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Scrutiny Panel A

Highways Approach to Asset Management Inquiry

Thursday, 29th July, 2010
at 6.00 pm

PLEASE NOTE TIME OF MEETING

Conference Room 4 - Civic Centre

This meeting is open to the public

Members

Councillor Kolker (Vice-Chair)
Councillor Mrs Damani
Councillor Morrell
Councillor Odgers
Councillor Turner
Councillor Fitzgerald
Councillor Willacy

Contacts

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PUBLIC INFORMATION

Role of Scrutiny Panel A

The Panel has responsibility for:-

- providing an independent assurance to the Standards and Governance Committee on the adequacy of the risk management framework and the internal control and reporting environment including (but not limited to) the reliability of the financial reporting process and the statement of internal control;
- satisfying and providing assurance to the Standards and Governance Committee that appropriate action is being taken on risk and internal control related issues identified by the internal and external auditors and other review and inspection bodies; and
- specifically, the oversight of, and provision of assurance to the Standards and Governance Committee on, the following functions:-
 - ensuring that Council assets are safeguarded;
 - maintaining proper accounting records;
 - ensuring the independence, objectivity and effectiveness of internal and external audit;
 - the arrangements made for co-operation between internal and external audit and other review bodies;
 - considering the reports of internal and external audit and other review and inspection bodies;
 - the scope and effectiveness of the internal control systems established by management to identify, assess, manage and monitor financial and non-financial risks (including measures to protect against, detect and respond to fraud).

Southampton City Council's Six Priorities

- Providing good value, high quality services
- Getting the City working
- Investing in education and training
- Keeping people safe
- Keeping the City clean and green
- Looking after people

Public Representations

At the discretion of the Chair, members of the public may address the meeting about any report on the agenda for the meeting in which they have a relevant interest.

Smoking policy – the Council operates a no-smoking policy in all civic buildings.

Mobile Telephones – please turn off your mobile telephone whilst in the meeting.

Fire Procedure – in the event of a fire or other emergency a continuous alarm will sound and you will be advised by Council officers what action to take.

Access – access is available for the disabled. Please contact the Democratic Support Officer who will help to make any necessary arrangements.

Dates of Meetings: Municipal Year

2010	2011
3 June	19 January
8 July	3 February
2 September	3 March
7 October	7 April
4 November	

CONDUCT OF MEETING

Terms of Reference

The terms of reference of the Audit Committee are contained in Article 8 and Part 3 (Schedule 2) of the Council's Constitution.

Business to be discussed

Only those items listed on the attached agenda may be considered at this meeting.

Rules of Procedure

The meeting is governed by the Council Procedure Rules as set out in Part 4 of the Constitution.

Quorum

The minimum number of appointed Members required to be in attendance to hold the meeting is 3.

Disclosure of Interests

Members are required to disclose, in accordance with the Members' Code of Conduct, **both** the existence **and** nature of any "personal" or "prejudicial" interests they may have in relation to matters for consideration on this Agenda.

Personal Interests

A Member must regard himself or herself as having a personal interest in any matter

- (i) if the matter relates to an interest in the Member's register of interests; or
- (ii) if a decision upon a matter might reasonably be regarded as affecting to a greater extent than other Council Tax payers, ratepayers and inhabitants of the District, the wellbeing or financial position of himself or herself, a relative or a friend or:-
 - (a) any employment or business carried on by such person;
 - (b) any person who employs or has appointed such a person, any firm in which such a person is a partner, or any company of which such a person is a director;
 - (c) any corporate body in which such a person has a beneficial interest in a class of securities exceeding the nominal value of £5,000; or
 - (d) any body listed in Article 14(a) to (e) in which such a person holds a position of general control or management.

A Member must disclose a personal interest.

Continued/.....

Prejudicial Interests

Having identified a personal interest, a Member must consider whether a member of the public with knowledge of the relevant facts would reasonably think that the interest was so significant and particular that it could prejudice that Member's judgement of the public interest. If that is the case, the interest must be regarded as "prejudicial" and the Member must disclose the interest and withdraw from the meeting room during discussion on the item.

