HAVANT BOROUGH COUNCIL PUBLIC SERVICE PLAZA CIVIC CENTRE ROAD HAVANT HAMPSHIRE P09 2AX

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Cleaner, Safer, More Prosperous

SCRUTINY BOARD AGENDA

Membership: Councillor Branson (Chairman)

Councillors Cousins, Heard, Keast (Vice-Chairman), Lenaghan, Mackey, Perry, Shimbart, Smith K, Tarrant, Wade and Ponsonby

Meeting: Scrutiny Board

Date: Tuesday 21 July 2015

Time: 5.00 pm

Venue: Hollybank Room, Public Service Plaza, Civic Centre Road, Havant, Hampshire PO9 2AX

The business to be transacted is set out below:

Jo Barden-Hernandez Solicitor to the Council

13 July 2015

Contact Officer: Jack Caine and Tristan Fieldsend 02392 446233/02392 446230 Email: <u>tristan.fieldsend@havant.gov.uk</u>

PART 1 (Items open for public attendance)

1 Apologies

To receive apologies for absence.

2 Minutes

To confirm the minutes of the Scrutiny Board held on 2 June 2015 and the Extraordinary Scrutiny Board held on 24 June 2015.

3 Matters Arising

To consider any matters arising from the minutes of the previous

Page

1 - 6

meetings.

4	Declarations of Interests	
5	Chairman's Report	
6	Tourism in the Borough	7 - 28
7	Mail Services and Document Management System	29 - 32
8	CIL Spending Review	33 - 36
9	Scrutiny Board Work Programme	37 - 42

PART 2 (confidential items - closed to the public)

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Internet

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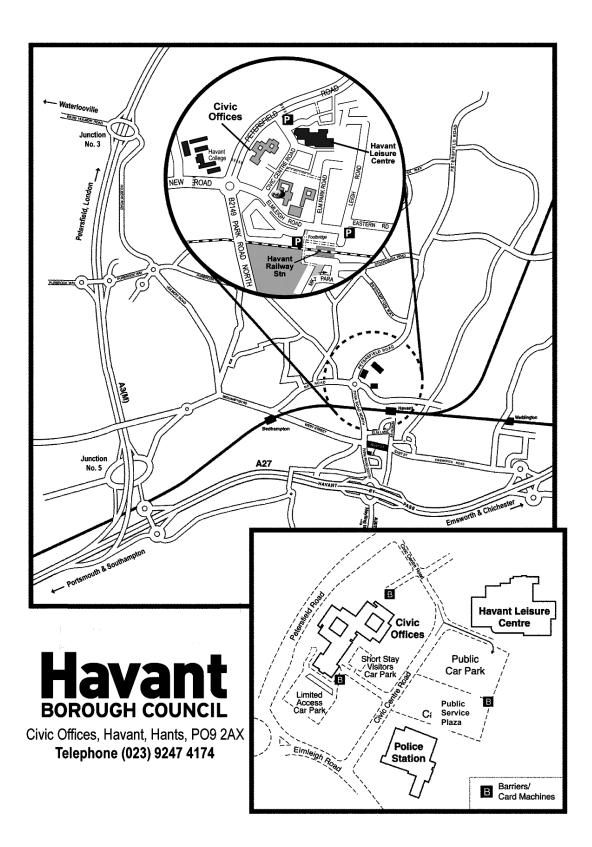
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HAVANT BOROUGH COUNCIL

At a meeting of the Scrutiny Board held on 2 June 2015

Present

Councillor Branson (Chairman)

Councillors Cousins, Heard, Keast (Vice-Chairman), Lenaghan, Mackey, Perry, Shimbart, Smith K, Tarrant, Wade and Ponsonby

1 Apologies

There were no apologies for absence.

2 Minutes

RESOLVED that the minutes of the meeting held on 24 February 2015 be agreed as a correct record.

3 Matters Arising

There were no matters arising.

4 Declarations of Interests

There were no declarations of interest.

5 Chairman's Report

The Chairman welcomed members to the first meeting of the Scrutiny Board for 2015/16.

6 Review of CCTV

The Board received a report from the Environmental Services Scrutiny and Policy and Development Panel setting out the Panel's findings in connection with its review of CCTV in the borough.

The Leader of the Council, the Cabinet Lead for Environmental Services and the Service Manager (Neighbourhood Quality) were invited to join the meeting for the debate on this item and answered members' questions in connection with the report.

During consideration of this matter the Board was of the opinion that details of the review were of such nature that the press and public should be excluded from the remainder of the item. It was therefore RESOLVED that:

Subject to (B) below the public be excluded from the meeting during consideration of the minute headed and numbered as below because:
 Page 1

- (a) it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during those minutes there would be disclosure to them of exempt information of the descriptions specified in paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972 shown against the heading in question; and
- (b) in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Minute 9 Review of CCTV (Paragraphs 2 and 3)

(B) All councillors present at the meeting in the public gallery be permitted to remain in the meeting after the press and public had been excluded.

During the meeting the Board considered that Councillor Ponsonby be co-opted on to the Board for this matter to enable her to make a contribution towards the debate.

RESOLVED that Councillor Ponsonby be co-opted on to the Board for this item as a non-voting member.

The Board discussed future CCTV options and the financial implications of maintaining the current system.

In view of the results of the residents survey on CCTV the members considered the possible impact removal of the service would have. It was

RECOMMENDED to Cabinet that the current CCTV system be retained in the budget for 2016/17.

7 Appointment of Scrutiny and Policy Development Panels

The Board received a report inviting it to agree the scrutiny leads and board members, the membership of the five Scrutiny and Policy Development Panels and the Panels terms of reference.

RESOLVED that:

- (1) The scrutiny leads and board members as set out in Appendix B be approved;
- (2) Scrutiny and Policy Development Panels and their terms of reference as set out in Appendix A be approved;
- (3) The Scrutiny Panel membership as set out in Appendix A be approved; And

(4) Councillor Faith Ponsonby be co-opted onto the Scrutiny Board as a non-voting member.

8 Delivering Differently - Future Service Delivery of Operational Services

The Board received a report from the Executive Head (Environmental Services) setting out options for achieving further reductions in service budgets in the context of delivering Operational Services differently in the future.

The Environmental Services Cabinet Lead and the Operational Services Manager were invited to join the meeting for the debate on this item and answered members' questions in connection with the report.

An outline was provided on the significant work that had been done to date, both in delivering major savings within the current service and also in researching alternative models for delivering services going forward. A public consultation had commenced on the various options and was scheduled for completion on 18 June 2015. The consultation would help identify the best option for both the Council and its customers and inform decision making in due course.

