

HAVANT BOROUGH COUNCIL

Scrutiny Board

7 November 2017

Beach Huts Review

For Recommendation

Key Decision No

Report By: Operations, Environmental Services and Norse Scrutiny and Policy Development Panel

1.0 EXECUTIVE SUMMARY

- 1.1 The review was undertaken in two distinct phases. The initial phase (Phase 1) was undertaken from July 2016 to February 2017 with the primary purpose of identifying alternative beach hut sites and to examine the economic viability of the current service. The report for this phase was adopted by the Scrutiny Board on 4 April. The recommendations of the Board in relation to this phase of the review have not yet been considered by the Cabinet.
- 1.2 On 22 February, the Council agreed to increase the prices for services, which included changes to the fees and charges relating to Beach Huts charges. Complaints were received in response to the changes to the Beach Hut fees and Charges and the Cabinet Lead, under delegated powers, reduced the transfer fee and agreed that the fees, could in some circumstances, be paid by instalments.
- 1.3 In view of the level of the complaints and at the request of some of Hayling Island ward Councillors, the Scrutiny Board on 27 June 2017 requested that the Panel consider the issues raised in these complaints (Phase 2).
- 1.4 This report revises the recommendations made following Phase One of the review and makes new recommendations in relation to Phase Two of the review.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Cabinet:
 - 2.1.1 consider ways of improving the appearance and site layout of the beach huts;
 - 2.1.2 consider providing new beach huts in the car park adjoining the Hayling Island Skatepark as shown in Annex D. Such development to be constructed

under permitted development rights subject to public consultation and consultation with statutory consultees;

- 2.1.3 endorse the view that any additional beach huts should infill within existing beach hut sites on Hayling Island;
- 2.1.4 freeze the current Beach Hut Plot Licence fees for three years (including this financial year) and to review these fees at the end of this period (2020/21);
- 2.1.5 reduce the Beach Hut Plot Transfer of Licence fee to £100 and review the level of the fee for next year (2018/19);
- 2.1.6 endorse the principle that the Beach Hut Plot Transfer of Licence Fee include other elements in addition to administrative costs;
- 2.1.7 agree that the facility to pay by instalments over a six month period be offered to new and existing licensees with no administrative charge included or added;
- 2.1.8 agree that the instalment facility be made available for every year and not just this financial year;
- 2.1.9 agree that a seven year lease be offered to beach hut plot licensees
- 2.1.10 request the officers of the Council and Norse South East be requested to build a working relationship with the newly formed Beach Hut Association; and .
- 2.1.11 endorse a more robust management of non payment of fees.

3.0 STRATEGY

- 3.1 The recommendations seek to make the Council's beach hut provision financially sustainable, while the review recognises that previous actions by the Council do not meet the standards for public service excellence and seeks to address concerns raised.

4.0 LEGAL

- 4.1 The provision of a 7-year lease for beach hut owners has been approved by Legal Services.

5.0 RESOURCES

- 5.1 The facility to enable instalment payment of the licence fee over a 6 month period represents additional administration and costs. The freezing of the beach hut plot licence fees for 2018/19 and 2019/2020 will restrict the amount of income that can be raised through beach hut fees. The Panel were assured by officers however that this would be manageable and not have a significant financial impact on the Council. The loss of income is justified in

view of the way the increase in fees has been communicated to the licensees this year and hopefully will repair some of the damage done to the Council's reputation.

6.0 STAKEHOLDERS

- 6.1 In total, 78 complaints were received from beach hut owners in relation to the rise in charges, introduction of a transfer of licence fee, removal of instalment payments and the communications between Norse and residents.
- 6.2 Hayling Island Ward Councillors were invited to discuss these concerns with Panel members, while beach hut association representatives were also invited to present their views to the Panel and discuss options for the future provision of beach huts. All those invited to speak to the Panel were given the opportunity to comment on the final report and findings pack.

7.0 RISKS

- 7.1 A failure to address the concerns of the licensees will lead to further damage to the Council's reputation. The recommendations seek to redress the concerns raised.