It should be noted that a prejudicial interest may apply to part or the whole of an item.

Where there are a series of inter-related financial or resource matters, with a limited resource available, under consideration a prejudicial interest in one matter relating to that resource may lead to a member being excluded from considering the other matters relating to that same limited resource.

There are some limited exceptions.

Note: Members are encouraged to seek advice from the Monitoring Officer or his staff in Democratic Services if they have any problems or concerns in relation to the above.

Principles of Decision Making

All decisions of the Council will be made in accordance with the following principles:-

- proportionality (i.e. the action must be proportionate to the desired outcome);
- due consultation and the taking of professional advice from officers;
- respect for human rights;
- a presumption in favour of openness, accountability and transparency;
- setting out what options have been considered;
- setting out reasons for the decision; and
- clarity of aims and desired outcomes.

In exercising discretion, the decision maker must:

- understand the law that regulates the decision making power and gives effect to it. The decision-maker must direct itself properly in law;
- take into account all relevant matters (those matters which the law requires the authority as a matter of legal obligation to take into account);
- leave out of account irrelevant considerations;
- act for a proper purpose, exercising its powers for the public good;
- not reach a decision which no authority acting reasonably could reach, (also known as the "rationality" or "taking leave of your senses" principle);
- comply with the rule that local government finance is to be conducted on an annual basis. Save to the extent authorised by Parliament, 'live now, pay later' and forward funding are unlawful; and
- act with procedural propriety in accordance with the rules of fairness.

AGENDA

Agendas and papers are now available via the City Council's website

1 APPOINTMENT OF CHAIR

To appoint a Chair to the Panel for the remainder of the 2010/11 municipal year.

2 APOLOGIES AND CHANGES IN PANEL MEMBERSHIP (IF ANY)

To note any changes in membership of the Panel made in accordance with Council Procedure Rule 4.3.

3 DISCLOSURE OF PERSONAL AND PREJUDICIAL INTERESTS

In accordance with the Local Government Act, 2000, and the Council's Code of Conduct adopted on 16th May, 2007, Members to disclose any personal or prejudicial interests in any matter included on the agenda for this meeting.

NOTE: Members are reminded that, where applicable, they must complete the appropriate form recording details of any such interests and hand it to the Panel Administrator prior to the commencement of this meeting.

4 DECLARATIONS OF SCRUTINY INTEREST

Members are invited to declare any prior participation in any decision taken by a Committee, Sub-Committee, or Panel of the Council on the agenda and being scrutinised at this meeting.

5 DECLARATION OF PARTY POLITICAL WHIP

Members are invited to declare the application of any party political whip on any matter on the agenda and being scrutinised at this meeting.

6 STATEMENT FROM THE CHAIR

7 MINUTES OF THE PREVIOUS MEETING (INCLUDING MATTERS ARISING)

To approve and sign as a correct record the Minutes of the Inquiry Meeting held on 8th July 2010 and to deal with any matters arising, attached.

8 HIGHWAYS APPROACH TO ASSET MANAGEMENT : AGREEMENT OF RECOMMENDATIONS

Report of the Head of Policy and Improvement, detailing information for the final meeting of the Inquiry on Highways' approach to asset management, attached.

Wednesday, 21 July 2010

SOLICITOR TO THE COUNCIL

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SCRUTINY PANEL A

INQUIRY INTO THE HIGHWAYS APPROACH TO ASSET MANAGEMENT MINUTES OF THE MEETING HELD ON 8 JULY 2010

- Present: Councillors Ball (Minute number 6 only) (Chair), Kolker (Vice-Chair), Morrell, Odgers, Turner, Parnell and Thomas
- Also in attendance: Councillor Dean – Cabinet Member for Environment and Transport
- Apologies: Councillors Mrs Damani and Willacy

COUNCILLOR KOLKER IN THE CHAIR

4. **APOLOGIES AND CHANGES IN PANEL MEMBERSHIP (IF ANY)**

The Panel noted that in accordance with the provisions of Procedure Rules 4.3 and 4.4, Councillor Parnell replaced Councillor Willacy and Councillor Thomas replaced Councillor Damani, for the purposes of this meeting.