Following a detailed discussion the Board agreed that further scrutiny of the proposals was required once the results of the public consultation had been obtained. The Board therefore agreed to hold an Extraordinary Scrutiny Board prior to the next Cabinet meeting.

RESOLVED that an Extraordinary Scrutiny Board be scheduled prior to the next Cabinet meeting.

9 Scrutiny Board Work Programme

The Board was given an opportunity to review progress with regard to the work undertaken by the scrutiny and policy development panels since the last meeting and to identify any additional matters for inclusion in the Board's work programme.

RESOLVED that the progress to date with regard to the Board's work programme be noted and that no additional matters be selected for scrutiny/policy review at the present time.

The meeting commenced at 6.30 pm and concluded at 8.06 pm

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Chairman

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HAVANT BOROUGH COUNCIL

At a meeting of the Scrutiny Board held on 24 June 2015

Present

Councillor Branson (Chairman)

Councillors Cousins, Keast (Vice-Chairman), Lenaghan, Mackey, Perry, Shimbart, Smith K, Tarrant, Wade and Pike (Standing Deputy)

10 Apologies

Apologies for the meeting were received from Cllrs Heard and Ponsonby.

11 Declarations of Interests

There were none.

12 Chairman's Report

Cllr Branson reminded the board that if any member wished to join the meeting for debate, they could be invited to join for individual items or the full meetings. Members were also reminded that any member of any panel could act as standing deputies to meetings, so long as political proportionality was maintained.

13 Operational Services

The Environmental Services Scrutiny and Policy Development Panel was invited to address the board and present the findings and provide a verbal update on the work and research completed.

The panel had undertaken a detailed scrutiny on the proposal with Norse and endorsed the proposal to Cabinet.

The Chairman invited Peter Vince (Operational Services Manager), Steve Perkins (Executive Head Environmental Services) and the Cabinet Leads for Marketing and Development and Environmental Services to join the panel and answer questions from the board.

Members raised concerns over:

- · Estimated savings
- Pension contributions
- Corporate strategy
- Due diligence costs
- Union involvement

The board were informed that the savings to the Council budget were estimated at 11%, whilst maintaining or improving service levels. These savings fell in line with the Council's Corporate Strategy and the Environmental services business plan. Officers advised that Unison had been informed of the proposed JVC and felt this was a positive way forward.

The board was assured by officers there would be no reduction in frontline services in entering into a JVC.

The board held a discussion over staffing issues related to location and costs and was advised that the details of the JVC would be outlined during the duediligence process and it was confirmed that each party would bear their own costs for their due –diligence processes.

RECOMMENDED to Cabinet that:

(1) The Scrutiny Board endorsed the Recommendations to Cabinet as set out in 3.1 - 3.3 in the report.

The meeting commenced at 5.00 pm and concluded at 6.08 pm

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Chairman

HAVANT BOROUGH COUNCIL

Scrutiny Board

Tourism in the Borough

Report by: Economy and Communities Scrutiny and Policy Development Panel

Portfolio: Councillor Yvonne Weeks, Councillor David Guest

Key Decision: No

1.0 Purpose of Report

1.1 To present the recommendations being made in connection with the Panel's review of tourism in the borough.

2.0 Recommendation

The Economy and Communities Scrutiny and Policy Development Panel recommends to the Cabinet that:

- 2.1 There needs to be increased coordination between the Public Service Plaza and Beachlands regarding tourist information to ensure visitors to the borough can access relevant information year round;
- 2.2 Progress continues to be made on raising the profile of the boroughs attractions online;
- 2.3 An investigation in to introducing the slogan "Havant: Where the Downs Meet the Sea" online and on road signs leading into the borough be conducted to help create a unique brand; and
- 2.4 This should be an on-going piece of work with another review in two years time to assess whether the current and proposed tourism initiatives have been successful.

3.0 Summary

3.1 The Panel reviewed the role Havant Borough Council (HBC) plays in promoting tourism throughout the borough and investigated any possible opportunities to improve this function.

4.0 Current Situation

Benefits of Tourism to the Borough

- 4.1 Tourism plays an important role in ensuring the borough is a prosperous, successful and attractive place for people to work and visit. The most recent tourism economic impact report from Tourism South East highlighted the various benefits tourism brings to the borough. These included:
 - Total value of tourism to the borough (visitor spend) £182 million per annum;
 - Jobs supported by tourism 4,265 (this is 11% of employment in the borough);
 - Number of day visitors 2.7 million (these visits lasted longer than 3 hours and were taken on an irregular basis, up by 4% in 2012); and
 - Number of staying visitors 312,000 (this has seen a decline since 2012)

Key Tourist Assets

- 4.2 The borough has a variety of areas and activities which are key to bringing tourism into the area, these include:
 - Watersports on Hayling island;
 - Emsworth food offer;
 - Coastal and countryside walking;
 - Blue Flag beaches; and
 - Traditional family holidays

Appendix A provides a list of available leaflets for visitor attractions, walks etc.

Support Havant Borough Council Provides to Tourism

4.3 HBC offers a wide range of support to help promote tourism in the borough. Appendix B provides an example of the various events which HBC helps support and promote. There is a visitor information centre on Hayling Island which has a wide range of services available for visitors. This includes an accommodation booking service, details on places to eat, things to do, public transport information, the booking of coach excursions and holidays and many other services to help visitors. HBC has also worked hard to promote the borough online as an area to visit. This has included working with Portsmouth City Council (PCC) on their Visit Portsmouth initiative to help boost the borough's profile. There is also a good presence for the area on the Visit Hampshire website (www.visit-hampshire.co.uk) and a Visit Havant website has also been implemented (www.visithavant.co.uk) which is kept up to date and regularly refreshed.

5.0 Future Options

Further Joined-Up Working

- 5.1 Joined up working within the Council and with other organisations can be a cost effective and beneficial way of boosting tourism in the borough. Currently the Beachlands office on Hayling Island provides a very useful service to tourists; however the Panel does feel that there needs to be better coordination between this office and the Public Service Plaza. There is very little tourist information available at the Plaza which is a missed opportunity as it could become an information point for tourists. A leaflet rack could be made available focusing on local events and activities with Customer Services also being better utilised to help visitors. When Beachlands is closed there is a lack of resources available for visitors to access tourist information. The potential for customer services to be able to provide a similar service to Beachlands when it's closed or at least to signpost people to the relevant information needs to be investigated. It is important that there is coordination between Beachlands and the Plaza so this can be achieved. Tourists should be able to visit the Plaza and be able to find out what events are on or know what accommodation is available in the area etc.
- 5.2 The Panel recognises that working with Portsmouth City Council (PCC) is very important as Portsmouth is a major visitor attraction on England's south coast attracting 8.6 million visitors annually and generating £557 million for the local economy. With Portsmouth next door to Havant we have to investigate ways of capitalising on visitors to Portsmouth and promote the borough to them. Steps have already been taken with the purchase of a double page spread in the VisitPortsmouth visitor guide. This has a far reach with copies in the following languages: English 150,000, French 20,000, German 10,000, Spanish 8,000 and Chinese 5,000. Portsmouth has also carried out advertising campaigns to boost tourism in London and overseas. It would be financially prohibitive for HBC to embark on such advertising campaigns; however any opportunities to promote the borough in conjunction with Portsmouth's campaigns should be investigated.

