

Public Document Pack

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Date: 27 February 2024

Dear Sir or Madam

The Placemaking, Economy and Planning Policy and Scrutiny Panel – Wednesday, 6 March 2024, 2.00 pm – Kenn Room - Town Hall

A meeting of the Placemaking, Economy and Planning Policy and Scrutiny Panel will take place as indicated above.

The agenda is set out overleaf.

Yours faithfully

Assistant Director Legal & Governance and Monitoring Officer

To: Members of the Placemaking, Economy and Planning Policy and Scrutiny Panel

Councillors:

John Crockford-Hawley (Chairperson), Peter Crew (Vice-Chairperson), Ashley Cartman, Ciaran Cronnelly, Patrick Keating, Bridget Petty, Marcia Pepperall, Luke Smith, Timothy Snaden, Helen Thornton, Joe Tristram and Martin Williams.

This document and associated papers can be made available in a different format on request.

Agenda

1. **Apologies for Absence and Notification of Substitutes**

2. **Addresses by Members of the Public (SSO 9)**

To receive and hear any person who wishes to address the Panel on matters which affect the District and fall within the remit of the Panel. The Chairman will select the order of the matters to be heard. Members of the Panel may ask questions of the member of the public and a dialogue between the parties can be undertaken.

Requests to speak must be submitted in writing to the Head of Legal and Democratic Services, or the officer mentioned at the top of this agenda letter, by noon on the day before.

3. **Declaration of disclosable pecuniary interest (Standing Order 37)**

A Member must declare any disclosable pecuniary interest where it relates to any matter being considered at the meeting. A declaration of a disclosable pecuniary interest should indicate the interest and the agenda item to which it relates. A Member is not permitted to participate in this agenda item by law and should immediately leave the meeting before the start of any debate.

If the Member leaves the Chamber in respect of a declaration, he or she should ensure that the Chairman is aware of this before he or she leaves to enable their exit from the meeting to be recorded in the minutes in accordance with Standing Order 37.

4. **Minutes** (Pages 5 - 8)

Minutes of the Panel meeting held on 22 November 2023 – to approve as a correct record.

5. **Matters referred by Council, the Executive, other Committees and Panels (if any)**

6. **Place Finance Update** (Pages 9 - 14)

Report of the Finance Business Partner (Place).

7. **New Economic Plan for North Somerset** (Pages 15 - 18)

Report of the Head of Economy.

8. **Q3 Performance Update** (Pages 19 - 30)

Report of the Head of Business Insight, Policy and Partnerships.

9. Tropicana Operator Procurement Discussion (Pages 31 - 42)

Report of the Weston Placemaking Programme Manager.

10. PEP Panel Work Plan - March 2024 (Pages 43 - 46)

Report of the Policy and Scrutiny Senior Officer.

Exempt Items

Should the Placemaking, Economy and Planning Policy and Scrutiny Panel wish to consider a matter as an Exempt Item, the following resolution should be passed

-

“(1) That the press, public, and officers not required by the Members, the Chief Executive or the Director, to remain during the exempt session, be excluded from the meeting during consideration of the following item of business on the ground that its consideration will involve the disclosure of exempt information as defined in Section 100I of the Local Government Act 1972.”

Also, if appropriate, the following resolution should be passed –

“(2) That members of the Council who are not members of the Placemaking, Economy and Planning Policy and Scrutiny Panel be invited to remain.”

Mobile phones and other mobile devices

All persons attending the meeting are requested to ensure that these devices are switched to silent mode. The chairman may approve an exception to this request in special circumstances.

Filming and recording of meetings

The proceedings of this meeting may be recorded for broadcasting purposes.

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting, focusing only on those actively participating in the meeting and having regard to the wishes of any members of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Assistant Director Legal & Governance and Monitoring Officer's representative before the start of the meeting so that all those present may be made aware that it is happening.

Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting.

Emergency Evacuation Procedure

On hearing the alarm – (a continuous two tone siren)

Leave the room by the nearest exit door. Ensure that windows are closed.

Last person out to close the door.

Do not stop to collect personal belongings.

Do not use the lifts.

Follow the green and white exit signs and make your way to the assembly point.

Do not re-enter the building until authorised to do so by the Fire Authority.

Go to Assembly Point C – Outside the offices formerly occupied by Stephen & Co

Minutes

of the Meeting of

The Placemaking, Economy and Planning Policy and Scrutiny Panel

Wednesday, 22 November 2023

Kenn Room

Meeting Commenced: 2.00 pm

Meeting Concluded: 4.04 pm

Councillors:

John Crockford-Hawley (Chairperson)

Peter Crew (Vice-Chairperson)

Ashley Cartman

Patrick Keating

Bridget Petty

Luke Smith

Helen Thornton

Joe Tristram

Martin Williams

Apologies: Councillor Ciaran Cronnelly.

Absent: Councillors Marcia Pepperall and Timothy Snaden.

Also in attendance: Councillors Steve Bridger, Peter Burden, Mark Canniford, James Clayton, Thomas Daw and Mike Solomon.

Officers in attendance: Jenny Ford, Julia Stuckey, Natalie Richards, Richard Kent, Michael Reep, Jo Jones and Brent Cross.

PEP 8 Declaration of disclosable pecuniary interest (Standing Order 37)

8

None.

PEP 9 Minutes

9

Minutes of the Panel meeting held on 31 July 2023 – to approve as a correct record.

Recommended: that the minutes of the meeting of 31 July 2023 be approved as a correct record.

PEP 10 Placemaking and Development updates including Levelling Up Fund and development sites

The report, presented by the Interim Assistant Director, Placemaking and Growth, updated the Panel on the delivery programme for placemaking and development. This included details on the placemaking and rural strategies, Weston placemaking delivery, the Levelling Up Fund (LUF) projects, and the Council's Development Programme.

It was emphasised that strategy and delivery work in an area would normally include engagement with local members as part of the consultation process. Members were reminded that the Weston placemaking projects had all resulted from suggestions given during the Weston Wishes engagement process, and that the Levelling Up Fund projects had also been drawn from that public engagement.

The Rural Strategy would be both community- and local business-led. Members requested a further informal briefing on this as soon as it was ready for Panel input. Members also requested a briefing on the Tropicana commissioning plan before the report went to February Council.

In discussion, the following points were raised (*officer responses in italics*):

- Members were familiar with Super Culture but requested more detail on Trigger Stuff (the second local National Portfolio Organisation, funded by Arts Council England). *Trigger Stuff were an organisation based in Blagdon, who operated internationally and used art and culture to solve social and environmental problems.*
- Members requested assurance that post-Covid work looking at the arts in rural areas, carried out by the Economy team, would not be lost.
- That the Levelling Up Fund required that all projects be delivered by March 2025 (although an extension was being requested).
- The difference between this and previous plans for the Tropicana. *The process was being commercially informed and capital works would be done through LUF before the venue was leased out. This made it less challenging for those wishing to lease the site. There had been a range of companies nationally expressing an interest during the soft market testing with fourteen positive responses and there would be a stringent procurement process. The Tropicana building would be more usable, efficient and smarter. This would enable the venue to be a regional multi-use, flexible entertainment space. The commissioning plan would be coming to February Council, and officers would look to arrange an informal briefing in advance. There would be controls on the lease to prevent change of activity and the venue would continue to be regulated through the licensing team.*
- Members discussed the potential partnership with Aequus, Bath and North-East Somerset Council's local authority development company. It would be challenging for us to set up a similar company due to the upfront costs required and would probably take two to three years before such a company would become fully operational. Using Aequus or similar companies would speed up development work.

Recommended:

- (i) that the report be received, and comments forwarded to officers in the form of minutes; and
- (ii) that informal briefings on the Rural Strategy and Tropicana Commissioning be organised for further input from the Panel.

PEP 11 Infrastructure Delivery Plan progress update

The Planning Policy Team Lead – Technical and Infrastructure presented the report which proposed the approach to identifying infrastructure requirements associated with the Local Plan in the draft Infrastructure Delivery Plan. A schedule of the sites and schemes in the Local Plan would be published in the week following this meeting as part of the Local Plan Regulation 19 consultation. It was agreed that An informal meeting of the Panel would be held following publication to brief Members.

The report also set out background information on the proposed categories for infrastructure development, as well as the indicative priority system and the details of the levels of risk for each scheme. The draft Plan would be published as a supporting document for the public consultation due to commence on 27 November.

Members discussed the following: that Yatton-Clevedon public transport connectivity and the Baytree school site featured in previous versions of the schedule; that the schedule showed all infrastructure that was required, but the priorities were used for timing and ordering when infrastructure was to be developed; how the Plan would help develop North Somerset Council's corporate objectives; and that any changes to replace Section 106 and the Community Infrastructure Levy were some years off.

Recommended:

- (i) that the report be received, and comments forwarded to officers in the form of minutes; and
- (ii) that an informal meeting to brief the Panel on the sites listed in the schedule accompanying the Infrastructure Development Plan.

PEP 12 Place Finance Update

A report outlining the Place directorate's budget position was presented by the Finance Business Partner (Place).