5. **MINUTES OF THE PREVIOUS MEETING (INCLUDING MATTERS ARISING)**

RESOLVED that the minutes of the meeting held on 3rd June 2010 be approved and signed as a correct record. (Copy of the minutes circulated with the agenda and appended to the signed minutes).

6. **HIGHWAYS APPROACH TO ASSET MANAGEMENT INQUIRY**

The Panel considered the report of the Head of Policy and Improvement detailing information on the communication tool and community aspects of the highways approach to asset management as well as examining performance and providing information on the new Highways partnership. (Copy of the report circulated with the agenda and appended to the signed minutes).

The Cabinet Member for Environment and Transport was present at the meeting and with the consent of the Chair, addressed the meeting, providing Panel Members with background information and an overview on the highways approach to asset management. The Panel heard that :-

- there had been chronic under-investment in Southampton's road network over the past last ten years;
- in 2005 Southampton lost a bid for PFI credits due to them being greatly over-subscribed and the promised further round of bids did not materialise;
- Southampton had been one of the first authorities to have a Transport Asset Management Plan (TAMP) and it was extremely important that the correct weightings were applied to the specific areas which were engineering-led;
- Tribal Consulting was then commissioned to produce a report to investigate the future of the highway service and had produced a wide range of options which suggested that the best way forward would be to have a business contract with a

public private partner and on 5th July 2010, a report was approved at Cabinet, awarding a business contract to the Balfour Beatty Group to deliver the Council's highways services;

- as there was a great deal of in-house local expertise the Council's highway staff would be TUPE'd across to Balfour Beatty;
- although there was a tight contract with Balfour Beatty in order to sustain upward funding, there was sufficient flexibility within it which would allow the Council to contract an external provider for any major special projects outside of the contract; there were also penalty clauses within the contract;
- Balfour Beatty is a world-class infrastructure services business and were confident of achieving all their service level agreements with the Council.

COUNCILLOR BALL IN THE CHAIR

The Transformation and Performance Manager and Public Realm Manager provided the Panel with information on the Communication Toolkit used and the community perspective of the service provision.

The Panel noted that :-

- there had been improvements on the highways web pages which had been simplified and made fit for purpose with roadworks, utility repair work and traffic congestion highlighted and made as public as possible;
- the highways department had been participating in a MORI survey, 'Keep the City Moving' annually and in the last year was the only local authority that had improved in all areas; this had resulted in the Council being invited to talk at the National Conference;
- funding has been increased by £3-6m over the last few years
- the highways had a very able Communications Officer who handled complaints and was a good ambassador for the Council;
- as a result of the recession people's behaviour had changed and this had resulted in more people cycling than driving cars;
- 20% of Utility repairs were of an unacceptable standard and the Street Works Manager and team of inspectors monitored any possible hazards and the ongoing problem with utility companies;
- Important pieces of work underway were:
 - (i) improving cycle and pedestrian lanes; and
 - (ii) investigation of utility road works not properly reinstated to their original condition, not properly guarded or lit.
- the developers involved with the building of the two new Academies (subject to approval from the Department of Education) would be required to provide funding for cycle and pedestrian paths by way of S106 agreements, and future funding opportunities could be to get developers to help pay for road improvements by way of S106 agreements;
- the M27 network to Dock Gate 20 was now recognised as a route of national importance but was not regarded as a strategic road and therefore the local authority was responsible for its maintenance; although discussions were being held with Government, there was no obligation on ABP to contribute to repairs to public roads and it was suggested that the Cabinet Member, in conjunction with the Scrutiny Panel, write to the Secretary of State pointing out the unjustness of the situation; a Park & Ride Scheme would not be viable until the number of car

parks and on street parking in the City was reduced in the city; sites have been identified and protected in the core strategy;

- the tactile material used in pavements was being investigated to ascertain if it was being used appropriately;
- the Street Works team would investigate the gas works in Swaythling High Street; and
- a system had been implemented to improve the quality of street signs.