Increasing the Borough's Online Presence

HBC has been working hard to raise the profile of the borough's tourist 5.3 attractions and events online. The introduction of the VisitHavant website has certainly been positive containing information on all of the areas within the borough and links to activities, events, attractions and public transport. The borough has a good presence on the VisitHampshire website and a Twitter feed has also been established which is useful in disseminating tourist information. To continue to build on this good work though it is important that HBC continues to progress on what has already been achieved. A VisitHavant Facebook page could be set up to reach an even wider audience, although it is recognised that growing a social media presence can take time. Portsmouth City Council (PCC) has set up a VisitPortsmouth Facebook page and this currently has 25,300 likes with an annual reach of 1,390,061 users. This is an important tool that Havant needs to utilise to increase our reach and inform more people of what the borough has to offer. The Panel feels that social media can play an important role in attracting younger people in to the borough. Our interviews revealed that on Hayling Island the majority of people using leaflets to obtain information were senior citizens. This needs to be maintained in order to continue to attract this

demographic, however more possibly needs to be done to attract the younger demographic in to the area with social media playing an important role in this.

5.4 Another aspect of social media which could be explored is whether it would be feasible to develop a Havant App. An App is a programme that users can access on their mobile phones or tablet computers. An example of what a Havant App could potentially do is provide information on local businesses, give directions to the nearest restaurants, highlight local attractions and so on. The Panel is not sure what the financial implications of this would be but the feasibility of it should be examined.

The Havant Brand

5.5 The Panel feels that creating a Havant brand would be useful in distinguishing the borough from other areas on the south coast and help draw in visitors. Havant is situated in an excellent location with good travel links. With a beautiful coast line and the South Downs National Park situated just north of the borough there is an opportunity for Havant to market itself as a central hub which visitors could use as a base to visit local attractions. A slogan such as "Havant – Where the Downs Meet the Sea" could provide a unique selling point for the borough and this could be featured online and possibly on signs welcoming motorists into the borough. An opportunity to develop such a brand needs investigating.

An On-Going Piece of Work

5.6 This review of tourism in the borough is just an initial examination into how we can boost the number of tourists visiting the area. This should be an on-going piece of work and the Panel recommends that this is revisited by the Panel in two years time to see if any initiatives detailed above have worked and whether visitor numbers to the borough have actually increased or decreased.

6.0 Conclusions

- 6.1 There needs to be increased coordination between the Public Service Plaza and Beachlands regarding tourist information to ensure visitors to the borough can access relevant information year round.
- 6.2 Progress continues to be made on raising the profile of the boroughs attractions online.
- 6.3 An investigation into introducing the slogan "Havant: Where the Downs Meet the Sea" online and on road signs leading into the borough be conducted, to help create a unique brand.
- 6.4 This should be an on-going piece of work with another review in two years time to assess whether the current and proposed tourism initiatives have been successful.

7.0 Implications

Resources:

7.1 There are many options mentioned for investigation e.g. notice board, road signs, websites in the report but none have any actual Financial implications at this stage.

Legal:

7.2 There are no direct legal implications for this report.

Strategy:

7.3 Ensuring there is a thriving tourist sector in the borough helps the council achieve its vision in the Corporate Strategy "..that the communities of South and East Hampshire will be increasingly prosperous, vibrant and active".

Risks:

7.4 If the recommendations are not implemented there is a risk that an opportunity to boost the economy of the borough could be lost.

Communications:

7.5 The recommendations of the review would be communicated online and via road signs.

For the Community:

7.6 Improved new ways to attract tourism will engage the business community and result in a boost to the borough's economy.

Integrated impact assessment

7.7 The Integrated Impact Assessment (IIA) has been completed and concluded the following: the recommendations of this report will have a positive impact on the vitality and wellbeing of this borough.

8.0 Consultation

8.1 The Panel undertook a number of interviews with individuals and organisations with an interest in tourism.

Appendices

- Appendix A Local Tourism Leaflets Available
- Appendix B List of Events
- Appendix C Cllr Kerrin Report
- Appendix D Cllr Francis Report
- Appendix E Cllr Mrs Shimbart Report

Agreed and signed off by:

Governance and Logistics Executive Head: 20 May 2015 Economic Development: 29 April 2015

Page 11

Legal Services: 19 May 2015

Contact Officer:Tristan FieldsendJob Title:Democratic Services OfficerTelephone:023 9244 6233E-Mail:tristan.fieldsend@havant.gov.uk

APPENDIX A

Visitor Information Points Emsworth, Hayling Island and Havant Leaflets

D/L leaflets

Available leaflets for display: Emsworth Map and Guide **Explore Hayling Beach Walks** Havant Cycle Map Hayling Island WWII Heritage Trail and Copp Memorial Hayling Seaside Railway Langstone Harbour Langstone Hotel Station Theatre, Hayling island Stansted Park Staunton Park The Spring Arts Centre West Hayling Local Nature Reserve Staunton Way Solent Way Wayfarers Walk Solar Heritage/ Chichester Harbour Conservancy Hayling Island Map

A leaflet rack holding 22 D/L leaflets that can be wall mounted is proposed. Ideally the rack should have a header that catches the eye and states 'Free local information about what to see and do'. This page is intentionally left blank