Members made the following general points:

- Whether there was a way to quantify costs of having to return for missed waste collections if roads were blocked.
- That Home to School transport cost overruns were an ongoing issue.
- That overspends on library and community buildings were a result of less income since the Covid pandemic, and that a report on this was coming to the next meeting of the Transport, Climate and Communities Policy and Scrutiny Panel.
- The costs of cutting back vegetation (such as trees over highways)

Recommended: that the report be received, and comments forwarded to officers in the form of minutes.

PEP 13 PEP Panel Work Plan - November 2023

The Policy and Scrutiny Senior Officer discussed the Panel’s work plan and invited discussion with Members for additional items to add to it, as well as picking up any actions from the meeting.

Chairman

North Somerset Council

Report to the Placemaking, Economy and Planning Policy and Scrutiny Panel

Date of Meeting: 6 March 2024

Subject of Report: Place Finance Update

Town or Parish: All

Officer/Member Presenting: Jo Jones (Finance Business Partner)

Key Decision: No

Recommendations

That the Panel notes the current forecast against budget for Place.

1. Summary of Report

- 1.1 This report summarises and discusses the current forecast against budget for Place, highlighting key variances.
- 1.2 The overall projected year end position for Place, as at the end of month 8, is a **£2.635m** overspend on a net budget of £39.001m.
- 1.3 There are a number of material issues that are contributing towards the large overspend this year, these include inflation on contracts, pressures on home to school transport budgets, reduction in recycling materials income and an increase in waste disposal costs.
- 1.4 The 2023/24 net budget includes savings of £2.808m to be achieved in the financial year, good progress is being made against these savings, with the majority are on track to be achieved by the end of the financial year.

2. Policy

The council's budget monitoring is an integral feature of its overall financial processes, ensuring that resources are planned, aligned and managed effectively to achieve successful delivery of its aims and objectives.

3. Details

3.1 Budget Monitor

The overall forecast for the Place directorate is a net over spend of £2.635m.

The table below shows the net projected variance by service within the directorate:

PLACE DIRECTORATE	Revised Budget	Out-turn	Variance
	Net	Net	Net
	£	£	£
Environment and Safer Communities	14,795,063	16,230,626	1,435,563
Highway & Parking Operations	4,816,327	4,766,834	(49,493)
Highway Technical Services	93,602	32,283	(61,319)
Libraries & Community	2,512,452	2,679,243	166,791
Open Space, Natural Environment & Leisure	4,358,449	4,584,895	226,445
Regulatory Services	(601,560)	(664,727)	(63,167)
Transport Planning	10,159,608	11,362,442	1,202,834
Neighbourhoods & Transport	36,133,941	38,991,595	2,857,655
Property Asset & Projects	489,170	569,161	79,991
Economy	402,367	329,433	(72,934)
Major Projects	(190,482)	(125,786)	64,696
Placemaking & Development	620,229	644,298	24,069
Planning Service	421,237	150,054	(271,183)
Placemaking & Growth	1,742,522	1,567,161	(175,362)
Place Directorate Management	788,767	721,227	(67,540)
Place Central Recharges	266,000	285,985	19,985
Directorate Overheads	1,054,767	1,007,212	(47,555)
Special Expenses	69,410	69,410	0
Overall Total	39,000,640	41,635,378	2,634,738

The main areas of pressures are:

- Environment and Safer Communities:
 - Waste disposal increase in tonnage and costs £1,226k
 - Reduction in recycling materials income £419k
 - Contract pressures & inflation £601k
- Highway & Parking Operations – Mipermit transaction costs £55k
- Transport Planning: Home to school transport inflationary and demand pressures £1,517k
- Libraries & Community – income shortfall £100k

These are offset by:

- One-off use of reserves £637k
- Reduction in composting scheme costs £150k
- Reduction in provisions held for Planning of £305k

Areas of particular note are explained in more detail below.

3.1.1 Waste disposal costs

The latest budget forecast for this area is an overspend of £1.226m. Historically there had been a reduction in residual waste tonnages despite the growing number of properties which resulted in a saving on disposal costs and in previous years this has helped to offset some of the inflation costs.

Unfortunately, the waste service is forecasting for the waste tonnages to plateau and potentially grow meaning that it will no longer be possible to absorb the inflation on the cost of disposal. Inflation on residual waste disposal was 11% in 2023/24.

The council is actively looking into ways that it can encourage residents to recycle more of their waste to reduce disposal costs, which will not only improve the budget position, but it will be better for the environment as less waste would need to go to landfill.

3.1.2 Recycling materials income

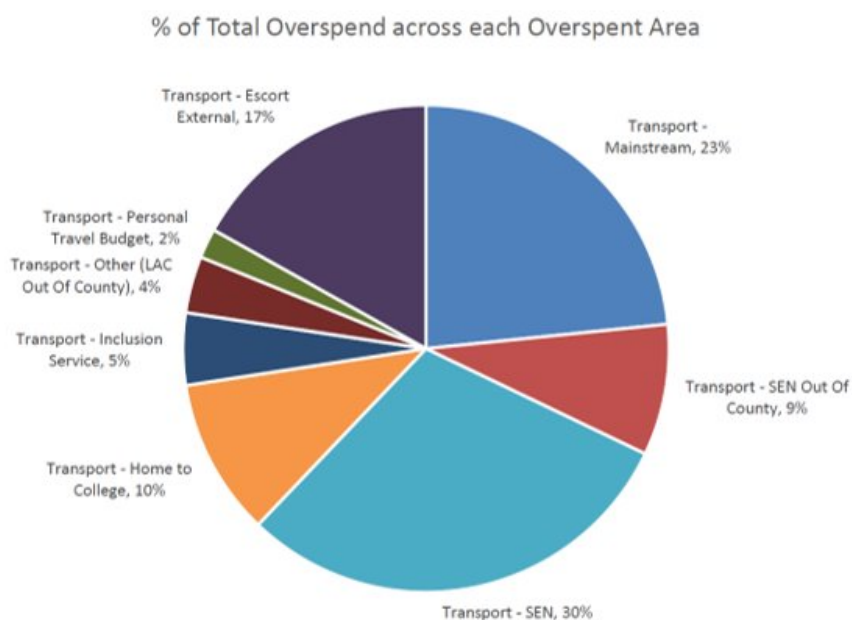
Some of the materials collected at kerbside can be sold and generate an income to the council. The market is volatile which makes predicting income levels extremely difficult, in the current financial year we are forecasting to have a shortfall of £419k.

3.1.3 Home to school transport costs

There continues to be significant pressure within the Home to School Transport service as a result of a growth in demand specifically for SEND transport and market factors driving increases in contract prices.

Whilst the service continues to do everything possible to contain the costs, ultimately providing the transport is a statutory service.

The chart below shows a breakdown of the pressure across each area of spend:



The service has been modelling transformation opportunities to help manage demand and costs. A transformation programme is now underway following this exercise.

3.2 Risks

The directorate continues to face financial risks which are being monitored as part of a MTFP risk register.

These risks have been reviewed and assessed to identify and quantify potential financial impacts on the budget, and where appropriate have either been provided for, or aligned to resources held by the council within its reserves.

The spending pressures around home to school transport and waste disposal have been taken into account in the medium-term financial plan for 2024/25.

3.3 Medium Term Financial Plan Savings 2023/24

The 2023/24 budget approved by Full Council in February 2022 included £2.808m of savings to be achieved in the current financial year.

Positive progress is being made and a number of the savings have now been delivered or are on track to be delivered by the end of the financial year.

The savings approved as part of the 2023/24 budget are detailed in appendix one along with the delivery progress.

4. Consultation

Not applicable.

5. Financial Implications

Financial implications are contained throughout the report.

6. Legal Powers and Implications

The Local Government Act 1972 lays down the fundamental principle by providing that every local authority shall make arrangements for the proper administration of their financial affairs, although further details and requirements are contained within related legislation. The setting of the council's budget for the forthcoming year, and the ongoing arrangements for monitoring all aspects of this, is an integral part of the financial administration process.

7. Climate Change and Environmental Implications

There are no direct or specific climate change and environmental implications associated with the recommendations within this report although they remain an important factor in many areas of the council's revenue and capital budgets and are considered and integrated where appropriate.

8. Risk Management

See paragraph 3.2.

9. Equality Implications

There are no specific equality implications with regard to the recommendations contained within this report.

Individual savings proposals incorporated into the revenue budget are supported by an Equality Impact Assessment.

10. Corporate Implications

With continuing financial pressures and demands for services, it is essential that the councils' limited resources continue to be prioritised and allocated in line with the identified priorities.