RESOLVED

- (i) that the report of the Head of Policy and Improvement, the overview provided by the Cabinet Member for Environment and Transport and the comments and presentation received from the Transformation and Performance Manager and Public Realm Manager, along with the ideas and suggestions contributed by Members of the Panel, be placed in the register of evidence of the Inquiry into the Highways Approach to Asset Management; and
- (ii) that a further meeting be scheduled on 29th July in order to agree recommendations and draft a report for consideration by the the Overview and Scrutiny Management Committee at the meeting on 19th August 2010.

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Agenda Item 8

DECISION-MAKER:	SCRUTINY PANEL A		
SUBJECT:	HIGHWAYS APPROACH TO ASSET MANAGEMENT: AGREEMENT OF RECOMMENDATIONS		
DATE OF DECISION:	29 JULY 2010		
REPORT OF:	HEAD OF POLICY AND IMPROVEMENT		
AUTHOR:	Name:	Dorota Goble	Tel: 023 8083 3317
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STATEMENT OF CONFIDENTIALITY			
None			

SUMMARY

At the concluding meeting of the Highways Approach to Asset Management Inquiry the members of the scrutiny panel are requested to discuss the draft recommendations, to be tabled at the meeting, and amend and approve a final version of the recommendations, to be included in the final report.

RECOMMENDATIONS:

- (i) That the panel discuss, amend and agree a final version of the draft recommendations to be tabled at the meeting.
- (ii) That, to enable the comments made by scrutiny panel members at the meeting to be incorporated into the final report, authority be delegated to the Head of Policy and Improvement to amend the final report, following consultation with the Chair of Scrutiny Panel A.
- (iii) That the Chair of Scrutiny Panel A presents the final report to the Overview and Scrutiny Management Committee on 19th August 2010.

REASONS FOR REPORT RECOMMENDATIONS

1. To enable a final report to be presented to the Overview and Scrutiny Management Committee for consideration at the 19th August meeting.

CONSULTATION

2. The draft recommendations, to be tabled at the meeting, have been sent to the key stakeholders who provided evidence to the inquiry. Comments generated from this consultation process will be reported to the Scrutiny Panel.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

3. None

DETAIL

4. Over the course of two meetings the scrutiny panel has taken evidence from witnesses from the Highways service and the Cabinet Member for the Environment and Transport. They have provided the panel with information relating to the performance, prioritisation and communication of the highways asset management programme.

5. The panel is now invited to consider a draft set of draft recommendations, to be tabled at the meeting, in order to develop a final report for submission to the Overview and Scrutiny Management Committee in August 2010.
6. The draft recommendations to be tabled have been generated by the delivery of the objectives set for the inquiry. The scrutiny panel have focussed particular attention on identifying how the highways work is prioritised and the policy that supports this, how this impacts on the state of Southampton's Highways assets and how information on policy, performance and areas affected by the programme of works is consulted and communicated to the relevant stakeholders.
7. Members of the scrutiny panel may be aware that the Environment and Sustainability Scrutiny Panel have undertaken an inquiry into Southampton's Night Time Economy. Recommendations generated by the Night Time Economy Inquiry will have implications for Southampton's highways. Extracts from the report outlining the issues identified with regards to transport and highways are attached in **Appendix 1** for consideration by the panel. **Appendix 2** outlines the recommendations made to the Cabinet Member for Economic Development, with those particularly relevant to the Highways Asset Management Inquiry in **bold**. Members are asked to consider their support for these recommendations as a panel.

FINANCIAL/RESOURCE IMPLICATIONS

8. It is intended that the draft recommendations tabled at the meeting can be progressed by re-focussing council officer and partner's time and existing work programmes.