Havant events in 2015

APPENDIX B

Key: Confirmed event

Event	Date	Venue	Websites	Organiser
Emsworth	<mark>17 Jan,</mark>	Emsworth	Visit Havant	Hampshire
Farmers Market	<mark>14 Feb,</mark>		Visit Hampshire	Farmers'
	14 Mar,		Hampshire Farmers' Markets	Markets
	18 Apr,			
	16 May,		www.emsworth.org.uk	
	20 Jun,			EBA
	18 Jul, 15			
	Aug, 19			
	Sep, 17			
	Oct, 14 Nov,19			
	Dec			
Only Fools and	<u>6 & 7</u>	Langstone	Langstone Hotel	
3 Courses	Feb, 6 &	Hotel	Visit Havant	
dinners	7 March		Visit Hants	
Feed the Birds	14 – 22	Staunton	www.hants.gov.uk/staunton	Staunton
Week	Feb	Park	Visit Havant	
			Visit Hants	
Waterlooville	17 Feb	Waterlooville	Visit Havant	
Charity Pancake				
Race				
Murder mystery	27 Feb,	Langstone	Langstone Hotel	
dinners	20 March,	Hotel	Visit Havant	
	25 April,		Visit Hants	
	16 May,			
	29 May, 6			
-	June			
Emsworth	13 – 15	Emsworth	www.emsworth.org.uk	EBA
Comic Relief	March		Visit Hampshire	
2015 – The UKs			Visit Havant	
first official Red Nose town.				
Easter Egg Trail	<mark>3 – 6 April</mark>	Staunton	www.hants.gov.uk/staunton	Staunton
	o o npin	Country	Visit Havant	Claunton
		Park	Visit Hants	
Step into Spring	<mark>4 – 19</mark>	Staunton	www.hants.gov.uk/staunton	
	April	Country	Visit Havant	
		Park	Visit Hants	
Easter Egg Hunt	4 – 6 April	Stansted	Visit Havant	
and Train Ride			Pavilion Tea Rooms	
Great Butser	<mark>6 April</mark>	QECP	www.hants.gov.uk/qecp	
Easter Egg Roll				
Donkey Derby		Hayling	http://haylinglions.org.uk/donkeyderby	Hayling
		Island	Visit Havant	Lions
Emsworth Arts	25 & 26	Emsworth	www.emsworthartstrail.org.uk	
Trail	April, 2 –		Visit Havant	
	<mark>4 May</mark>		Visit Hants	
	40.84			
May Day Market	16 May	Emsworth	Page 15	EBA

			Visit Havant Visit Hants	
Cyclefest	16 & 17 May	QECP	www.hants.gov.uk/qecp	
The Garden Show at Stansted Park	5 – 7 June	Stansted	http://www.thegardenshowonline.com/ Visit Havant Visit Hants	The Garden Show Stansted
Vintage Rally May Day Arts Trail	7 April 9 & 10 May 16 & 17 May	QECP Hayling Island and Havant	www.hants.gov.uk/qecp http://www.maydaysartstrail.co.uk/ Visit Hants Visit Havant	
Bug Bonanza	23 – 31 May	Staunton Park	www.hants.gov.uk/staunton Visit Havant Visit Hants	
Waterlooville Music Festival	<mark>13 – 21</mark> June	Waterlooville	www.stgeorgesnews.org/wmf HBC website Visit Hants Visit Havant	
South Downs Marathon	<mark>20</mark>	QECP	www.hants.gov.uk/qecp	
Waterlooville200 Homestead Dog Show	20 21	Waterlooville QECP	http://www.waterlooville200.org/ www.hants.gov.uk/qecp	
Goodwood Festival of speed	25 – 28 June	Goodwood	www.goodwood.com/home Visit Hants Visit Havant	Goodwood
Waterlooville Classic Motor Show	<mark>4 July</mark>	W/ville town centre	Visit Havant	HBC + W/ville Bus Assoc
Emsworth Independence Day	<mark>4 July</mark>	Emsworth		
Havant Fun Day America's Cup World Series	18 July 23 – 26 July	Havant Park Portsmouth/ Hayling	@HavantFunDay15 Visit Portsmouth	
Summer holiday activities Staunton Park	23 July – 31 Aug	Staunton	www.hants.gov.uk/staunton Visit Havant Visit Hants	Staunton
Trailwalker Staunton Festival	25 & 26	QECP Staunton	www.hants.gov.uk/qecp www.hants.gov.uk/staunton Visit Havant Visit Hants	Staunton
999 Services Day		Hayling Island	Visit Havant	
Hayling Lifeboat Station Open Day		Hayling Island	http://www.haylinglifeboats.org.uk/ Visit Havant	RNLI
South Downs Show	<mark>15 & 16</mark>		www.hants.gov.uk/qecp	
Playing on the Plaza	<mark>16 Aug</mark>	Hayling Island	www.playingontheplaza.co.uk Visit Havant	
3 Churches Fete		Hayling Island	Visit Havant Page 16	

Hayling for St George	30 Aug	Hayling Island	Visit Havant	
Emsworth Horticultural Show	31 Aug	Emsworth Recreation Ground	www.emsworthshow.org.uk Visit Havant Visit Hampshire	Emsworth Horticultural Society
Hayling Island Scarecrow Festival		Hayling Island	Visit Havant	
National Water Sports Festival	<mark>4 - 6 Sept</mark>	Hayling Island	http://nationalwatersportsfestival.com Visit Havant Visit Hants	<u>/a</u>
Kite surfing Armada	Tba (likely end Sept, early Oct)	Hayling Island	http://kitesurfingarmada.org.uk/ Visit Havant Visit Hants	Virgin
Goodwood Revival	11 – 13 Sept	Goodwood	www.goodwood.com/home Visit Hants	Goodwood
Emsworth British Food Fortnight	19 Sep – 4 Oct	Emsworth	www.emsworth.org.uk Visit Havant Visit Hampshire	Emsworth Business Association
WemsFest cultural festival		Westbourne and Emsworth	www.wemsfest.com Visit Havant Visit Hampshire	WemsFest CIC
Ale-ing Fest		Hayling Island	www.ale-ingfest.co.uk Visit Havant	Hayling Twinning Association
Havant Literary Festival		Havant	http://www.havantlitfest.org.uk/ Visit Havant Visit Hampshire	
Wodehouse Festival		Emsworth		Brookfield Hotel/ Wemsfest
Spellbinding Staunton	24 Oct – 1 Nov	Staunton Country Park	www.hants.gov.uk/staunton Visit Havant Visit Hants	Staunton
Halloween Halloween	<mark>26 - 30</mark>	QECP Stansted	www.hants.gov.uk/qecp www.stanstedpark.co.uk Visit Havant Visit Hants	Stansted
Free Firework Display	5 November	Stockheath Common	Visit Havant Visit Hants	Havant BC
Model Railway Exhibition	7 & 8 Nov	Hayling Community Centre	www.haylingseasiderailway.com Visit Havant Visit Hants	Hayling Seaside Railway
Emsworth Christmas Lights and the Arrival of Father Christmas	27 Nov	Emsworth	www.emsworth.org.uk Visit Hampshire Visit Havant	EBA
National Tree Celebration	28 Nov – 6 Dec	Staunton Park	www.hants.gov.uk/staunton Visit Havant Visit Hants	
Christmas		Stansted	wRateste7park.co.uk	Stansted

			Visit Havant Visit Hants	
Christmas activities	5/6, 12/13, 19/20, 21/22/23 December	Staunton Country Park	www.hants.gov.uk/staunton Visit Havant Visit Hants	Staunton
Christmas in the Park	5/6, 12/13, 19 – 22	QECP	www.hants.gov.uk/qecp	
Winter Wonderland		Funlands	www.haylingwonderland.co.uk Visit Havant Visit Hants	Funlands

Other events to include if possible:

The Spring Arts Centre – attractions and events records on Visit Hants, Visit Havant.