11. Options Considered

Not applicable

Author:

Joanne Jones, Finance Business Partner (Place)
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Appendices:

Appendix 1 – MTFP Savings 2023/24 – Progress update

Ref	Savings plans included within the revenue budget	Budget	RAG
		Change in 2023/24 £000	
PD1	Increase recycling materials income budget	-900	A
PD3	Garden waste inflation charge	-150	G
PD21	Bus lane enforcement income	-100	G
PD28	Filming income	-10	G
PD28	S106 recharge	-6	G
PD24	Increase income target from affordable housing	-28	G
PD22	Reduction in revenue structures repairs	-25	G
PD15	Reduce budget for curatorial service	-5	G
PD11	Reduce the budget of free access to leisure centres for forces personnel in line with cut spending levels	-15	G
PD25	Delete Development Officer post	-37	G
PD36	Reduce consultancy support	-3	G
PD26	Levelling Up & Regeneration Bill suggests an increase to planning application fees nationally	-16	G
PD27	Delete Access Officer post	-19	G
PD13	Increase crematorium income generation to current levels (previously Seafront Restructure)	-40	G
PD37	Increase scope of LED rollout programme to include Port Marine lanterns and Non-LED zebra floodlights to reduce energy consumption	-70	G
PD38	Realign income budget for Land Charges & Street Numbering to reflect an increase in fees to offset the cost of providing the service	-19	R
PD39	Increase the vacancy management target within Place staffing budgets	-70	G
PD7	Campaigns to increase recycling and reduce disposal costs	-50	A
PD4	Garden waste optimisation of rounds	-50	A
PD5	Waste efficiencies within waste collection contract - could include residents sort recycling containers correctly	-150	G
PD6	Implement charges for replacement/additional bins/containers	-50	R
PD9	Income from public surveillance cameras and private CCTV monitoring	-10	G
PD10	Fixed penalty notices revenue for anti social behaviour	-30	R
PD10	CCTV involved in issuing of FPN for highways and public space protection order breaches	-20	R
PD20	Moving traffic violations	-100	G
PD14	Transfer Somerset Hall to community ownership	-38	A
PD12	Transfer Churchill Sports Centre	-117	A
PD14	Transfer Playhouse Theatre	-25	A
PD14	Transfer Tropicana	-57	A
PD14	Transfer Bay cafe	-126	A
PD23	Consultant fee diversion	-200	A
PD17	Improved commissioning with a council-wide transport function.	-50	A
PD18	Revisit safe home to schools transport routes	-100	R
PD36	Annual inflationary uplift to fees and charge budgets	-122	G
	Totals re Place Directorate budgets	-2,808	

North Somerset Council

Report to the Placemaking, Economy and Planning Policy and Scrutiny Panel

Date of Meeting: 6 March 2024

Subject of Report: New Economic Plan for North Somerset

Town or Parish:

Officer/Member Presenting: Jane Harrison, Head of Economy

Key Decision: No

Reason:

This report will not result in expenditure or savings of £500,000 or over and it is not significant in terms of its effects on communities living or working in an area comprising two or more wards.

Recommendations

1. That the PEP scrutiny panel note the process for the development of the new Economic Plan
2. That the PEP scrutiny panel agree the next stage they should be consulted on the development of the plan will be during an informal session in March 2024.

1. Summary of Report

This report provides an overview of the rationale, process, and timelines for the development of a new economic plan for North Somerset. The PEP Scrutiny Panel are being provided this detail for their awareness and information and to ensure they are engaged in the consultation process going forward.

This report also provides an opportunity for members of the PEP Scrutiny Panel to provide initial thoughts on the priorities for a new economic plan which can be shared with consultants once they are on board. This will not be the panel's only opportunity to engage with this work.

2. Policy

A new economic plan will help to deliver the corporate objectives of being a thriving and sustainable place.

3. Details

North Somerset's existing [Economic Plan](#) was written in May 2020 and was intended to provide the council with a 5-year framework to respond to the economic impacts of the pandemic. The Plan has 16 commitments which span sector development activity, inward investment commitments and improvements to accessibility and active travel. The Plan is now heading into its penultimate year, and although it was intended to provide 5-year framework the evidence base and subsequent commitments have now been superseded by the end of the pandemic, cost of living crisis, a new Local Plan (at Reg 19 stage) and wider economic shifts.

North Somerset now needs a new Economic Plan to help prioritise its activity, investments, and interventions over the next phase of work to stimulate economic growth. This must be based on a clear analysis of the challenges facing North Somerset, with a strong pro-business focus ensuring that we are able to identify, support, secure and exploit future opportunities for growth and job creation, attract inward investment and support our indigenous businesses to thrive.

As a secondary sub-report NSC also requires 'employment land-use and delivery approach' guidance. This sub-report will consider some of the proposed strategic employment sites identified in the new Local Plan and use the updated Economic Plan evidence and existing Employment Land Review documents to advise the council in identifying the best approach to bring some of our key commercial sites forward (more detail provided in the 'requirement' section).

The plan should bring together (and replace) current strategies on the Economy, and Employment and Skills, as well as considering existing work on Inward Investment, and Sectors Development and Placemaking – providing recommendations on where these plans need updating to reflect the new Economic Plan.

Current thinking is that the new Economic Plan will include a 15-year vision and strategy, which aligns to the timescale of the Local Plan. This will be supplemented by a shorter term, ~5-year, action/ delivery plan. However, we will welcome consultant views on these timescales and can adapt these if there is evidence for doing so.

The Council has a commitment to delivering net zero carbon across the area by 2030. The Economic Plan must look for opportunities to help deliver this as well as consider economic opportunities associated with green business growth, energy transition and climate adaptation.

The appointed consultant or organisation will be required to develop and write North Somerset's new Economic Plan and associated sub-reports. This will include:

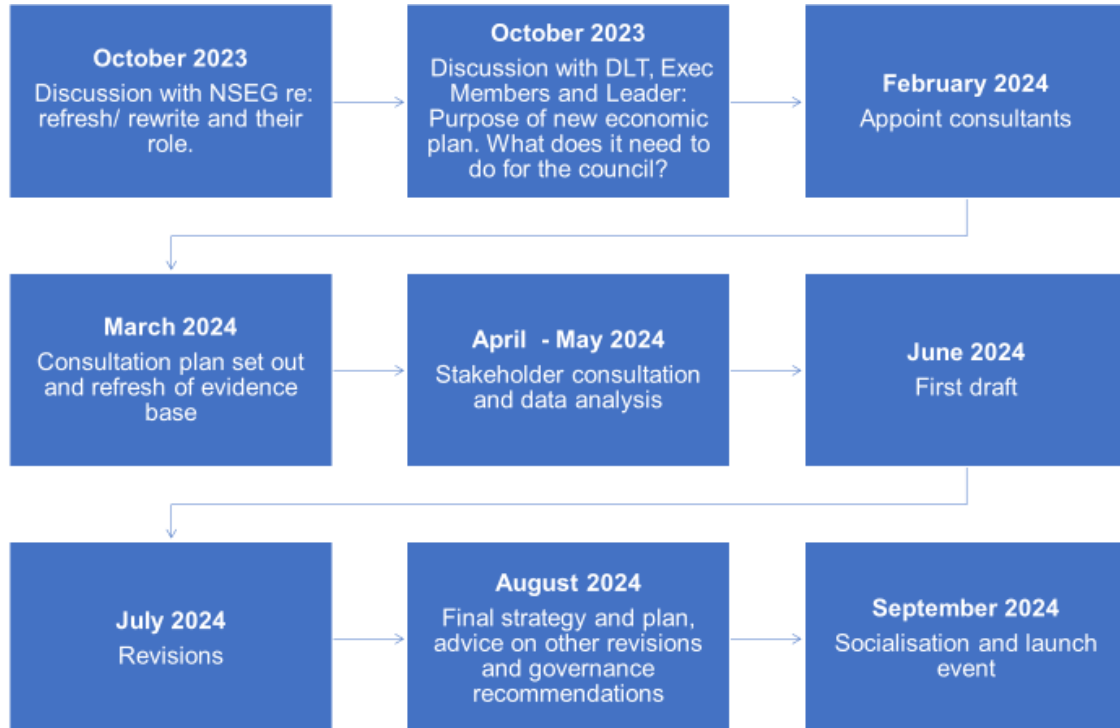
- 1) Development of an evidence base from which a series of challenges and opportunities can be drawn. This will need to include an evaluation of the existing plan, progress made and any barriers to success as well as a review of the existing data pack for the current economic plan – updating data sets which are still relevant and identifying and filling other evidential gaps.
- 2) Lead consultation with key stakeholders which sets an ambition for our economy and uses the data to prioritise the top challenges the Plan needs to address to reach this ambition. North Somerset Council will provide a list of consultees and will be able to run a resident focussed consultation on our consultation portal. However, the consultant will be expected to design this consultation and to assess and write up the responses/outcomes. Some consultation sessions can be online, some can be via existing forums and groups, but some may need to be set up specifically for the development of the Plan (approx. 4 sessions). This should be built into the budget including costs for venue and catering.
- 3) Provide the council with advice and guidance on positioning the Plan to leverage maximum read across into emerging national political priorities and potential political changes. This should include responding to party political manifestos and building in 'hooks' which position the plan to align with emerging priorities.
- 4) Identify the interventions needed and the core actions to be taken by the council, anchor institutions and partners to address these gaps and potential funding routes/opportunities to achieve this. These should be used to provide a draft action plan with clear, deliverable actions linked back to the overall ambitions.

- 5) Produce drafts of the new Plan which will need to be developed iteratively and with ongoing input and consultation with key stakeholders including meetings/workshops to present to and discuss with NSC senior leadership and members.
- 6) Produce an ‘employment land use and delivery approach’ sub-report which advises the council on the best options for encouraging and enabling commercial development at some of the proposed employment sites identified in the emerging Local Plan ([Local Plan 2039 \(n-somerset.gov.uk\)](https://www.n-somerset.gov.uk/Local-Plan-2039/)):
 - a. Land East of Junction 20, Clevedon
 - b. Weston Business Quarter (referred to as Haywood Village Business Quarter on the Policies map)
 - c. Parkland Village various commercial sites
 - d. South Gate and Central Gate (referred to as West Wick Business Park on the Policies map).
 - e. Wolverhill commercial allocation

This sub-report should make a link between the development of these proposed commercial sites and meeting the priorities identified in a new Economic Plan.