8.0 METHODOLOGY

- 8.1 Full details of the methodology of the project is set out in a separate Findings Pack

9.0 CONCLUSIONS

9.1 Phase One

- 9.1.1 Phase one of the beach huts review was started in June 2016 at the request of the Deputy Leader and Cabinet Lead for Operations and Environmental Services, NORSE. It was then decided that the review would examine the suitability of the current beach huts, the current beach hut sites and terms and conditions for letting beach huts; benchmark the Council's service in comparison to other local authorities; assess the demand for new beach huts and the use of the current beach huts; and identify any potential new site for beach huts.
- 9.1.2 This phase included the receipt of advice from Planning and Estates teams in the Council, a site visit to the Hayling Island beach huts, interviews with Norse officers and consultation with Hayling Island Ward Councillors.
- 9.1.3 The recommendations of this phase were agreed by the Scrutiny Board on 4 April 2017 and need to be considered by the Cabinet. A copy of the original report is attached as Appendix A

9.2 Phase Two

- 9.2.1 Phase two was instigated at the request of the Scrutiny Lead following complaints received from residents. The complaints concerned the rise in the licence fee and the introduction of the beach hut plot transfer of licence fee that were agreed as part of the budget at Full Council on 22 February 2017. The issues raised also included the removal of the option to pay via instalments and the tone of communications from Norse to residents.
- 9.2.2 In response to the complaints, the Acting Leader and Cabinet Lead for Operations, Environmental Services and Norse reduced the beach hut plot transfer of licence fee from £1200 to £500 and provided the option for payment via instalments in certain cases, through a delegated decision.
- 9.2.3 The Panel invited Hayling Island Ward Councillors to consult on the issues raised by residents. The Panel also invited representatives from beach hut owner associations to present their views to the Panel and discuss options moving forward.
- 9.2.4 The Panel accept that the way in which the increases were communicated to residents was unacceptable and fell way short of the Council's standards. It was pleased to note that this was recognised by officers and would be addressed moving forward.
- 9.2.5 The Panel considered the current licence fee, and options for future fees. It was felt that freezing the current fee for three years (including the current financial year) would be the best option for all parties moving forward. This option would enable beach hut owners to budget for future years and achieve a saving when compared to the average year-on-year rise of fees, while a review would be undertaken at the end of this period to ensure the licence fee was properly investigated and justifiable beyond this time. The option also ensured the Council did not incur any further costs and this did not have a large detrimental effect on the Council's financial position.
- 9.2.6 As part of phase one, the Panel recognised the need for a transfer of licence fee to be introduced to cover the Council's costs and retain a small profit, as is the case in most other local authorities. It was clear however that the introduction of the fee at £1200 was too large an increase from the original £59 administration fee. The Panel agree with the Cabinet Lead who reduced this to £500 and endorse the view that this be furthered reduced to £100 in the current format. The Panel was also of the opinion however that it would not be unreasonable for the Council to include elements in this fee, which did not relate to administrative costs.
- 9.2.7 The removal of the ability to pay by instalments had led to many beach hut owners struggling to pay for their hut. It is therefore recommended that the ability to pay over a 6 month timescale be reinstated. This facility should be made available in the current year and beyond, and the Council should not charge an additional fee for this method of payment.

- 9.2.8 It was also recognised that the renewal of a lease each year is a resource intensive activity for both Norse and beach hut owners. It is proposed that a 7-year lease be offered to negate these concerns, as this offers long-term stability and the clear period for owners to budget for their hut.
- 9.2.9 Throughout phase two of the review, it was clear to Panel members that the communication to beach hut owners had been poorly handled, confused and at times aggressive. In recognising these wrongs, the Panel were keen to ensure past mistakes were not repeated. During the course of discussions, the Panel noted that beach hut owners were in the process of forming an overarching 'Beach Hut Owners Association' and would welcome discussion with the Council on matters going forward. The Panel believe building a working relationship with this association would benefit both the Council and beach hut owners going forward.
- 9.2.10 Full findings, including detailed conclusions from both phases of the review, can be found in the separate findings pack.

10.0 Background Papers

[Findings Pack](#)

Appendices

Annex A – Original Report
Annex B - Comments Received
Annex C – Committee Procedure
Annex D – New Beach Hut Site

Contact: Councillor Jackie Branson
Title: Scrutiny Lead for the Operations, Environmental Services and Norse Scrutiny and Policy Development Panel
E-Mail: jackie.branson@havant.gov.uk

HAVANT BOROUGH COUNCIL

Scrutiny Board

4 April 2017

Scrutiny on the Provision of Beach Huts in the Borough

FOR RECOMMENDATION

KEY DECISION NO

REPORT BY: Operations, Environmental Services and Norse Scrutiny and Policy Development Panel

1.0 EXECUTIVE SUMMARY

- 1.1 The scrutiny was established to investigate business opportunities to improve and expand the Council's provision of beach huts.