Chichester Harbour Events.

APPENDIX C

SCRUTINY PANEL – REVIEW OF TOURISM

CLLR GARY KERRIN

Interview with Jane Singh, Visitor Services and Development Manager - City Development And Cultural Services, Portsmouth City Council.

On 15 December 2014 I Interviewed Jane Singh to examine how Portsmouth City Council promotes tourism and discuss any new initiatives planned.

The Purpose of the interview was to ascertain

- 1. How successful has the Visit Portsmouth initiative been?
- 2. Is any information about Havant provided in Portsmouth visitor Information Centres?
- 3. What tourism initiatives do they have in Portsmouth?
- 4. How important is social media in helping promote tourism?

Portsmouth is a major visitor destination on England's south coast. It is one of VisitEngland's `Attract Brands' welcoming 8.6million visitors annually, generating £557million for the local economy and supporting around 12,000 local jobs.

Portsmouth is next door to Havant where we have the potential to capitalise on visitors to the Portsmouth area by promoting the borough through the Visit Portsmouth tourism initiative.

If Havant decided to join the Visit Portsmouth initiative it would benefit from the following exposure:

- Marketing support would be provided for Havant Borough Council through the Visit Portsmouth initiative.
- A double/four page spread in the Portsmouth visitor guide (60,000 copies) and a single page of information, plus inclusion of relevant businesses, in listings in the Portsmouth miniguide. (Number of copies: English 150,000, French 20,000, German 10,000, Spanish 8,000 and Chinese 5,000).
- Promotion through Portsmouth social media channels. Currently the Visit Portsmouth Facebook page has 25,300 likes and the Twitter feed has 5,500 followers.

Portsmouth City Council is currently developing a new responsive Visit Portsmouth website that should go live this summer. This will offer a basic free listing to business who make up the local visitor economy along with a range of charges for enhanced listings and banner advertisements. The aim is to make the site self-financing.

Portsmouth Tourism Statistics from the last 12 months

- 893,483 annual sessions on Visit Portsmouth, up by 50.14%
- 669,337 annual users on Visit Portsmouth up by 48.22%

- 2,737,535 pages viewed on Visit Portsmouth up by 33.69%
- (2,047,657) annual reach on Facebook of 1,390,061 users
- Average monthly reach of 115,838 users
- Portsmouth iPhone App 7,644
- Portsmouth Android 675
- You Tube viewings 54,000

Campaigns

Two campaigns to boost tourism in Portsmouth were run in London last year. The first campaign consisted of 1,000 tube car panels in February. The panels were seen by around 1.6 million tube users and Visit Portsmouth saw a 25% increase in visits compared to the same period in the previous year. Visitors to Portsmouth from the London area saw an increase of 36% in this period.

The second campaign formed part of the Destination Marketing Partnership (DMP); the main season campaign was funded by Portsmouth visitor services (Portsmouth City Council), Portsmouth Historic Dockyard, Spinnaker Tower and Gunwharf Quays. The campaign consisted of four similar designs, each featuring one of the main partners and with Portsmouth visitor services featuring major events and the seafront. This campaign was viewed by 60% of all tube Passengers (approximately 1.5million people).

Advertising in London enables Portsmouth as a destination to be promoted to people living in London, people commuting to London for work and to the millions of visitors to the capital each year.

Portsmouth City Council also run international marketing campaigns in partnership with local attractions, transport providers, other local authorities, Tourism South East (TSE), Visit England and Visit Britain.

During 2013/14 and again for 2014/15 Portsmouth has joined two of TSE's international campaigns, i) Near Europe in partnership with Gosport Borough Council and ii) Go!China in partnership with local DMP members.

The Near Europe campaign targets the group market in Germany, France, Belgium and the Netherlands.

The Go!China campaign targets trade and media in China and Hong Kong, with potential additional contacts in India, Australia, New Zealand and Japan.

Conclusion

 The Visit Portsmouth initiative is far reaching and could create a lot of exposure for Havant. It is a great opportunity to capitalise on the number of people who visit Portsmouth each year who might be looking for alternative places to visit. Being so close to Portsmouth and with Portsmouth's excellent park and ride system Havant could become a very popular choice for people looking to stay overnight. The council should take advantage of this opportunity.

- 2) Social media is increasingly important as proven by the large number of users on Portsmouth social media sites. Havant already has a tourism presence online with a Twitter feed and the Visit Havant website and this should continue to be progressed. A Visit Havant Facebook page should also be set up.
- 3) The Portsmouth advertising campaign in London has seen a very significant rise in tourist numbers. This probably wouldn't be financially viable for the Council but opportunities to perhaps conduct a campaign on a smaller scale or in conjunction with another authority should be investigated.
- 4) The Council should investigate the possibility of joining a TSE campaign in order to highlight the borough's attractions, such as the excellent water sports facilities at Hayling Island, both domestically and abroad.

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Tourism in Havant (St Faith's ward)

It must be recognised that Hayling is the most widely known part of the Borough of Havant as far as tourism is concerned. It has the hotels, the holiday camps and villages, the B and Bs, holiday attractions, areas of SSI and the sea (although the sands of yesteryear have largely disappeared).

The village of Emsworth is also very attractive for a passing visit with its Mill Pond, its pretty houses, its small attractive shops and occasional markets.

How can we promote interest in the little town of Havant (basically St Faith's ward)?

It certainly lacks much hotel provision, although that will change to some extent if the new 90 bedroom hotel, next to the Langbrook Farm pub and restaurant, is built. The Langbrook Farm can be seen to be a great success and (to date) is always thronged with customers.

The proposed hotel is obviously not a place for a prolonged stay, but will prove very useful to business visitors and people who are en route for other destinations.

Havant could be promoted as a hub for other interesting or attractive areas. We are within easy reach of Chichester, Petersfield, Portsmouth and Winchester.