- 7) Provide recommendations on other Economic Development Plans (inward investment strategy and sector development plans) which need to be updated in line with the new Economic Plan.
- 8) Run a series of pre-launch sessions to socialise the plan with key stakeholders and build ownership.
- 9) Present a finalised version of the Plan to key groups via one or more launch events. The consultant will be expected to build the cost of this event into their final price submission. At least one of the launch events should be in person.
- 10) Provide a monitoring and governance framework for the new plan.

The timeline for the development of the plan is below:



4. Consultation

N/A at this stage. A full consultation plan for the development of the Economic Plan will be developed.

5. Financial Implications

N/A at this stage.

Costs

N/A at this stage

Funding

N/A at this stage

6. Legal Powers and Implications

N/A at this stage

7. Climate Change and Environmental Implications

N/A at this stage

8. Risk Management

N/A at this stage

9. Equality Implications

An EIA will be completed as part of the new plan

10. Corporate Implications

Recommendations from the new plan will likely have some corporate implications but these are yet to be identified.

11. Options Considered

N/A at this stage

Author:

Jane Harrison, Head of Economy

Appendices:

None

Background Papers:

None

North Somerset Council

Report to the Place, Economy and Planning Policy and Scrutiny Panel

Date of Meeting: 6 March 2024

Subject of Report: Q3 performance update

Town or Parish: ALL

Officer update: Emma Diakou, Head of Business Insight, Policy and Partnerships

Key Decision: NO

Reason:

This is an information item.

Recommendations

That the panel note the Q3 updates to the 2023/24 performance management framework included in this report.

1. Summary of Report

Our Business Planning Framework is designed to monitor progress against our Corporate Plan priorities and against our vision for an **open, fair, green North Somerset**. We do this on an annual basis by developing, implementing, and monitoring Annual Directorate Statements and associated risk registers. These are the business plans for the five council directorates and give the key strategic commitments and key risks for the year ahead. Commitments are both business-as-usual and transformational. Progress against these commitments is monitored by key projects and their milestones. We also monitor a number of Key Corporate Performance Indicators (KCPIs) which give an overview of activity, pace and outcomes.

This paper gives an update on progress against the transformation commitments and KCPIs that are within the functions of the panel as of end Q3 2023/24. The panel is asked to note this Q3 performance progress using the following framework:

Annual Directorate Statement commitments:

- COMPLETE/ BLUE: This has been achieved.
- GREEN: On track with significant delivery.
- GREEN/AMBER: On track but with some issues impacting performance.
- AMBER: There are issues to resolve that are impacting performance.
- AMBER/RED: There are significant issues to resolve that are impacting performance.
- RED: This has not been achieved and/or there are significant issues which do not seem to be resolvable.

Key Corporate Performance Indicators:

- GREEN: Target will be achieved this year.
- AMBER: Target will not be achieved this year, but performance is stable.
- RED: Target will not be achieved this year.

2. Policy

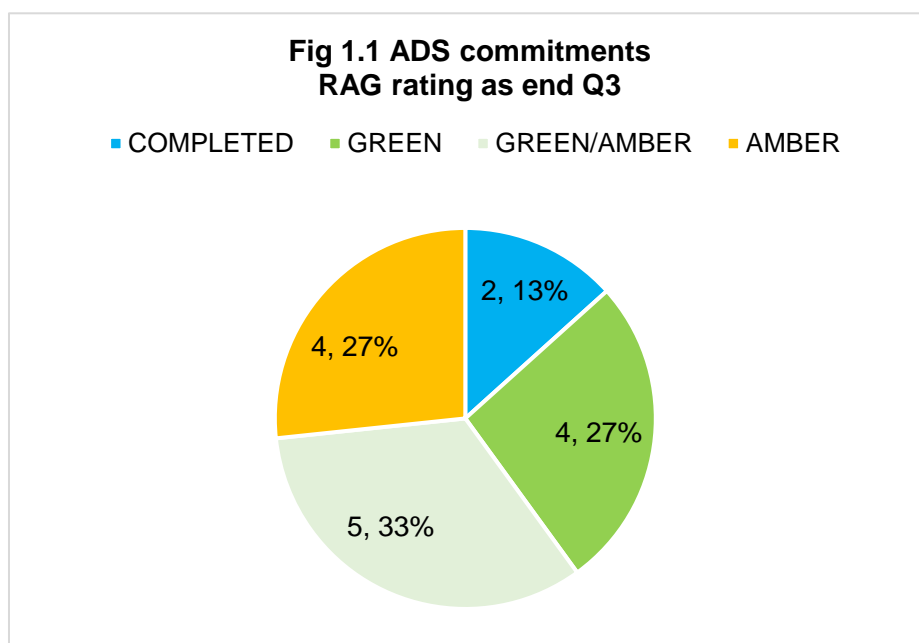
The Corporate Plan is the council's overarching strategic document. It is the only plan which covers the full range of the council's responsibilities and is an important tool to help focus our effort and resources on the right things. By prioritising a clear set of commitments, the Corporate Plan also helps residents to hold the council to account for its performance and challenge it to improve. Our Risk Management Strategy sets out how we will manage risk across the organisation including any risks which impact on achievement of our Corporate Plan vision. Annual Directorate Statements show how each directorate will contribute to the aims and priorities in the Corporate Plan for the year ahead. Following on from the publication of the Annual Directorate Statements each year, an Integrated Performance and Risk Management Framework is developed, including risk registers. This framework is updated and reported quarterly.

3. Details

As of the end of Q3:

Annual Directorate Statement commitments:

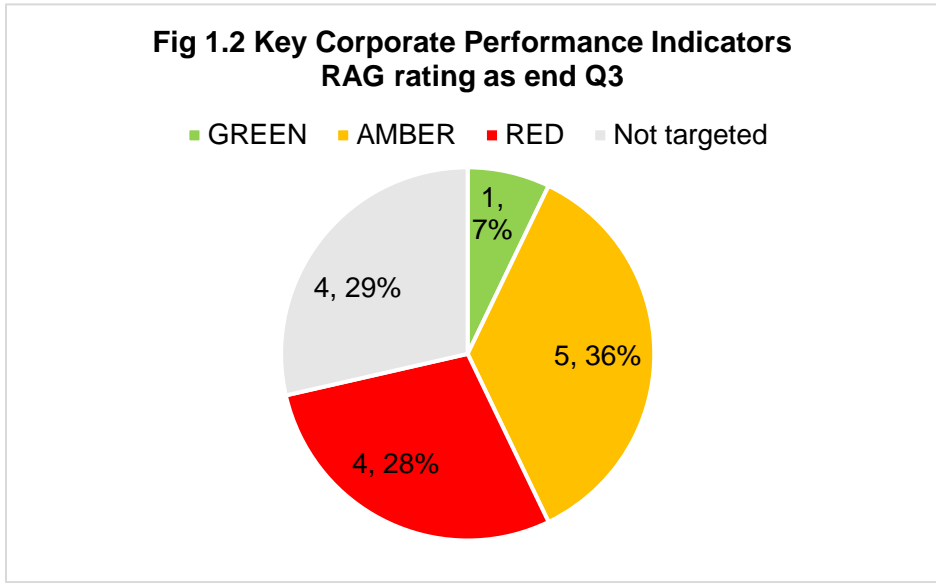
For the Annual Directorate Statement commitments (transformational) that are reportable, 73% were COMPLETED, GREEN or GREEN/AMBER at end Q3 and 27% were AMBER (fig 1.1):



For the detail on the Annual Directorate Statement commitments please see appendix one.

Key Corporate Performance Indicators:

There were 14 reportable KCPIs as of end Q3, 4 were contextual (not targeted), 1 was GREEN, 5 were AMBER, 4 were RED (fig 1.2):



For the full list of KCPIs please see appendix two.

4. Consultation

As part of the Business Planning Framework, managers contribute to their Annual Directorate Statement. These are then agreed by Directorate Leadership teams and Corporate Leadership Team.

The views of residents, staff and other stakeholders all helped to shape the development of the Corporate Plan on which the Annual Directorate Statements are based.

5. Financial Implications

The Annual Directorate Statements are developed alongside the Medium-term Financial Plan to ensure that the commitments made are within the resource envelope for the year ahead.

Monitoring the effectiveness of our financial management is then embedded within the Annual Directorate Statements. All statements include a business as usual commitment and risk as follows: *Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings and Risk that we are unable to deliver the priorities of the council by not planning to meet the medium-term financial challenge and delivering a balanced budget.*

There are no specific financial implications to this report.

6. Legal Powers and Implications

Regular performance and risk reporting contributes to the good governance of the organisation. There is a requirement within the council’s Business Planning Framework for at least quarterly reporting against our Corporate Plan progress.