Capital

9. Not applicable

Revenue

10. Not applicable

Property

11. Not applicable

Other

12. None

LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

13. The duty to undertake overview and scrutiny is set out in Section 21 of the Local Government Act 2000 and the Local Government and Public Involvement in Health Act 2007.

Other Legal Implications:

14. None

POLICY FRAMEWORK IMPLICATIONS

15. None

SUPPORTING DOCUMENTATION

Appendices

1	Extract from the Night Time Economy (NTE) Inquiry on transport and highways, (pages 16-23 of 57)
2	Extract from the NTE inquiry: Recommendations from the Executive Summary (pages 6-7 of 57)

Documents In Members' Rooms

	Night Time Economy Inquiry Report
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Background Documents

Title of Background Paper(s)

Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)

1.	None	
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Background documents available for inspection at:

FORWARD PLAN No: Not applicable **KEY DECISION?** No

WARDS/COMMUNITIES AFFECTED:	Not applicable
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APPENDIX 1

EXTRACT FROM THE NIGHT TIME ECONOMY INQUIRY ON TRANSPORT AND HIGHWAYS, (Pages 16-23 of 57)

A full copy of the Night Time Economy Inquiry report is available to view in the Members' Room.

Transport

1. In 2008 the city was listed 9th in the country for having the best international transport links and 10th for the best external transport links (Cushman & Wakefield, UK Cities Monitor report 2008) demonstrating the high quality transport links the city provides. Southampton International Airport welcomes around 2 million passengers a year and serves over 40 destinations throughout Europe. During 2009/10 Southampton Airport invested around £10 million in improving facilities for passengers. Southampton Airport has been named as the top airport in Europe for having the most helpful and courteous staff.
2. Southampton Central railway station is the hub of the region's rail network, with frequent services operating from many destinations throughout the country with dedicated buses that link directly to the Isle of Wight ferries.
3. The City Council subsidises Nightlink services operating hourly to the east and west of the city between 00.00 and 03.30 on Friday and Saturday nights. These complement the commercial hourly 'Bluestar' services to Winchester, Waterside and Eastleigh and also the Eastleigh Borough Council funded hourly services to Botley, Netley, Hamble, Chandler's Ford, Winchester, Eastleigh and Fair Oak operated by Bluestar on Friday and Saturday nights.
4. Taxis are widely available in Southampton. Principal ranks can be found at key strategic points. In May 2008 there were 263 licensed Hackney Carriages in operation with the number set to increase by 20 additional carriages over the next three years to meet current demand. Private Hire Taxis continue to rise with 550 in operation in 2008/9, an increase of 12% from the 2007/8 level of 490. Two new ranks at Lower Bannister Street and Bevois Valley have been established to serve the night time hubs. In addition the rank adjacent to London Road has been relocated into London Road and there is also a new rank outside the casino on the Town Quay at night time only.
5. Over the past year there were no significant changes to the parking provision, however, significant maintenance and upgrading work continues to be undertaken on City Council owned multi-storey car parks in the city centre. Overnight charges were put in place for all City Council multi-storey car parks (£2 from 1800 - 0500).

The Issues

6. The Panel identified several issues related to the NTE from the substantial amount of evidence they received. These have been grouped using themes suggested by the Association of Town Centre Management's Purple Flag Scheme.

7. Policy

- **Stronger leadership and profile needed to improve and diversify the NTE.**
- **NTE needs to be more mainstreamed into the policies and plans of council and partners**
- **Need to improve effectiveness of planning policies on NTE**
- **Could make more use of licensing powers and review the cumulative impact policy**
- Lack of reliable and up to date knowledge about the NTE users and non users
- Need a broader approach to managing the NTE which delivers a strategic contribution wider than just crime and alcohol

8. Place

- **Lack of diversity of offer to attract visitors with different interests and at different times in the day, evening and night**
- **Lack of visible signage, marking and interpretation and poor clarity of the links between pedestrian routes and transport hubs, for the whole city centre – this needs to be balanced by a need to manage people's movement during late night periods**
- Over domination of vertical drinking establishments
- Attractions are dispersed over a large geographical area without the connectivity to arrival points being clear
- More imaginative and creative use of developments and street furniture/ arts to enhance the public realm and offer at night is required
- Need to make more of the city's heritage
- Lack of sense of place for the NTE
- Need to reduce litter in the NTE i.e. near takeaways, glass bottles, broken glass on roads