Walking could be advertised. Many long distance paths pass through the town. The Solent way, Shipwrights way and the Wayfarers Way are all here. We have the Hayling Billy Line and pleasant walks across the fields and along the shore, passing pretty Langstone Village, interesting pubs (The Ship and the Royal Oak), Langstone Mill, and our Mill Pond.

We are also on the National Cycle Network and HBC has produced a good cycling map and guide.

This is a great place for twitchers with a wide variety of birds. In winter there is a great invasion of Brent Geese and on the mill pond you will see swans, mallards, cootes, the occasional heron and the invasion of little egrets. If you continue along the coast and across a field you reach the tiny village of Warblington with its beautiful, mainly 13th Century, church of St Thomas a Becket, which has two 18th century grave watchers huts in the cemetery. Near bye you can see the remaining tower of Warblington

It is easy to get out into the countryside to visit areas like the Queen Elizabeth Park, Butser Hill and Staunton County Park on the edge of Leigh Park.

Havant itself is an interesting town based on an ancient cruciform road pattern with the ancient church of St Faith at the crossroads. East Street has some fine (although largely run down) facades. South Street has the pretty Old House at Home Pub which, with the church, was one of the few buildings to remain after the great fire of 1760, cottages and the fine Manor House.

The Romans and the Saxons lived here. There are many streams, the water was good and a healthy brewing industry grew up. The water also contributed to the making of parchment. It is believed that we made the parchment for Magna Carta and other famous documents. Glove making was also an important industry. There were many wind and water mills.

We had a great Annual Fair, held at the Fairfields until it became too notorious for drunkenness and violent behaviour and the licence was rescinded by the King.

At the end of East Street is the Old Town Hall which is now known as the Spring. It houses a very interesting little museum and a thriving Arts Centre which promotes plays, music of many kinds, Art exhibitions, films, talks and educational activities.

Havant has a Park, a Leisure Centre, a Library and good public transport. Buses to all local areas and along the coast from Portsmouth to Brighton run from the bus station. Frequent trains run to London, along the coast and further afield.

Castle.

The town was originally the principal shopping centre and has a market on Tuesdays and Saturdays. In town, near the church, there is a shopping mall, the Meridian.

There is also a very popular off centre shopping, with large stores in Solent Road and another near the railway bridge in Potash Terrace.

Existing Publicity

www.visithavant.gov.uk

This is our HBC website and is very good. There is a super descriptive /historical tab which is about ALL of the areas of the borough with links to Activities, Events, Attractions, Transport (very clear), and Events.

(You can get stuck on the HBC events page if you are not careful.) The link to performances at the Spring is up to date and attractive.

A series of Havant History Booklets, compiled by local historian Ralph Cousins, can be viewed and ordered on line at www.hhbkt.com or bought from the Spring Arts and Heritage Centre.

Other booklets and leaflets prepared by HBC are at the Tourist Information Bureau in Hayling. Among them are:-Guided walks - The Havant Shore, Langstone and Warblington; Havant. A clue what to look for (a town trail booklet), A Cycle Map and Guide, and the Havant Heritage trail (with map of town).

I could not find the promised link on the Portsmouth Tourism site. The Hampshire one promotes Hayling and Emsworth. There are still a number of sites advertising the tourist bureau at 1 Park Road (some with a nice little map) which closed eight years ago!

What can be done to promote tourism?

The town could be promoted as a hub for visiting other places.

The shopping areas could be promoted, but they do not compare with Portsmouth or Chichester. A lot of people from other areas DO come to us for their shopping. This is a kind of tourism. They might be enticed to explore the town further, and visit the pubs or restaurants, if notice boards displayed the town heritage walk or if leaflets were available in the shops.

Cycling magazines, birdwatchers' magazines and publicity about the Long Distance walking trails might be persuaded to advertise Havant (but this might be expensive and not very productive unless we have better accommodation).

The real problem is to attract people from outside of Havant. It might be that County libraries, Community Centres and bus depots would display some of our publicity. Some leaflets should be available from hotels, within a radius of 10 miles, if they would take them. I expect posters on train stations would be very expensive. They might be more effective if they publicised Hayling with Havant.

To attract tourism from areas like Warblington and Purbrook we might put some publicity into their notice boards or bus shelters.

The Hayling Tourist Bureau has excellent information, not only about Hayling but also about Havant, and might attract their visitors to come into the town.

N.B. Some of these strategies might be appropriate for advertising the Borough as a whole.

B.Francis

Tourism Scrutiny Report - Elaine Shimbart

Waterlooville library

I interviewed a senior member of the library staff in order to ascertain their methods of advertising events in the local area.

The way in which they promote events in the area has changed. Since the library has been refurbished and modernised, they informed me that they no longer have room for carousels, such as are found in the atrium in the Plaza, where leaflets could be easily seen by anyone interested.

Any leaflets, or other information, regarding events, shows, entertainment, etc., occurring in the Borough are, instead, kept in folders at the rear of the library. However, the staff are more than happy to photocopy, or download and print from their computer, any information that is requested.

There is also a separate folder for the Voluntary sector, and for Clubs and training events.

There is a large notice board at the back of the library which can be used to advertise events.

Other libraries will be somewhat similar as and when they are modernised.

Notice Boards

There are several notice boards, which are available for the use of charities, etc., situated in prominent places in Waterlooville and Cowplain, as well as throughout the Borough, which can be used to advertise events in and around the Borough. This will, hopefully, attract both local residents, and those from further afield.

These are closed notice boards, with the keys to those in the town centres being held by the town centre manager, Jeff Crate, while the local centre notice boards have nominated keyholders.

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HAVANT BOROUGH COUNCIL

Scrutiny Board

Mail Services and Document Management System

Report by: Governance and Logistics Scrutiny and Policy Development Panel

Portfolio: Governance and Logistics

Key Decision: No

1.0 Purpose of Report

1.1 To present the recommendations being made in connection with the Panel's review of the mail services.

2.0 Recommendation

2.1 The Governance and Logistics Scrutiny and Policy Development Panel recommend that the report be noted.

3.0 Summary

3.1 The Panel reviewed the role of mail services and what work was being undertaken to ensure that the Council moved towards paperless working.

4.0 Mail Services

- 4.1 The mail office provides, amongst other services a postal service to Havant Borough Council (HBC), Hampshire County Council and all other partner organisations. The post is sorted in different ways, with all post for HBC officers opened in the mail office. Some of the post is scanned by the mail team and sent electronically to staff. Depending on if there are cheques involved the majority of the rest is delivered to resource areas around the Plaza. For many partner organisations the post is delivered unopened to their relevant resource areas. Any outgoing mail for partner organisations is sent through the mail office and recharged back to the organisation.
- 4.2 Meridio is the current document management system used by the mail room. As technical support for Meridio will be stopped in June 2015 work has been undertaken to investigate a replacement. A new system called IDOX has been identified as a suitable and effective replacement and it is recommended that it be installed for use by the Planning department by late 2015. Investigations are on-going as to whether it will be rolled out to other areas of the Council. If it is adopted it will not be fully functional initially as a testing phase will commence to ensure that any issues are resolved before it is rolled out to specific service areas in the council. IDOX will have the benefit of being fully functional with the

council's other case management systems making the process more streamlined and efficient.