7. Climate Change and Environmental Implications

All Annual Directorate Statements include an organisational-wide commitment to deliver on the Climate Emergency Strategy and action plan and there is an associated risk within the strategic risk register: *Risk that the council will fail to meet the 2030 net zero target and this will contribute to a negative impact on the wellbeing and or/viability of human, animal and plant health in North Somerset.*

8. Risk Management

Risk management is embedded within the Business Planning Framework. Once the commitments have been identified for the year ahead, directorate-wide risk registers are developed. These seek to ensure we are aware of any challenges to achievement of the commitments. They are updated and reported quarterly. A quarterly review is also undertaken of any AMBER / RED and RED commitments to ensure they are captured within the risk registers and if not, included for the following quarter. This ensures there is a clear link between the Corporate Plan and our risk management approach. These directorate risks then feed into the Strategic Risk Register which is also updated and reported quarterly.

There would be a negative impact on corporate governance if regular performance and risk information was not provided to the Executive. The inherent score for this is HIGH. Once mitigating actions are applied (provision of this report and regular quarterly performance review meetings) the risk drops to LOW.

Fig 1.3: risk scoring

	Inherent risk score (likelihood)	Inherent risk score (impact)	Inherent risk score	Mitigations	Residual risk score (likelihood)	Residual risk score (impact)	Residual risk score
Negative impact on corporate governance if performance and risk information is not provided.	5 (almost certain)	4 (high impact on legal duty to provide robust corporate governance)	HIGH	Information provided on a quarterly basis.	1 (rare)	1 (negligible impact on legal duty to provide robust corporate governance)	LOW

9. Equality Implications

All Annual Directorate Statements also include a commitment as follows: *Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.*

10. Corporate Implications

Business planning is important to ensure we are achieving the aims and priorities within the Corporate Plan.

11. Options Considered

Regular performance reports contribute to the good governance of the organisation. There is a requirement within the council's Business Planning Framework for at least quarterly reporting against or Corporate Plan progress.

Authors:

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North Somerset Council
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Appendices:

- Appendix one: Annual Directorate Statement commitments
- Appendix two: Key Corporate Performance Indicators

Background Papers:

- North Somerset Corporate Plan: [North Somerset Corporate Plan 2020-2024 \(n-somerset.gov.uk\)](https://n-somerset.gov.uk)
- Corporate Plan action plan and strategic risk register: [Microsoft Power BI](#)
- North Somerset Risk Management Strategy: https://n-somerset.gov.uk/sites/default/files/2023-02/risk_management_strategy.pdf
- Adults Annual Directorate Statement 2022-2024
- Corporate Services Annual Directorate Statement 2022-2024
- Children's Annual Directorate Statement 2022-2024
- Place Annual Directorate Statement 2022-2024
- Public Health and Regulatory Services Annual Directorate Statement 2022-2024

Appendix one: Annual Directorate Statement commitments (as of end Q3 2023/24)

Please note:

- Commitments are 2022 through to 2024 and so some were completed at the end of the last financial year but are included in this report for information.
- Commitments are sorted by commitment type and then the Q3 progress rating (COMPLETED through to RED).

ADS commitment	Q4 progress (2022/23)	Q1 progress (2023/24)	Q2 progress (2023/24)	Q3 progress (2023/24)	Direction of travel Q2 to Q3
Placemaking					
We will enable SEE Monster successfully, including establishing a strong legacy and developing a new delivery model for the Tropicana.	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED
We will deliver the Place elements of the Community Renewal Fund and ensure overall successful programme reporting.	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED
We will review opportunities for wider use of CCTV.	COMPLETED	GREEN	GREEN	GREEN	STABLE
We will deliver the libraries strategy and any in year actions for 2023/24.	GREEN	GREEN / AMBER	GREEN	GREEN	STABLE
We will progress delivery of the Birnbeck Pier project in partnership with RNLI.	GREEN / AMBER	GREEN / AMBER	GREEN	GREEN / AMBER	NEGATIVE
We will complete placemaking strategies for Nailsea, Clevedon and Portishead and agree action plans with town councils and services.	GREEN / AMBER	GREEN / AMBER	AMBER	GREEN / AMBER	POSITIVE
We will continue to deliver priority projects within Weston Placemaking programme, including delivery of the Levelling Up Fund programme of investments.	GREEN	GREEN / AMBER	GREEN / AMBER	AMBER	NEGATIVE
We will deliver the priorities identified in the Sport and Leisure Facilities Strategy for 2023/24.	GREEN	DNA	AMBER	AMBER	STABLE

ADS commitment	Q4 progress (2022/23)	Q1 progress (2023/24)	Q2 progress (2023/24)	Q3 progress (2023/24)	Direction of travel Q2 to Q3
Economy					
Support sector development (visitor economy, creative industries, rural food and drink, green) working with local, regional and national partners.	GREEN	GREEN / AMBER	GREEN / AMBER	GREEN	POSITIVE
We will support the Local Plan process to secure a robust framework for future employment development in Weston Enterprise Area.	GREEN / AMBER	GREEN / AMBER	GREEN / AMBER	GREEN / AMBER	STABLE
We will develop the action plan for promoting North Somerset for inward investment and securing investment opportunities through an enabling approach.	GREEN / AMBER	GREEN / AMBER	AMBER	AMBER	STABLE
Planning					
We will progress the Local Plan through consultation, member decisions and submission to Examination.	GREEN / AMBER	GREEN / AMBER	GREEN / AMBER	GREEN	POSITIVE
We will complete delivery of the Planning Peer Review action plan including introduction of an enhanced pre-application system to enable development proposals.	GREEN / AMBER	GREEN / AMBER	GREEN / AMBER	GREEN / AMBER	STABLE
We will build a pipeline of high-quality homes and commercial space through the council's Development Programme.	AMBER	AMBER	AMBER	GREEN / AMBER	POSITIVE
Enable the delivery of genuinely affordable homes across the district.	COMPLETED	GREEN / AMBER	GREEN / AMBER	AMBER	NEGATIVE

Appendix two: Key Corporate Performance Indicators (as of end Q3 2023/24) (reportable only)

National benchmarking data is intended to provide a comparison of local data against the latest national data wherever possible. Where the data has not yet been published the latest available data has been given. Local measures cannot be benchmarked. Contextual measures do not have a target.

Area: Placemaking		QUARTERS				TARGET	POLARITY	RAG	DOT	COMPARATORS		
		22-23	2023-2024			2023-2024				Latest available data		
Indicator	Data type	Q4	Q1	Q2	Q3	Q3				Statistical Neighbour	South West	England
Total crime incidents	Number	13,717 crimes	3,614 crimes	7,433 incidents	11,163 incidents	Decreasing trend	Lower is better	RED	NEGATIVE	Local measure		
Rate of crime across North Somerset (per 1,000)	rate	63.6 per 1,000	16.6 per 1,000	34.3 per 1,000	51.5 per 1,000	Decreasing trend	Lower is better	RED	NEGATIVE	Local measure		
Total anti-social behaviour incidents	Number	2,804 incidents	822 incidents	1,536 incidents	2,185 incidents	Decreasing trend	Lower is better	RED	POSITIVE	Local measure		
Rate of anti-social behaviour across North Somerset (per 1,000)	Rate	13 per 1,000	3.8 per 1,000	7.09 per 1,000	10.1 per 1,000	Decreasing trend	Lower is better	RED	POSITIVE	Local measure		
Number of library loans and renewals (excluding eBooks)	Number	567,290	145,744	320,283	465,858	Increasing trend	Higher is better	GREEN	POSITIVE	Local measure		
Number of registered library users	Number	37,526	38,014	40,657	40,671	Increasing trend	Higher is better	AMBER	STABLE	Local measure		

Contextual:

- None

Green:

- Number of library loans and renewals (excluding eBooks)

Amber:

- Number of registered library users

Red:

- Total crime incidents
- Rate of crime across North Somerset (per 1,000) (Benchmarking data available for an alternative measure (Fig 1.4))
- Total anti-social behaviour incidents
- Rate of anti-social behaviour across North Somerset (per 1,000) (Benchmarking data available for an alternative measure (Fig 1.5))

Fig 1.4 Total recorded offences (excluding fraud) (offences per 1,000 population in North Somerset
(Low is better)