9. Appeal

- Limited use of the city's history, heritage and culture through events and activities to attract the public after hours
- Need to create packages between the theatre offer, shopping, dining out etc with links to parking offer, public transport etc
- Opening hours of Public buildings is traditional - museums, art galleries, library, heritage sites are not open later in the evening
- Need greater use of parks and other public open spaces for attracting city centre workers and visitors to stay on after 5 pm
- Limited choice and diversity of food and dining for families, old and young
- Lack of evening live entertainment in non traditional venues (e.g. civic centre, church halls etc)
- Lack of an holistic experience in the NTE
- Poor lighting in some areas

10. Well Being

- Current practice does not actively promote healthy lifestyles and encourage responsible drinking habits
- Alcohol related crime, ASB and other safety related issues
- **Lack of public toilets** and resulting problem of urinating in alley ways, doorways and parks (Environmental Health / personal safety issues particularly for women in the parks)
- Noise created by people leaving the NTE disturbing local residents
- Awareness raising of drug and alcohol harm

- Application of Designated Public Place Order – many people are not aware of it due to limited publicity and signage, enforcement issues
- Problems with Licensing Link Radio – the current private system does not make it easy to obtain one.
- Visible police presence is not consistent
- Perception of the town centre at night not consistent with the reality
- Preloading – people coming into the city already drunk as a result of consuming cheap alcohol at home or elsewhere

11. Movement

- Car parking charges in the evening and night
- Poor pedestrian routes in some areas that need improved lighting
- Better information about late night travel
- More pedestrianisation required particularly around Bedford Place, Carlton Place.

Future Developments

12. There are many developments taking place in Southampton that provide significant opportunities to improve the evening and NTE. Key future developments expected to have a positive impact include city renaissance projects and other plans and serve improvements which could have transformational impact include strategic plans, future developments and planned service improvements:

Strategic Plans

- **City Centre Action Plan**
13. As part of the development of the Local Development Framework the Council are looking at how the city centre could develop over the next 20 years. There is an initial plan called the City Centre Action Plan. This has the potential to radically change the way the city centre looks by 2026. Consultation on the preferred options for the CCAP is due to take place from May this year with the final document published for consultation in 2011.
- **Local Transport Plan 3**
14. The LTP 3 is currently being developed. Unlike previous transport plans this one will set out the strategy for transport across the whole of south Hampshire area. This includes Hampshire County Council, Portsmouth and Southampton City councils. The three authorities will then produce separate implementation plans. A consultation to the options and interventions will take place in the summer of this year.

Physical Developments

- **Watermark WestQuay**
15. Watermark WestQuay will transform the former Pirelli factory site into one of the most exciting and attractive new mixed-use developments in the UK. The £150M development centres around a new public plaza with the internationally significant medieval town walls forming a spectacular backdrop for a new restaurant quarter and external shopping environment. The proposals feature a luxury 14 screen multiplex cinema, a range of new cafés and restaurants, public open space and pocket park, a new retail offer for the city, a hotel with up to 150 bedrooms and a landmark residential building, including 240 apartments. The new public plaza will be a place where contemporary and historic influences meet to create an exciting and unique public space providing a safe and accessible route through Watermark

WestQuay and designed to host a range of events. The development is intended to help reinvigorate the southern area of central Southampton and will create over 1000 new jobs for the city. It will bring new energy to Southampton's visitor economy through an inspiring combination of high quality retail and leisure offer.

- **The Cultural Quarter**

16. The Cultural Quarter development is helping to bring in around £175m of private and public investment to this area of the city. The investment in the cultural quarter is expected to bring in more than 2000 direct jobs and an additional £21m of visitor spend each year. It is intended to be an area alive with arts, heritage, entertainment, events, music, colour and dramatic architecture. A setting to which artists and performers will be drawn and a place that the public can visit and enjoy.