- 4.3 Investigations will take place into how IDOX will feed into the personalisation project. The new system will be focused on providing a more customer friendly service experience by taking the information from all of the back office systems and making it available to the customer service officers. Further improvements to the customer experience delivered by IDOX will also include enabling customers to select to a larger degree the level and amount of information that they wish to have about planning applications.
- 4.4 One of the other major benefits of IDOX is that if there is no internet or network access available across Hampshire County Council the system can still be used as the information will be hosted on a server outside of HCC. This way HBC reduces its risk of any technical errors restricting its access to important information.
- 4.5 IDOX is not an automated system and would require monitoring with the mail room staff being trained in the new system (training costs included in the set up price).
- 4.6 The planning service still has an archive of microfiche and as part of the installation of IDOX this would be transferred into a different format that would be compatible with the new system.
- 4.7 The costs of installing IDOX are as follows:

Licence - £25,000 Hosting Fee - £19,000 Annual Fee (maintenance, training etc.) - £14,860

These costs are comparable to the same service provided at Hampshire County Council in addition to the system being utilised by over eighty other local authorities.

4.8 As the implementation of the new system is a work in progress an update should be provided to the Governance and Logistics Panel in six months time detailing the projects development. An update may then be provided to the Board in future if deemed necessary.

5.0 Implications

Resources:

5.1 The introduction of the new document management system could potentially lead to a more labour intensive system at the source as well as require a new location for the scanner. Some of the additional costs may be met by savings in administration involved in the filing of paper documents.

The installation costs of the IDOX system quoted in this report have been approved as part of the Council capital budget for 2015/16 and any on going costs have been and will be included within the Council's revenue budgets.

Page 30

Legal:

5.2

As there is a risk of data breaches, officers will need to ensure that they continue to comply with the Council's policies on Information Management in order to deal with confidential and non-confidential communications.

Strategy:

5.3 The introduction of a new document management system will support the Council's strategic aim, stated in the Corporate Strategy, of achieving financial sustainability by delivering a process at the right quality and the right price for our customers.

By investing in the system the Council will meet its aim to provide services that are accessible, efficient and fit for purpose.

Risks:

5.4 Introducing the new system may result in an initial delay in inputting archived information and a potential loss of some data in the scanning process.

Communications:

5.5 All Council departments will have to be informed of the new postal processes.

For the Community:

5.6 An improved document management system will help support the Council's proposed Customer Relationship Management System and thereby our back-office systems will be made more available to our customer service officers and to the customer directly through their own personal account.

6.0 Consultation

6.1 The Panel interviewed the Corporate Support Manager and the IT partnership Manager as part of their investigations.

Agreed and signed off by:

Relevant Executive Head: 10 July 2015 Finance: 25 June 2015 Legal: 19 June 2015

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HAVANT BOROUGH COUNCIL

SCRUTINY BOARD

REVIEW OF CIL SPENDING ALLOCATIONS Report by the Planning and Built Environment Panel

Planning and Built Environment Quality Cabinet Lead

Key Decision: NA

1.0 Purpose of Report

1.1 To have an input to the Allocation of CIL Funds by investigating and scrutinising the two agreed proposals from Cabinet and Council, being the Havant Footbridge and Harts Farm Way/Solent Road traffic management system.

2.0 Recommendation

2.1 The Scrutiny Board notes the report.

3.0 Summary

3.1 Since change in legislation, the borough no longer collects S106 funding from new developments within the area; instead Community Infrastructure Levy (CIL) is now applied to new developments and is collectable upon the commencement of development.

3.2 The CIL fund is designed to be used to improve infrastructure of the Borough to benefit the community. This extends to roads, traffic management, public thoroughfares and Council owned property. The purpose of spending CIL is to benefit the community and support the infrastructure of the borough to fall in line with the corporate strategy and make the borough more prosperous.

3.3 CIL briefings were held for members to keep them up to date with the progress of CIL legislation and, members were asked to provide a list of projects within the borough that they felt were most suitable for further investigation and development. After isolating those that were deemed appropriate and necessary, the traffic control system at Harts Farm Way was deemed most urgent in supporting the economic development within the borough.

3.4 HAVANT FOOTBRIDGE

The spending of CIL funds on the Havant Footbridge were agreed by cabinet on 4/2/15 and Council 18/2/15. The Panel investigated the usefulness of improving the footbridge and the found that it currently presents a poor first impression and unattractive view when arriving into the Borough. The bridge provides an important connection between the Public Service Village (and beyond) and the town center, two of the Borough's key

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development sites. The bridge has been identified as a priority for replacement by the Borough Council and Hampshire County Council for many years, which is now linked to aspirations for transforming Havant Town Centre. Without this connection there would be a considerable detour for pedestrians and cyclists of 400m to the east and 900m to the west. The Local Plan allocates sites and provides for the regeneration of both areas to the north and south of the railway line. For this reason it was understood that the allocation of CIL funds to the footbridge was reasonable and effective.

3.5 HARTS FARM WAY TRAFFIC MANAGEMENT

A feasibility study (funded by HCC) would outline the potential improvements to this junction, based on traffic counts and consideration of all option. The need to improve the layout of this junction is justified by lengthy delays for traffic passing through particularly during the morning and evening peaks. The proposal is to improve the flow for vehicles, cyclists and pedestrians by the installation of traffic lights. The panel agreed that the allocation of CIL funds was reasonable and effective.

4.0 Implications

4.1 **Resources:** On-going resource implications for officers in advising on the CIL requirements when a planning application is received, collecting and monitoring CIL payments is covered within the 5% of total receipts agreed by the Council on 23 July 2014.

4.2 **Legal:** In developing and implementing procedures for the spending of CIL, regard has been given to ensuring that these measures comply with all relevant legislation including the CIL regulations and guidance.

4.3 **Strategy:** The CIL will help to deliver across all three priority themes set out in the Corporate Strategy in respect of financial stability, economic growth and public service excellence.