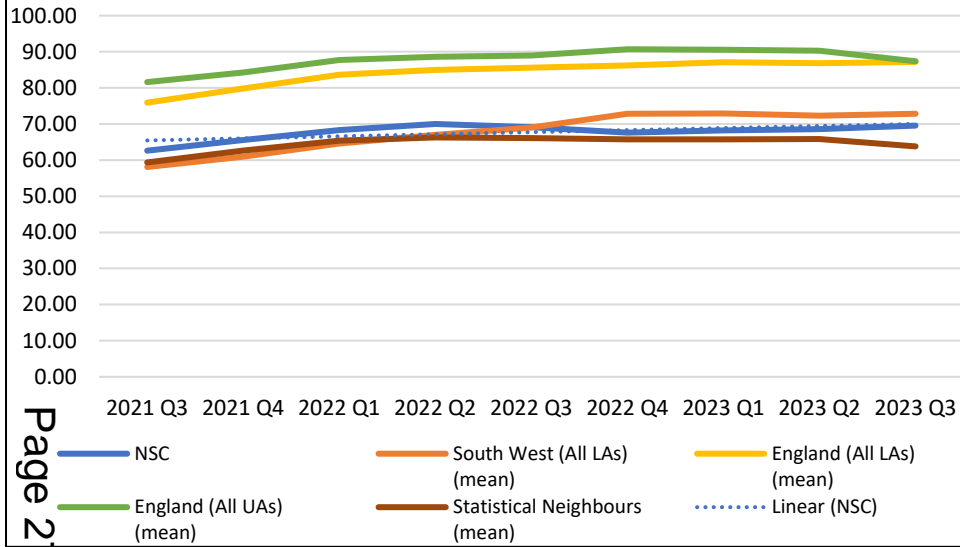
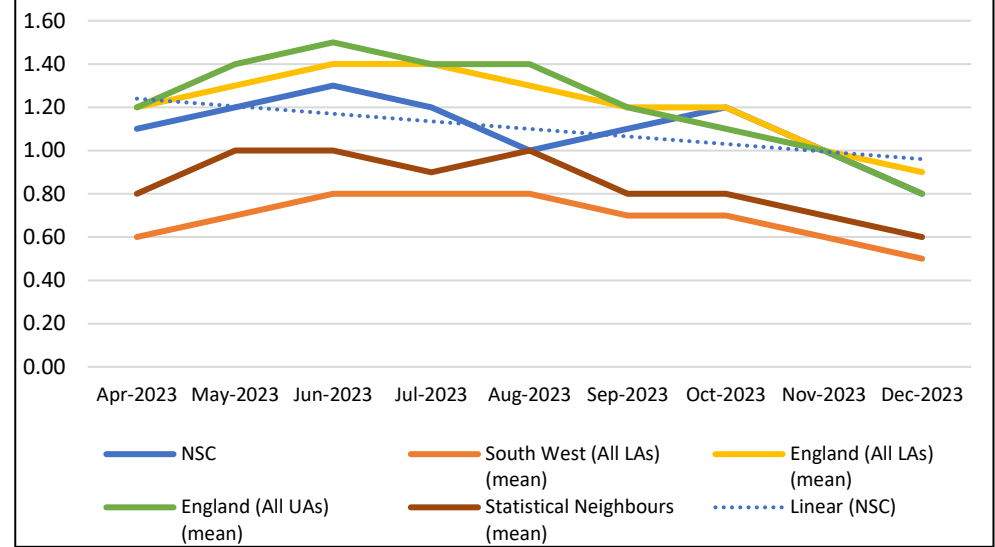


Fig 1.5 Rate of anti-social behaviour offences per 1,000 population (snapshot at month-end)
(Low is better)



Area: Economy		QUARTERS				TARGET	POLARITY	RAG	DOT	COMPARATORS		
		22-23	2023-2024			2023-2024				Latest available data		
Indicator	Data type	Q4	Q1	Q2	Q3	Q3				Statistical Neighbour	South West	England
Claimant count for those on out of work benefits in North Somerset (aged 16-64 years, %)	Percentage	2.4%	2.3%	2.3%	2.5%	Decreasing trend	Lower is better	AMBER	NEGATIVE	N/A	2.6%	3.8%
Claimant count for those on out of work benefits in North Somerset (aged 18-24 years, %)	Percentage	3.7%	4.0%	4.1%	4.5%	Decreasing trend	Lower is better	AMBER	NEGATIVE	N/A	N/A	N/A
The percentage of vacant retail premises in WsM town centre (including the Sovereign Centre)	Percentage	20.2%	20.3%	Next update Q3	18.2%	Not targeted	Lower is better	Not targeted	DECREASE	Local measure		
The percentage of vacant retail premises in Clevedon town centre	Percentage	7.2%	8.6%	Next update Q3	9.9%	Not targeted	Lower is better	Not targeted	INCREASE	Local measure		
The percentage of vacant retail premises in Nailsea town centre	Percentage	15.2%	15.8%	Next update Q3	14.5%	Not targeted	Lower is better	Not targeted	DECREASE	Local measure		
The percentage of vacant retail premises in Portishead town centre	Percentage	5.2%	6.0%	Next update Q3	5.2%	Not targeted	Lower is better	Not targeted	DECREASE	Local measure		

Contextual:

- The percentage of vacant retail premises in WsM town centre (including the Sovereign Centre)
- The percentage of vacant retail premises in Clevedon town centre
- The percentage of vacant retail premises in Nailsea town centre
- The percentage of vacant retail premises in Portishead town centre

Green:

- None

Amber:

- Claimant count for those on out of work benefits in North Somerset (aged 16-64 years, %)
- Claimant count for those on out of work benefits in North Somerset (aged 18-24 years, %)

Red:

- None

Area: Planning		QUARTERS				TARGET	POLARITY	RAG	DOT	COMPARATORS		
		22-23	2023-2024			2023-2024				Latest available data		
Indicator	Data type	Q4	Q1	Q2	Q3	Q3				Statistical Neighbour	South West	England
Major Planning applications determined within 13 weeks (%)	Percentage	73.0%	85.7%	81.0%	81.5%	Stable or increasing trend	Higher is better	AMBER	STABLE	87.0%	81.0%	87.0%
Minor Planning applications determined within 8 weeks (%)	Percentage	86.5%	82.2%	83.0%	80.2%	Stable or increasing trend	Higher is better	AMBER	STABLE	83.0%	81.0%	83.0%

Contextual:

- None

Green:

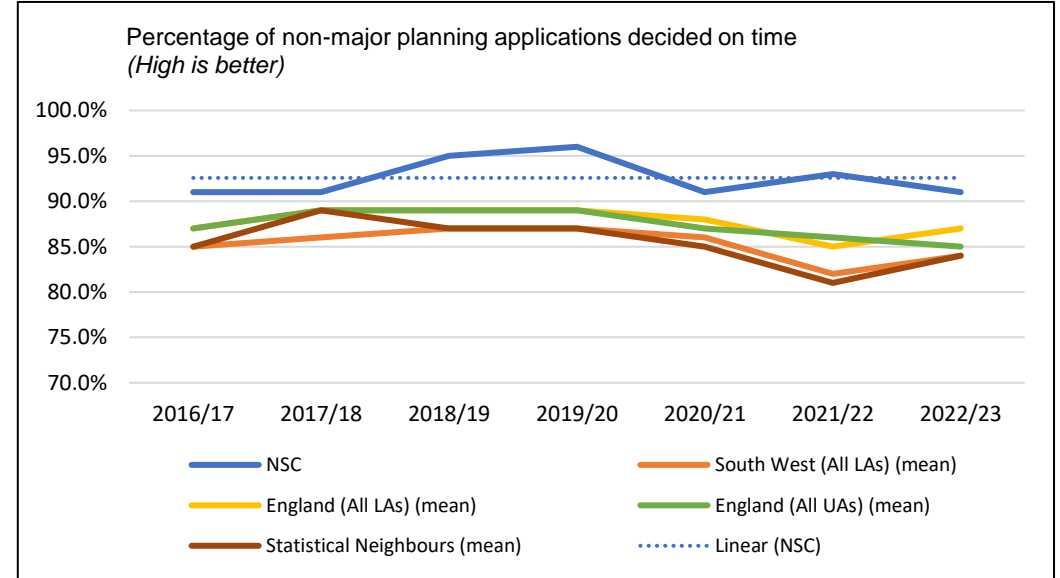
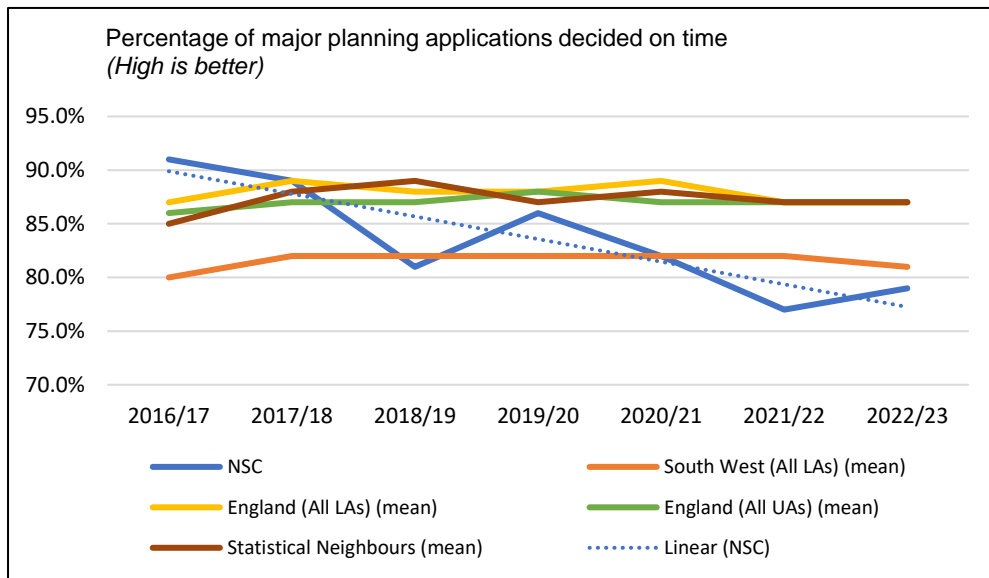
- None

Amber:

- Major Planning applications determined within 13 weeks (%) (Fig 1.6)
- Minor Planning applications determined within 8 weeks (%) (Fig 1.7)

Red:

- None



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North Somerset Council

Report to the Place, Economy and Planning Policy and Scrutiny Panel

Date of meeting: 6th March 2024

Subject of report: Tropicana Operator Procurement discussion

Town or Parish: All

Officer presenting:

Julia Stuckey, Weston Placemaking Manager, Placemaking and Growth

Key Decision: No

Reason:

Report is for information and scrutiny.

