1 Initial research over a two year period, which highlighted the need for major physical regeneration of the public realm in the key tourist areas. This research provided the basis for the successful InteGreat project.

4.2.2 A new approach to quality control and standards has been driven through GYTA in order to improve Great Yarmouth's offer to the market. This has proved very successful.

4.2.3 In addition to the above, GYTA has contributed to a number of wider regeneration initiatives e.g. SHARP.

## 5. CONCLUSIONS

- 5.1 As part of the broad range of tourism activity within GYBC, GYTA was constituted as a partnership of the public and private sectors in order to maximize cooperation, share know-how and align resources towards promotion of this important industry within the Borough.
- 5.2 It is considered that GYTA has evolved effectively over time to achieve these ends, which remain as relevant as they were at the outset.
- 5.3 Private sector participation and funding remains at a good level, providing evidence that GYTA is considered an effective partnership vehicle.
- 5.4 The company was formally constituted from the outset and is supported by appropriate management and governance arrangements.
- 5.5 On balance, the dual role of Alan Carr as Tourism Officer and Chief Executive of GYTA is considered to bring benefits to both organizations, with few practical difficulties arising in respect of conflict of interest.
- 5.6 Reporting arrangements to GYBC have been informal to date. This is one area where there is scope for improvement in governance arrangements. A recommendation is made in this respect.

5.7 GYTA have undertaken a SWOT analysis as part of this scrutiny review which has highlighted some potential areas for future development, notably the possible creation of a "Tourism Business Improvement District" along the lines of the existing Town Centre B.I.D. model. An oral report will be made in respect of this.

**6. RECOMMENDATIONS**

6.1 An oral report will be given in support of two specific officer recommendations, as follows:

6.1.1 In future, Cabinet receive a written annual report of GYTA, including commentary on its main activities, the season’s performance and longer term trends and issues.

6.1.2 Consideration is given to the concept of a tourism based “business improvement district”, broadly along the lines of the Town Centre Business Improvement District.

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
	Sustainability	No
	Equality	No
	Crime and Disorder	No
	Human Rights	No