2.0 RECOMMENDATIONS

- 2.1 It is recommended to Cabinet that:

- 2.1.1 endorse a more robust management attitude towards non payment of fees is required e.g. the termination of the licence when a fee is not paid within a required time limit;
- 2.1.2 consider ways it could maximise the income it could recover for the transfer of privately owned beach huts on Council sites;
- 2.1.3 consider changing the current letting arrangements (licences) e.g. by increasing fees and leasing the beach hut sites so as to it generate more income from the beach hut service;
- 2.1.4. consider ways of improving the appearance and design of the sites and beach huts;
- 2.15. to consider providing new beach huts in the car park adjoining the Hayling Island skatepark as shown in Appendix A (not attached). Such development to be constructed under permitted development rights subject to public consultation and consultation with statutory consultees;
- 2.1.6. endorse the view that any additional beach huts should infill within existing beach hut sites on Hayling Island.

3.0 STRATEGY

- 3.1 Improvements to the beach hut provision will enhance the area as a great place to live and work. The review also aimed to find ways to make beach hut service more financially viable.

4.0 LEGAL

- 4.1 Proposed new terms and conditions will require consultation and approval by legal services.

5.0 RESOURCES

- 5.1 The proposed new site for beach huts will have an impact on the income generated by the car park. However, changes to the terms and conditions, the design and appearance of the beach huts and their sites and a new beach hut site should generate additional income in the long term.

6.0 STAKEHOLDERS

- 6.1 The views of the residents should be sought before installing any new beach huts..

7.0 RISKS

- 7.1 The introduction of new beach huts could lead to similar publicity to that received for the proposed beach huts for Hayling Island Seafront Car Park, Sea Front, Hayling Island submitted in 2015 (Application APP/15/00760). This can be mitigated by consultation prior to finalising any new proposals.

8.0 METHODOLOGY

- 8.1 This review was instigated at the request of the Cabinet Lead for Deputy Leader and Cabinet Lead for Operations and Environmental Services, NORSE. It was then decided that the review would
- (a) examine the suitability of the current beach huts, the current beach hut sites and terms and conditions for letting beach huts;
 - (b) an evaluation of the Council's service in relation to other local authorities;
 - (c) an assessment of the demand for new beach huts and the use of the current beach huts;
 - (d) the identification of a potential new site for beach huts.

The project plan for this review is included in the background papers.

- 8.4 Full details of the methodology of the project is set out in a separate Findings Pack

9.0 CONCLUSIONS

9.1 Letting Arrangements

- 9.1.1 A more robust management attitude towards non payment of fees is required e.g. the termination of the licence when a fee is not paid within a required time limit.
- 9.1.2 The Cabinet should consider maximising the income it could recover for the transfer of privately owned beach huts on Council sites.
- 9.1.3 The Council should consider changes to the current letting arrangements (licences) e.g. by increasing fees and leasing the beach hut sites so as to it generate more income from the beach hut service

9.2 Existing Sites

- 9.2.1 There is scope to improve the appearance and design of the sites and beach huts and at the same time generate more income.

9.3 Demand for Beach Huts

- 9.3.1 There is sufficient evidence to justify the provision of new beach huts and to take a more robust approach towards licensees who either do not pay their fees or are lax in their payment of the fees.

9.4 Case for Increasing Income from the Beach Hut Service

- 9.4.1 There is a need to look at opportunities to generate more income from the beach hut service to offset projected shortfall from recyclables.

9.5 Material Considerations

- 9.5.1 The provision of beach huts within the SSSI will need an ecological survey and the approval of Natural England.
- 9.5.2 The Council does not have to go through the planning process if the cumulative total of new beach huts do not exceed 200 metres³.
- 9.5.3 Care should be taken to ensure that the provision of new beach huts do not conflict with the proposed Hayling Island Masterplan.
- 9.5.4 The response to planning application (APP/15/00760) demonstrates the importance of seeking the views of local residents and ward councillors before any scheme is finalised.
- 9.5.5 The coastal erosion patterns for Hayling Island should be taken into account when identifying new sites for beach huts

9.6 New Sites for Beach Huts

- 9.6.1 The Panel consider that the most appropriate sites for new beach huts are within the SSSI to the west of Beachlands. The provision of huts on land to the east of the SSI was not considered appropriate at this stage.
- 9.6.2 The preferred site for new beach huts is in the car park adjoining the Hayling Island Skatepark as shown in Appendix A.
- 9.6.3 The need for additional beach huts should be assessed after the completion of the site identified above. It is the view of the Panel that any additional beach huts should infill within existing beach hut sites on Hayling Island.