Recommendations

- That the Panel notes the contents of this report and provides feedback to support the Tropicana Operator Procurement process.

1. Summary of report

The report and meeting slides outline the current broad recommendations for the Tropicana Operator procurement requirements. The Panel discussion will be considered when designing the operator selection questions and weighting scores for the tender process.

2. Policy

- 2.1 The proposed procurement outcome will deliver on the Corporate Plan priority of A Thriving and Sustainable Place and the support the Council's Strategic Asset Management Plan and Medium-Term Financial Plan.
- 2.2 As identified in the Super Weston Placemaking Strategy; investment in this key asset, turning it into a venue with a regional, and national, will magnify Weston-super-Mare as a more attractive place to live, work, and visit, and support the delivery of entertainment that will enhance the town's placemaking vibrancy and attractiveness for future investment.

3. Details

3.1 Introduction

The Tropicana is an asset owned and operated by North Somerset Council as an event space for hire, with a café concession operating at the front of the site. The

site remains an annual operational cost to the Council and has not generated enough income to maintain and improve the state of repair.

In 2023, the Council was awarded just under £20m Levelling Up Funding (LUF) for a programme of investments across Weston, matched by c. £3 million Council funding. The Tropicana will benefit from £8.67 million of the LUF money (including contingency and inflation costs), which will make it a much more attractive proposition for a future operator.

The Tropicana improvements aim to make major repairs to the site and increase capacity to enable its viable commercial operation for 15 plus years. However, even after works are complete, additional investment is likely to be required for fit-out and to optimise the operation of the venue. Given the Council's current financial position, a commercial operator would be best placed to make this commitment against a long-term lease.

3.2 The opportunity

The Council will offer an Operator Service Contract underpinned by a long lease to enable initial and ongoing investment and to reduce the Council's exposure to risk. The contract shall be for a period of 15 years plus; this is to enable the operator to recoup initial capital expenditure and promote the Tropicana as a long-term viable attraction and business. The lease will be fully repairing, placing the responsibility for investment in, and maintenance of the facility on the operator.

The Operator Service Contract will outline additional terms to the lease, such as processes for flood defence warnings, seafront management requirements, local resident and business engagement, logistical agreements (for example shared access to the beach, etc.), engagement with the North Somerset Safety Advisory Group for events, reporting on the LUF outputs and outcomes etc.

Although a unique opportunity for the right operator; the site remains challenging given its coastal position and operating and maintenance costs. Plus, the site will be closed for the construction period, so any Operator must reinvigorate the market and will, of course, take time to break-even. For these reasons, industry advice is to minimise operating restrictions as much as possible to enable the site to become commercially viable, whilst ensuring that the contract achieves the Council's requirements.

3.3 Operator Procurement

The contract with appended lease will be procured utilising Concession Contract Regulations, which enable a rigorous selection process, within which the Council can adjudicate on levels of relevant experience, business plans, etc. The process will be governed by the Council's Contract Standing Orders.

3.3 Indicative timetable

- Summer 23, soft market testing exercise generated 14 EOIs.
- Outline Commissioning Plan approved at Full Council, 20th Feb 24.
- Contracting entertainment venue marketing specialist to advise NSC on process and share industry contacts.

- Final draft Operating Services Contract with appended lease, marketing pack and finalise tender selection questions and weighting.
- April 24, Executive Member approves final Procurement Plan.
- April 24, market the opportunity and work through the tender process.
- April 25, the Executive approves contract award.
- Sep 25, aiming for Operator contract signing.

3.4 **Current operator requirement recommendations**

The Procurement Plan will confirm the detailed tender criteria and weighting. Current recommendations of themes to consider include (but are not limited to):

- Realistic long-term business plan, demonstrating at least cost neutral operation to the Council in the short-term.
- A viable operator with relevant successful experience and diverse programming plans to attract a high level of spend throughout the year and add to the Weston offer.
- A proactive, professional, co-operative approach to operating in a town centre, seafront location.
- Demonstrable environmental and social values.

The Panel discussion will be considered when finalising operator tender criteria.

4. Consultation

- 4.1 This is the second discussion with the Panel regarding the Tropicana LUF project and operator procurement, with further discussion to be scheduled as requested.
- 4.2 The Executive Member for Culture and Leisure receives regular briefings on the Tropicana LUF and operator procurement process.
- 4.3 The LUF programme, which includes the Tropicana capital improvements, will include stakeholder engagement and a wider communications plan. It is envisaged that the Tropicana operator procurement process communication will form part of these wider messages to avoid confusion.

5. Financial implications

- 5.1 It is expected that, with the appointment of the operator, no further revenue or capital funding will be required of the Council to finance the long-term future of the Tropicana as the operator will generate revenue to cover costs and longer-term profit.
- 5.2 However, the Council will need to monitor the contract lease and service agreement and carry out landowner responsibilities using its staffing resources. These costs will be met in the first instance from existing resources but in future are hoped to be offset through income from the venue.
- 5.3 Part of the procurement will be consideration of the projected costs, expenditure and income expected from the operator, to ensure a robust business case and chance of success.

5.4 Whilst initially the aim will be to make the site run on a cost neutral basis to the Council, over the longer term the aspiration is to generate income from the site. This could be in the form of a profit share arrangement.

6. Legal powers and implications

6.1 The Local Government Act 1972 provides powers to local authorities to use its resources for the better of the community it serves.

6.2 The Council plans to use the Concession Contract Regulations (CCR) 2016. Under the CCR the transfer to the operator of the right to exploit the works or services shall always imply an operating risk of economic nature involving the possibility that it will not recoup the investments made and the costs incurred in operating those works or services. This means that under the contract, the operator should not enjoy a guarantee of breaking even on investments and costs incurred.

7. Climate Change and environmental implications

7.1 Whilst this Procurement Plan will not in itself have any climate change or environmental implications, it is expected through the associated procurement for the future operator to operate the asset in a manner that contributes towards the Council's net zero targets and to minimise the impact on the environment.

8. Risk management

8.1 The key risks associated with the procurement of a suitable operator are:

Risk	Detail of risk	Inherent risk	Inherent risk treatment	Mitigating / exploiting actions	Residual risk
Insufficient interest by potential operators	Although soft market testing offered reasonable confidence that there are sufficient organisations prepared to consider bidding for the contract to lease, it is possible that when asked to commit, numbers are lower		Mitigate	Using an appropriate specialist, the Council will ensure the market is stimulated, and the opportunity will be advertised nationally, including on the Government's FTS website to ensure wide visibility.	
The procurement being too detailed, restrictive, and controlled, deterring interest	Whilst the Council will require input into the future management of the Tropicana and attracting of entertainment to the facility, an overly onerous procurement process could		Mitigate	The procurement strategy and evaluation criteria need to make the prospect of operating the venue sufficiently attractive to operators, whilst providing reasonable Council input and confidence in their	

Risk	Detail of risk	Inherent risk	Inherent risk treatment	Mitigating / exploiting actions	Residual risk
	potentially dissuade potential operators from bidding.			ability and plans. The procurement specialist will inform this mitigation.	
Misalignment of the capital works proposed with the aspirations of potential operators.	As the capital programme and operator procurement programme have varying timescales, investment choices could be unadvised.		Mitigate	Through soft market testing and the report by venue management consultancy, plus continued conversations with potential operators through the tendering process and then the preferred bidder, to align design and construction with operator expectations. Plus, most of the investment will be utilised for repairs.	
Delays in the construction programme and / or operator procurement:	The potential for delays in either programme is likely		Mitigate	Needs to be mitigated by close management of both workstreams.	
Operator proposals fail to meet requirement of creating a cost-neutral (to NSC) future for the venue	Given the challenging operational environment, both locally with the location and nationally with the entertainment market		Mitigate	This requirement will be made clear in the procurement exercise and will be given a high weighting. Specialist consultant advice on the procurement and in shaping capital proposals will seek to ensure a viable proposal can be drawn up	

9. Equality implications

- 9.1 The procurement process will ensure that the potential operators have the knowledge, experience, and ability to comply with all necessary equalities' legislation.
- 9.2 Quality criteria as confirmed through the Procurement Plan will consider the impacts of proposals on different individuals and groups. The considerations and how they have been considered will be reported in the final award of contract to lease decision.

9.3 An EIA will be carried out for the capital works to be completed through the Levelling Up Fund.

10. Corporate implications

10.1 This project will deliver on the Council's placemaking objectives for Weston-super-Mare. The Council has a ten-year plan for Weston based on consultation with thousands of businesses, visitors, and residents. The strategy aims to reposition Weston, addressing the long-term decline in the traditional retail-led high street and changes to visitor patterns. The plan focuses on wellbeing and recreation, being green and low carbon, a great place to live, work and study, and critically boosting the visitor economy.