17. The Sea City Museum, Guildhall Square and Southampton's new arts complex will sit in the same area as existing art galleries, city centre parks, the Guildhall and the Mayflower theatre to make the Above Bar Cultural Quarter a dynamic and creative urban space at the heart of Southampton in which people meet to relax, enjoy and participate during the daytime and into the night.

- **Royal Pier Waterfront**

18. Southampton City Council is working with Associated British Ports and The Crown Estate to achieve a world class waterfront and improved facilities for the Southampton International Boatshow

- **Old Town**

19. The City Council has begun work on the redevelopment of this unique location in the heart of Southampton's medieval Old Town quarter. The plans for the area include retail, hotel, restaurants, cafes and bars, residential, heritage and open space. The redevelopment will need to incorporate and realise the opportunities provided by the archaeological remains on the site, and protect the environment of the adjacent school. As part of the development it is intended to create restaurant cluster will be created around focussing on the proposed upgrade of the public realm around Holyrood Church. The refurbishment of the Dolphin Hotel as a 4 star hotel will strengthen the cluster (as well as increase footfall and commercial interest in the High Street). Two new restaurants have opened in the area bringing the total number of Restaurants/Cafes in the Holyrood area to 12, a 20% increase over September 2009.

20. In 2008 Locum produced a destination development plan for Southampton. While they accepted that it is impossible to accurately predict what the impact of the above 4 proposals would be they gave an indication of what the impact might be. They estimated the additional appeal that each might add to the city as a destination and, therefore, the additional spend that they might create by visitors from outside the city.

21. Locum's findings are outlined in the table below. The descriptions of the projects in the table below are now out of date. The *Arts Village* is now known as the Cultural Quarter and *Festival Park* is now known as Royal Pier Waterfront.

Figure 1: Estimated impact of the Four “Big Projects”

	<i>% Added Appeal</i>	<i>Additional direct spend by visitors (£ millions) in 2007 terms</i>
West Quay 3	15%	£31
Arts Village	10%	£21
Festival Park	15%	£31
Below Bar	5%	£10
<i>Total:</i>	<i>50%</i>	<i>£104</i>

This produces a target of approximately £530 million direct spend by visitors in 2015, sustaining an additional c 3,000 FTE jobs.

Figure 2: Targets for the Destination Development Plan

	<i>Direct spend by visitors (£ Millions)</i>	<i>Economic Impact including indirect and induced effects (£ Millions)</i>	<i>FTE Jobs supported</i>
Total direct expenditure 2004:	£208	£305	4,200
Annual baseline growth:	5%		
<i>Forecast direct expenditure 2008:</i>	<i>£253</i>	<i>£371</i>	<i>5,105</i>
Forecast for 2011 without major projects:	£293	£429	4,862
Additional Growth Target 2011 - 2 "Big Projects" Complete	25%		
Target for 2011:	£366	£536	6,078
Forecast for 2015 without major projects:	£356	£522	5,910
Additional Growth Target 2015 - 4 Big Projects Complete:	50%		
Target for 2015:	£534	£782	8,865
Incremental effect of Big Four projects:	£178	£261	2,955

- **Mayflower Plaza**

22. Mayflower Plaza will be a mixed-use development comprising of circa 100,000 sq m (115,000 sq ft) of grade A office space over 8 floors, 180 residential units- a mixture of studio, one- and two-bedroom flats over 14 levels and an 150-bed hotel. The introduction of a fully accessible plaza will make significant contribution to the public realm. It is envisaged that the hotelier will operate a restaurant/ bar at ground level, further enlivening the public space.