10.0 Background Papers

[Findings Pack for the Review](#)

Appendix A – Potential Site for New Beach Huts (not attached)

Contact: Councillor Jackie Branson
Title: Scrutiny Lead for Operations, Environmental Services and Norse
Scrutiny and Policy Development Panel
E-Mail: Jackie.branson@havant.gov.uk

Annex B

Beach Huts Review – Comments Received Relating to the Report and Findings Pack

A Comment

We are deeply concerned that your report does not address or even mention the most important issue raised at our meeting of 23 August and we therefore reject it.

“I was hopeful after meeting you and listening to what you had to say, that you would be ensuring that a full Scrutiny Review of the Beach Hut charges would take place.

Mike Bedford has worked very hard on presenting our case to prove to you that the current charges are way over-priced, far more than average, and we are getting far less in service.

We cannot accept a standstill in licence fees – THEY ARE RIDICULOUSLY HIGH!”

Response

The Panel has considered all the issues raised by the licensees. This review has included:

- (a) an analysis of the complaints received (see Section U of the Findings Pack);*
- (b) an analysis of the benchmarking exercise (see Section V of the Findings Pack);*
- (c) consultation with representatives of the beach hut licensees to understand their concerns (see Section Y of the Findings Pack);*
- (d) consultation with ward councillors (see Section Y of the Findings Pack); and*
- (d) consideration of all the options put forward to the Panel by the licensees and the Cabinet Lead including the financial implications of these options (see Sections C, S and T of the Findings Pack)*

B Comment

We expressly asked for an explanation of the 14.2% Licence Fee increase.

“We fully appreciate that the Council has a shortfall, and I was under the impression that most Councils were cutting costs to meet this. It sticks in your throat that you know Norse are taking a cut for their involvement and I personally, have no doubt that Norse are behind these hikes in beach hut charges.”

Response

The recommendation needs to clarify the period in which the instalments need to be paid and how they are paid. However, the suggested amendment will not permit new licensees taking up a plot mid municipal year to be able to pay by instalments. It is therefore recommended that recommendation 2.1.7 be amended to read:

“agree that the facility to pay by equal instalments by direct debit over a six month period specified by Norse South East be offered to new and existing licensees with no administrative charge included or added”

G

Comment

In the event of dissatisfaction with the outcome of the review, to which Councillor, officer or office should a formal complaint be addressed?

Response

There are a number of remedies available:

- (a) submission of a complaint under the Council’s complaints policy to the Head of Strategic Commissioning;*
- (b) if unhappy with outcome of the Council’s investigation into the complaint and the complainant feels there is evidence of maladministration, he or she may make a complaint to the Local Government Ombudsman. This is the independent organisation that looks into complaints against councils; and*
- (c) If the complainant wishes to challenge the validity of the decision, he or she may seek judicial review of the decision.*

H

Comment

What do we get for £600 apart from ninety six square feet of single?

Response

The licence fee enables that licensee to erect a beach hut with views of the IOW and the Solent on Council land, which he or she would not be able to do without a licence.

I Comment

A point was raised, saying that the main grievance for hut owners, was the transfer of licence fee. This is not quite true. The real grievance has been the 14.2% increase in site fees. Very few huts appear to have changed hands this year. There are seven on the market at present.

Response

The analysis of complaints reveals that the two main issues for plot licence fees were:

(i) the plot for hire licence fee (57%) and

(ii) the transfer for licence fee (54%)

(see Section U of the Findings Pack)

With regard to the transfer of beach huts, is estimated that up to 10 beach huts are transferred each year (see page 159 of the Findings Pack)

J Comment

The £1200 Transfer of licence fee introduced in April and now reduced to £100, in my opinion was an absurd concept. Norse South East appeared to be setting up as estate agents buying and selling beach huts. It is possible that the new fee discouraged buyer and sellers from doing business, especially in the summer season.

Response

The justification and rationale for the Transfer of Licence fee is set out on page 159 of the Findings Pack.

K Comment

The charges and conditions introduced in April are not fair or reasonable

Response

The terms and conditions of the licence have not been changed.