10.2 The refurbishment of the Tropicana and commissioning of a new operator are a central part of this plan, capable of having a major impact on the town by creating a visitor attraction that is higher-quality and higher value added; helping to develop higher skilled, higher wage jobs.

11. Options considered

11.1 Options considered for this project have been reported in the Commissioning Plan which was approved by Full Council.

Author:

Julia Stuckey, Weston Placemaking Programme Manager

Appendices:

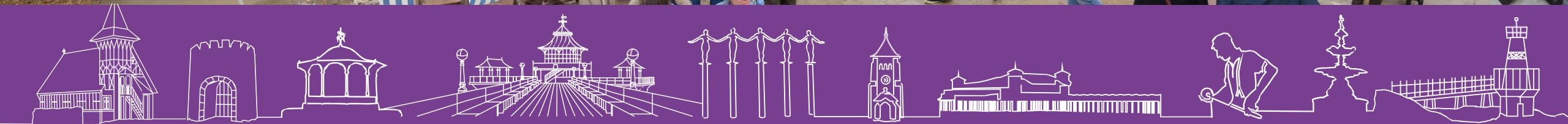
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Background papers:

6th March 2024

Page 37

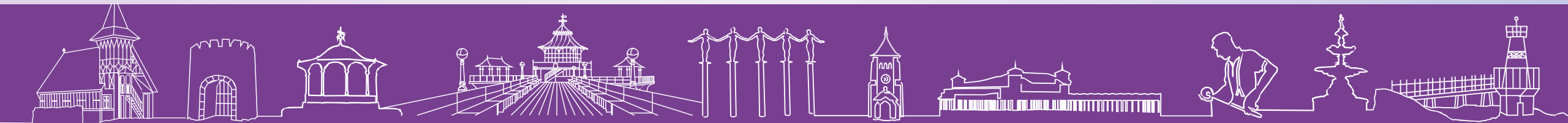
Placemaking, Economy and Planning Policy and Scrutiny Panel – Tropicana Operator Procurement



North Somerset Council vision for the Tropicana

The vision for the Tropicana is to become a commercially viable, year-round, high-quality, entertainment venue, which operates at no cost to the Council, and helps to raise the profile of Weston-super-Mare as a fantastic place to live, work, visit, and invest.

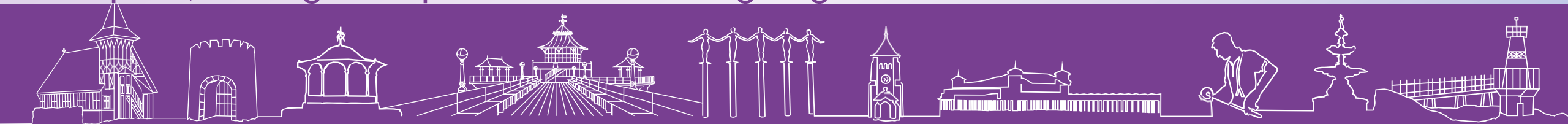
Page 38



Procurement process

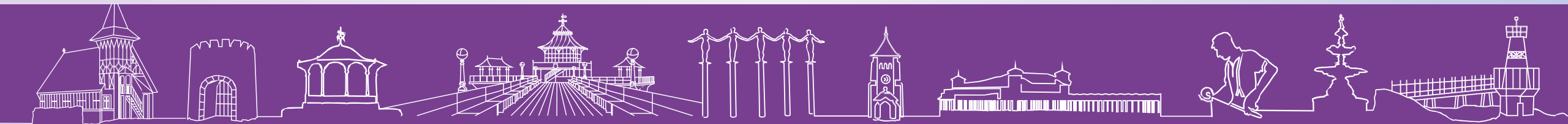
- Summer 23, soft market testing exercise generated 14 EOIs.
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Page 39



Panel discussion to feed into the decision-making process:

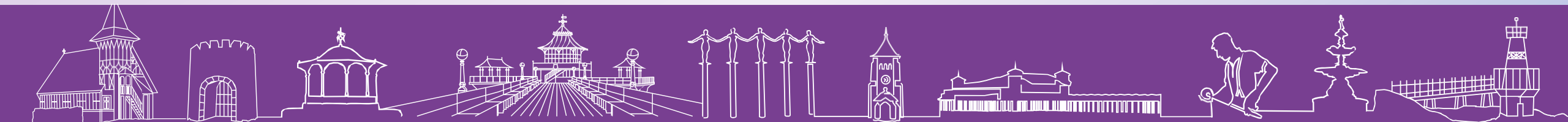
- Does the Panel agree with the current recommendations.
- Any additional areas for consideration.
- Thoughts on rating the criteria in terms of importance to the Council.



Current operator requirement recommendations:

- Realistic long-term business plan, demonstrating at least cost neutral operation to the Council in the short-term.
- A viable operator with relevant successful experience and diverse programming plans to attract a high level of spend throughout the year and add to the Weston offer.
- A proactive, professional, co-operative approach to operating in a town centre, seafront location.
- Demonstrable environmental and social values.

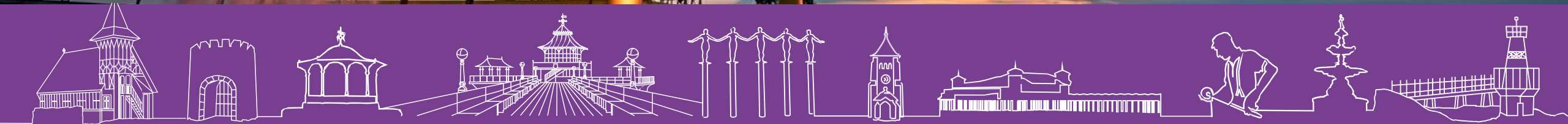
Page 41



6th March 2024

Page 42

Thank you



Placemaking, Economy and Planning Policy and Scrutiny Work Programme March 2024

(to be updated following each Panel meeting)

The Panel will consider issues of significant public concern, areas of poor performance and areas where Members think the Council could provide better value for money. This is a “live” document and is subject to change as priorities or circumstances change.

Section One – planned panel working groups.

Topic	Reason for scrutiny and approach (including reporting arrangements)	Progress and Outcomes	Contact
Parking Management Strategy	To feed into planning and delivery of consultation on key elements of parking and to feed back on the proposals being developed as a result of the parking consultation about parking strategy adoption, introduction of new parking charges and short stay permit; To report to the Executive Committee	First meeting TBC early March	Gemma Dando

Section Two – briefings, workshops, and informal panel meetings. Outcomes may, with Chairman’s agreement, generate panel agenda items (for inclusion in S4 below) or, with panel agreement, be escalated to S1 above:

Topic	Reason for scrutiny	Date	Outcome	Contact
All-Member PEP briefing – North Somerset Local Plan	To enable Member engagement with Local Plan development. Providing meaningful engagement with, and hence assurance around, the development of the Plan.	27 SEP 23	Member feedback gained before consultation on the pre-submission commenced.	Richard Kent / Michael Reep

All-Member Parking Policy briefing	Member engagement on final draft of Parking Management Strategy before public consultation	14 NOV 23	Member feedback gained.	Steve Thorne
Parking Charges Proposals	Engagement on parking charges proposals	10JAN24	Member input received.	Gemma Dando
Parking Management Strategy	Pre-consultation engagement	21FEB24	Member feedback gained, Task-and-Finish working group to be formed.	Gemma Dando
UKSPF Year 2 update	Update on outcomes of year 2 funding	TBC Apr/May 24		Jane Harrison

Section Three - agenda reports to the Panel meetings as agreed by the Chairman. This section provides for the forward planning of agendas and a record of panel meeting activity.

PEP 22 November 2023

Report Title	Purpose of Report	Outcome (actions)	Contact
Placemaking and Development updates including Levelling Up Fund and development sites	Report for noting; result of a commitment to bring six-monthly updates to the panel on the delivery of the Levelling Up Fund programme.	Panel assured; a further report on Tropicana operator procurement to come to March Panel.	Jenny Ford
Infrastructure Delivery Plan progress update	To consider and endorse the proposed approach to identifying infrastructure requirements associated with the Local Plan.	Approach endorsed by Panel	Natalie Richards
Place Finance Update	To note the current forecast against budget for Place.	Panel assured on Place directorate budget.	Jo Jones

PEP 6 March 2024

Report Title	Purpose of Report	Outcome (actions)	Contact
Place Finance Update	For the Panel to note the current forecast against budget for Place.		Jo Jones
New Economic Plan for North Somerset	For the PEP scrutiny panel to note the process for the development of the new Economic Plan and that the Panel agree the next stage they should be consulted on the development of the plan will be during an informal session in March 2024.		Jane Harrison
Q3 performance update	To note the Q3 updates to the 2023/24 performance management framework.		Emma Diakou
Tropicana Operator Procurement discussion	For the Panel to provide feedback to support the Tropicana Operator Procurement process.		Julia Stuckey

PEP 16 July 2024

Report Title	Purpose of Report	Outcome (actions)	Contact
Development Plan			Jenny Ford

Section Five - Recommendations - Response from Executive Member

Area for investigation/ Recommendations	When were the recommendations to the Executive agreed?	Expect answer by (first panel meeting after recommendations were submitted)

Section Six - Progress and follow-up on implementing Panel recommendations

Panel Recommendation	Date of response	Actions – implementation progress
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