- **Tudor House Museum and Tudor Merchants Hall**

23. Significant investment by the Heritage Lottery Fund and Council is turning Tudor House Museum into a welcoming and enjoyable visitor attraction with new facilities, displays and experiences which will tell the story of the house

and the people who lived and worked there. There will be lots to appeal to residents and visitors to the city including a café overlooking the beautiful gardens. The project also includes a removable canopy which will allow King John's Palace to be better utilised throughout the year. This will be a venue suitable for a wide range of events from theatrical performances to music recitals and exhibitions. Tudor Merchants Hall will also benefit from many improvements including a lift and ramp, making the first floor accessible to disabled people. There will also be new toilet facilities. It will also be a flexible attractive bookable venue.

- **Ocean Village**

24. Ocean Village is a key waterfront location in Southampton and will provide a successful mix of leisure and living facilities, offering events space, marina and a new four star hotel. The 224 bedroom Millennium Hotel will include amenities for marina berth holders in addition to two waterside restaurants and bars with external terraces. Modern banqueting, conference and events facilities will accommodate over 650 people and will also be able to serve as media centres. Work on the hotel is due to commence in autumn 2010.

Service Improvements

- **Street lighting PFI**

25. Southampton City Council, Hampshire County Council and West Sussex County Council have joined forces in the biggest street lighting Private Finance Initiative (PFI) project in the country. Tay Valley Lighting have been now been appointed the preferred bidder to carry out the PFI. Southampton's £30 million share of the project will see the majority of the city's 28,000 street lights, illuminated signs and bollards replaced or upgraded with the latest energy efficient equipment. During the first five years 14,000 lights, signs and bollards will be replaced or upgraded – the remainder will be maintained. The focus for the following 20 years will be on maintaining and operating all the city's lights to a high standard.

- **Highways Service Partnership**

26. There is a significant backlog of road and pavement maintenance. In order to tackle this issue a Public Private Partnership is being established to ensure amount of funding available going into the network is maximised. The aim of this is to achieve more service for the same funding. The contract is currently being procured with works intended to commence in September.

EXTRACT FROM THE NTE INQUIRY: RECOMMENDATIONS FROM THE EXECUTIVE SUMMARY Page 6-7

Recommendations to the Cabinet Member for Economic Development

1. The Panel have made 10 key recommendations to the Cabinet Member for Economic Development on the steps that can be taken to towards achieving these aims
 - Nominate a champion/ leader to co-ordinate to promote and build on the NTE vision and aims and implement the quick wins detailed in the report and to seek sustainable funding for this.
 - **Examine the effectiveness of planning policy in establishing hubs, creating attractive public open spaces, pedestrianisation of the city centre to deliver the NTE vision detailed in the report**
 - Examine the use of the licensing policy, the Cumulative Impact Policy and licensing powers to discourage the negative impact of drinking, and protect residents in popular residential zones by working closely with Planners within the planning policy context
 - Make more use of the history and heritage that Southampton has to offer and opportunities presented by future developments e.g. Watermark West Quay and the Cultural Quarter to improve the evening and night time economy
 - Target effort and focus to grow the early and mid evening offer, make it pleasant and attractive for all people (e.g. jazz bars and clubs, café culture etc) so that people stay on and come into the city centre in the evening
 - Agree that the NTE champion/ leader will be a statutory consultee for major projects to ensure they do what they can to enhance their NTE offer
 - **Brand the evening and NTE offer, promote and market it including more high profile events in the city (e.g. Light Nights), lighting up public buildings, to draw more people in to enjoy the city centre offer and link each NTE zone using distinctive pathway, unique identify, lighting, seating, etc**
 - Develop, encourage and promote healthy living initiatives in the NTE and in particular, non alcoholic drinks and promotions, encourage responsible pricing and promotion offers e.g. discounts for non alcoholic drinks and pricing of soft drinks below the price of alcoholic drinks and healthy eating
 - **Develop and promote the overall package offered for the NTE by linking the entertainment offer, public transport, including taxis, parking and encourage branding the City Loop so that it is easier for people to come in and enjoy the NTE zones**
 - Enhance safety and perception of safety in the NTE by improving the provision of public toilets and increasing access to them, extending the ICE Bus and providing a safe place for people who cannot look after themselves.