The Panel has fully considered that plot licence fees and its considerations are set out in the Findings Pack

L Comment

Those owners from outside the Borough find it difficult to understand the requirement to raise their site fees by £150 to £1200 (plus parking). They do not have to pay double for their ice cream at the kiosk. The camper vans do not pay extra if from outside the Borough.

"50% of the income comes from non-residents who are paying twice as much, having suffered 375% in the last 10 years!!!

Can you explain why your non-resident hut owners are funding the shortfall in HBC services provided to their own residents? How on earth is that fair? We are being RIPPED OFF."

Response

This issue is addressed in Section C of the Findings Pack. Charging a higher fee for non residents is in line with fee structures adopted by other Councils.

M Comment

Beach Hut owners should not be required to subsidise a shortfall in income from the Council recycling business

Response

The reference to recyclables on page 39 of the Findings Pack is in a paragraph which sets out the general case put forward at the initial review

that income could be generated from the beach hut service by a number of options such as new beach huts, different letting arrangements, fees etc. The increase in charges this year was not as a result of the initial review as explained in page 31 of the Findings Pack.

N Comment

Two conclusions to be drawn from the review

- (a) The provision of more beach huts for sale or hire is too complicated or difficult in the short term
- (b) Default position. Screw the beach hut community

Response

- (a) *The Council is currently in the process of identifying a site for new beach huts*
- (b) *See the response to comment A above*

O Comment

"I applaud the idea of HBC putting up more huts, they cost around £1500 for a strongly built one – do come and see mine at B21 and I can show you – Renting it out weekly, the Council will have their money back in one year – you should have done it years ago. i.e. getting in more income from new sources NOT seeing how much you can squeeze out of your existing owners, who have paid fees, car park fees, supported local businesses, and brought in thousands more visitors to the beach who are visiting their friends and families beach huts."

Response

The Council is currently in the process of identifying a site for new beach huts. Unfortunately the ecological survey and consultation with natural England has delayed the project.

The latest increase in fees was part of a package of measures introduced to help the Council meet the predicted £1m deficit for this financial year (see page 151 of the Findings Pack)

P Comment

"We at 'B' section have been surrounded in RV's who stay overnight for most of the summer. We would suggest that they are not being charged enough, they seem to pay less than us and they get to sleep there! We of course are not allowed to sleep in our huts (unlike Mudeford Beach Huts which the Council chose to include in their calculations of an average beach hut rate!!)

We think you should be exploring NEW ways of increasing Council income such as these."

Response

Car parking fees are not within the remit of this Panel's review but is being included in a review by the Budget Scrutiny Panel's review of other charges and fees set by the Council.

The Council is committed to "... develop new income streams and efficiencies....." in its Corporate Strategy.

Q Comment

"I have a letter to me personally from Councillor Briggs on 26th June promising a re-examination of the previous assessments of the hut charges, when he said he asked the Committee to carry out the review."

At the suggestion of one of the Hayling Island ward members, the Panel agreed to “concentrate on ways to resolve the matter and not look back on past errors or decisions”.

The latest increase was part of a package of measures introduced to help the Council meet the predicted £1m deficit for this financial year (see page 151 of the Findings Pack)

C Comment

The Havant Borough Council justification was based on an untruth, namely, 'we are some way below the market rate for beach huts', when, in fact, we were 35% above the average for residents and 85% above for non-residents.

Response

The Panel has investigated and acknowledged that the “responses to complaints were found to be at best misleading and not based on evidence” (see pages 15 and 152 of the Findings Pack)

D Comment

There appears to have been no scrutiny at all, simply a wholesale adoption of suggestions made by Councillor Briggs at a previous meeting with you on 25 July.

Response

See the response to A above

The Panel considered in detail all the options available to the Council, including the licensees' request and the options put forward by the Cabinet Lead (see Sections C, S, and T of the Findings Pack)

E Comment

There has been much talk of the need to build trust and we feel this is still sadly lacking.

Response

See Recommendation 2.1.10 of the report

F Comment

Recommendation **2.1.7** – would it be possible to amend to read as follows to reflect the current practice

“Payment by instalments to be made in equal monthly instalments by direct debit, to be paid in full by end of September.”

Response

Mike Bedford did this for you, and you have ignored it, despite promising you were listening in the meeting.

There is no mention of reassessment

Only a 'freeze' for three years."