4.4 **Risks:** The CIL has replaced S106 planning obligations as the main source of developer contributions from August 2013 for the provision of infrastructure, with the exception of affordable housing. The risk of not implementing the Protocol will be the lack of a clear and fair process for the distribution of funds towards the cost of priority infrastructure to support the development of the borough for the benefit of residents and businesses. Fully resourcing the administrative and monitoring processes will minimise the risk of due receipts not being collected.

4.5 **Communications:** Hampshire County Council other service and infrastructure providers have been engaged in the bidding process towards considering the spending priorities for CIL. Councillors representing the local communities have been briefed and engaged throughout the bidding and decision making process.

4.6 **For the Community:** The spending of the CIL on infrastructure within the borough will be of benefit to the local community.

5.0 Consultation

Discussions on the spending decision process have been undertaken with Havant Borough Council officers and leading councillors. The Protocol process allows for

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consultation with Hampshire County Council and other service and infrastructure providers.

Agreed and signed off by:

Finance: 19/05/2015 Legal Services: 15/05/2015 Executive Head of Governance & Logistics: Relevant Executive Head: Portfolio Holder

Contact Officer:Jack CaineJob Title:Democratic Services AssistantTelephone:02392446230E-Mail:Jack.Caine@Havant.gov.uk

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HAVANT BOROUGH COUNCIL

Scrutiny Board

Scrutiny Board Work Programme - 2015/16

Report by Democratic Services Assistant

Cabinet Lead: Councillor Michael Wilson

Key Decision: N/A

1.0 Purpose of Report

1.1 To give the Board an opportunity to review progress with the regard to the work undertaken by the Scrutiny/Policy Development Panels since the last meeting.

2.0 Recommendation

That the Board:

- 2.1 reviews progress to date and identifies any further matters for scrutiny/policy review, to be undertaken by the appropriate Panel as part of the Board's work programme, and that the key objectives of any additional reviews be agreed;
- 2.2 receives an update from the Scrutiny Leads in relation to their ongoing work programmes, to include their intended next steps and programme for reporting back to the Board.

3.0 Summary

- 3.1 This Board oversees the work of five informal Scrutiny/Policy Development Panels, each linked directly to one of the five service clusters. The following Scrutiny Lead Councillors have been identified to take the lead with regard to the work in these areas:
 - Economy, Planning & Built Environment Councillor Ken Smith
 - Communities Councillor Andy Lenaghan
 - Environment & Neighbourhood Quality Councillor David Keast
 - Marketing & Development Councillor Colin Mackey
 - Governance & Logistics Councillor Peter Wade
- 3.2 The Panels undertake research and report their conclusions and findings to this Board which will then decide whether to make recommendations to the Cabinet or Council as appropriate. An overview of the Board's work programme is attached at Appendix A.

3.3 In recognising that the timescales for completing scrutiny/policy reviews will vary according to the subject matter in hand, the Scrutiny Board has asked to receive progress updates for those reviews that are ongoing at the time of each of its meetings.

4.0 Implications

4.1 Resources

There are no financial implications arising out of this report. If any recommendations made by the Scrutiny Board for adoption by the Council have financial implications they are identified separately in each report.

4.2 Legal

There are no direct legal implications arising from this report.

4.3 Strategy

The work of the Scrutiny Panels helps to ensure that new strategies are robust and actions are undertaken to deliver the desired outcomes.

4.4 Risks

The Board needs to ensure that there are clear outcomes from the scrutiny process that impact positively upon the people and communities within the borough and link to corporate priorities.

4.5 Communications

The Scrutiny Board needs to continue to promote and demonstrate clearly how it is contributing towards the improvement and efficiency of Havant Borough Council.

4.6 For the Community

The scrutiny reviews attempt to involve, if appropriate, local residents, community and voluntary sector groups; businesses etc and the views and evidence gathered are fed into the individual reports.

4.7 The Integrated Impact Assessment (IIA) has been completed and concluded the following: N/A

Appendices:

Appendix A – Scrutiny Board Work Programme - Overview

Background Papers: Nil

Contact Officers:

Jack Caine Democratic Services Assistant Tel: 023 9244 6230 Email: jack.caine@havant.gov.uk Tristan Fieldsend Democratic Services Officer Tel: 023 9244 6233 Email: <u>tristan.fieldsend@havant.gov.uk</u> This page is intentionally left blank



Havant Borough Council Overview –Scrutiny Board Work Programme 2015/16

	SUBJECT	Objectives of Review	Panel	LEAD PORTFOLIO HOLDER/	Date For Consideration by Scrutiny Board and/or Cabinet and/or Council
age	Delivering Differently - Future Service Delivery of Operational Services	To review the future delivery of Operational Services and the various options detailed in the report.	Scrutiny Board	Deputy Leader of the Council and and Cabinet Lead for Environment and Neighbourhood Quality	Scrutiny Board Tuesday, 2 Jun 2015
	CCTV - Final Report	Recommendation from JEB on 16 April 2013 that the Scrutiny Panel agree and prioritise the objectives of the service. Initial discussions for taking this forward underway. (Interim Report considered by Scrutiny Board on 19 November 2013)	Environment and Neighbourhood Panel	Portfolio Holder for Environment and Neighbourhood Quality	Scrutiny Board Tuesday, 2 Jun 2015
	Corporate Performance Healthcheck - 2014/15 -	Scrutiny Lead Councillors quarterly meeting to review the Corporate Performance Healthcheck Reports. Any issues of concern to be referred	Scrutiny Leads Panel	Cabinet Lead for Marketing and Development	Scrutiny Leads Panel Wednesday, 3 Jun 2015

	SUBJECT	Objectives of the Review	Panel	LEAD PORTFOLIO HOLDER/ OFFICER	Date For Consideration by Scrutiny Board
Page 42	Q4	to the appropriate Scrutiny Panel for investigation and report back.			
	Tourism in the Borough	To review and improve tourism within the borough.	Economy and Communities Panel	Cabinet Lead for Communities	Scrutiny Board Tuesday, 21 Jul 2015
	Review of CIL Spending Allocations	To review Community Infrastructure Levy (CIL) Allocations.	Economy, Planning and Built Environment Scrutiny and Policy Development Panel	Cabinet Lead for Economy, Planning and Built Environment	Scrutiny Board Tuesday, 21 Jul 2015
	Mail Services and Document Management System	To review the role of mail services and assess what work was being undertaken to ensure that the Council moved towards paperless working.	Governance and Logistics and HR Scrutiny and Policy Development Panel		Scrutiny Board Tuesday, 21 Jul 2015
	Revenue Budget 2016/17	The Board is to consider the proposed budget strategy for 2105/16	Scrutiny Board	Leader and Cabinet Lead for Corporate Strategy, Finance, and Partnerships	Scrutiny Board Tuesday, 26 Jan 2016