Response

The Panel may consider requests from the Leader of the Council to undertake reviews but the content and structure of the review is decided by the scrutiny panels. In this case the Panel considered the request of the Leader of the Council and discussed the project plan of the review with the Cabinet Lead and the Hayling Island Ward Councillors. At the suggestion of one of the Hayling Island ward members, the Panel agreed to "concentrate on ways to resolve the matter and not look back on past errors or decisions".

The Panel has considered the issues raised by Mr Bedford undertaken a thorough review ((see Sections C, S, and T of the Findings Pack)

Beach Huts Review – Additional Comments Received since the Agenda was Published

A Comment

“The block has forty huts. Some are owned by families who live in the Borough, some by families from outside the borough and some are rented from the Council. I have over the summer, had conversations with 26 of the 40 families (a good sample) and name consider the charges and fees introduced in April to be fair and justifiable.

- a. Owners from within the Borough consider £600 plus parking to be excessive.
- b. Owners from outside the Borough feel victimised. The increase in April of £150 to £1200 plus parking is at best outrageous. People from outside the borough do not pay double for parking, nor for a round of pitch and putt or for an ice cream at the kiosk
- c. Renters are resigned to the charges. However, they are content that if the roof leaks or the hut is destroyed in the storms, they are able to say thanks and hand back the keys”

Response

- (a) *The latest increase was part of a package of measures introduced to help the Council meet the predicted £1m deficit for this financial year (see page 151 of the Findings Pack)*

Car parking fees are not within the remit of this Panel's review. Other Charges levied by the Council are being reviewed by the Budget Scrutiny Panel's review of other charges and fees set by the Council.

- (b) *The plot hire fees for non residents has risen from £1050 to £1200 (14.3%). The difference between the licence fees levied for residents and non residents is addressed in Section C of the Findings Pack. Charging a higher fee for non residents is in line with fee structures adopted by other Councils*
- (c) *The provisions enabling renters to terminate their licence is set out in the licence terms and conditions*

B Alternative Proposal for 2018 - 2019

- a. "All privately owned beach hut owners to be charged £600 for the next three years then to be subject of a review. Owners from within the Borough to be allowed one free parking permit. Owners from outside the Borough to pay for parking.
- b. The council owned huts are essentially a business which, hopefully makes a fair profit after the usual outgoings
- c The transfer charge to remain at £100. A fair charge for a data entry"

Response

- a. *This proposal in terms of the Licence fees would, based on current fees, represents a loss to the Council of £61,200:*

Financial Implications of this Proposal					
Type of Licence	Number	Licence Fee	Annual Income	Licence Fee	Annual Income
Private Resident	219	£600.00	£131,400.00	£600.00	£131,400.00
Private Non Resident	102	£1,200.00	£122,400.00	£600.00	£61,200.00
Total Annual Income			£253,800.00		£192,600.00
Difference in Income					-£61,200.00

Car parking fees are not within the remit of this Panel's review or within the control of Environmental Services budget. Charges levied by other services are being reviewed by the Budget Scrutiny Panel..

- b *The Council aims to balance its finances each year and direct resources to deliver quality services in a targeted way.*
- C *The justification and rationale for the Transfer of Licence fee is set out on page 159 of the Findings Pack.*

**ITEM 6 – BEACH HUT REVIEW
COMMITTEE PROCEDURE**

Consideration of the report will be dealt with in the following manner:

- (a) Councillor Branson, the Scrutiny Lead, will outline the Panel's report and findings and answer questions from Members of the Board;
- (b) Mr Bedford, Mrs Windebank and Mr Willis, "the representatives", will be invited to sit at the deputation table and address the Board and answer questions from Members of the Board. The representatives will be asked to return to the public gallery after the question and answer session;
- (c) Hayling Island Ward Councillors, "the councillors" will be invited to sit at the deputation table and address the Board and answer questions from Members of the Board. After the question and answer session the councillors will be asked to return to the public gallery;
- (d) Councillor Briggs, "Acting Leader", Carl Mathias and Peter Vince, "the officers" will be invited to address the meeting and answer questions from Members of the Board. After the question and answer session, the Acting Leader and officers will be asked to return to the public gallery; and
- (e) Members of the Board will debate the report and issues raised and make recommendations to the Cabinet.

REPRODUCED FROM THE ORDNANCE SURVEY MAPING WITH THE PERMISSION OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE. CROWN COPYRIGHT © UNAUTHORISED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS.*
TAMPAHARE COUNTY COUNCIL, 07060317.

