



Leicester
City Council

Minutes of the Meeting of the
HERITAGE, CULTURE, LEISURE AND SPORT SCRUTINY COMMISSION

Held: TUESDAY, 14 JUNE 2016 at 5:30 pm

P R E S E N T :

Councillor Bajaj (Chair)
Councillor Unsworth (Vice Chair)

Councillor Govind
Councillor Shelton
Councillor Singh-Johal

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1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Dr Barton.

2. DECLARATIONS OF INTEREST

No declarations of interest were made.

3. MINUTES OF THE PREVIOUS MEETING

AGREED:

That the minutes of the meeting of the Heritage, Culture, Leisure and Sport Scrutiny Commission held on 31 March 2016 be confirmed as an accurate record.

4. TERMS OF REFERENCE

AGREED:

That the Terms of Reference for the Heritage, Culture, Leisure and Sport Scrutiny Commission be noted.

5. MEMBERSHIP OF THE COMMISSION 2016/17

AGREED:

That the membership of the Heritage, Culture, Leisure and Sport Scrutiny Commission for 2016/17 be noted.

6. DATES OF COMMISSION MEETINGS 2016/17

Members received the meeting dates for the Commission for the 2016/17 municipal year.

Some disappointment was expressed that the meetings were scheduled for Tuesdays, instead of Thursdays as had been the case in the previous municipal year, as some of the scheduled dates conflicted with some Ward surgeries.

AGREED:

- 1) That the concern expressed about the scheduled dates for meetings for the Heritage, Culture, Leisure and Sport Scrutiny Commission for the 2016/17 municipal year be noted; and
- 2) That the Democratic Support Officer be asked to identify alternative dates for meetings of this Commission for the 2016/17 municipal year, preferably on a Thursday, but avoiding the second Tuesday of the month if Thursdays are not available.

7. PETITIONS

The Monitoring Officer reported that no petitions had been received.

8. QUESTIONS, REPRESENTATIONS, STATEMENTS OF CASE

The Monitoring Officer reported that no questions, representations or statements of case had been received.

9. CHAIR'S ANNOUNCEMENTS

The Chair congratulated Leicester City Football Club on its success in winning the Premier league. This was a great achievement, which appropriately had received world-wide recognition. He also thanked all those involved making the parade and celebrations to mark this achievement so successful.

The Chair then congratulated Mark Selby, who was from Leicester, on winning the World Snooker Championship for the second time. This was an inspiration to those in the sporting world.

Congratulations also were given to the Leicester Riders, who won the British Basketball League Championship earlier in 2016, which was another great sporting achievement for the city.

The Chair noted that Leicester provided sporting inspiration throughout the world. This enhanced the city's reputation as a place to visit for leisure or business and it was hoped that this would help attract inward investment to the city. In addition, the achievements of all those involved in Leicester's recent sporting successes had made a great contribution to the unique and diverse culture of the city.

10. COMMITTEE PROCESSES - PRESENTATION

The Democratic Support Officer presented an overview of some of the procedural aspects of how the Commission worked. A copy of the presentation is attached at the end of these minutes for information.

AGREED:

That the Democratic Support officer be asked to circulate the slides used in the presentation to members of the Commission, along with more detailed information on the matters that can be considered at meetings without the press and public present.

Councillor Govind left the meeting at this point

11. HERITAGE, CULTURE, LEISURE AND SPORT PORTFOLIO OVERVIEW

The Director of Tourism, Culture and Investment, the Director of Neighbourhood and Environmental Services and the Head of Sports gave a presentation providing an overview of the Heritage, Culture, Leisure and Sport portfolio. A copy of this is attached at the end of these minutes for information.

Particular attention was drawn to the following points:

- It was hoped that the planning application for the new walk way at the Jewry Wall Museum would be submitted soon;
- De Montfort Hall was considered to be key in plans to increase income;
- Increasing income would be preferable to reducing costs across the portfolio;
- The Council would work with the Leicester and Leicestershire Enterprise Partnership to support investment in new and existing cultural and creative organisations and businesses, (for example, the Haymarket);
- Sports services were now part of the Public Health service area, in recognition of their importance in encouraging people to adopt active

lifestyles;

- Sport development, was very important, as currently people did not engage well with organised or built provision in the city;
- Green Flag awards for parks showed that those parks were accessible, clean and well maintained. The challenge for the Council was to continue its good record in this;
- Work was being done to extend Saffron Hill Cemetery and this was something that the Commission could consider scrutinising during the coming year; and
- Some defibrillators already had been placed in parks, in locations identified by the East Midlands Ambulance Service as being the areas of potential highest demand. It was hoped that this scheme could be extended so that 30 defibrillators had been provided at various sites by 2020.

Members noted that they previously had been advised that Evington Leisure Centre was to be extended and asked when this was scheduled to be done. In reply, the Head of Sports noted that opportunities for investment would be discussed under minute number 12 below, (“Sports Centres and Sports Participation Update”).

Some concern was expressed that a significant amount of work remained to be done for the 2013 Sports Engagement Strategy. For example, older people with dementia could benefit greatly from remaining active, which also would help those caring for them, and there were limited opportunities for older people on older outer city estates to participate in sport or other activities.

Members suggested that some of the external defibrillators that it was proposed to provide could be put at local football development sites, as these sites could be used by 2,000 players each week. Councillor Clair, Assistant City Mayor with responsibility for Culture, Leisure and Sport, explained that an undertaking to do this could not be given at this stage, but that it would be discussed with officers.

Members stressed the need to strongly encourage young people to participate in sport. For example, the Council’s role in football provision was limited, sometimes to just cutting pitches, so the local Football Association needed to be challenged to ensure that local provision matched local need and that the demographics of the city were represented through those playing.

In reply to a question, the Director of Neighbourhood and Environmental Services advised that the skate park at Victoria Park could be refurbished as part of the improvements being made to facilities at the park. At present, there was no planned investment in other city skate park facilities.

Concern also was raised that the potential of Abbey Park as a venue or place of historical importance had not been fully realised, with the history of the site

being promoted and recorded in ways that made it more tangible. This was particularly important given its proximity to the King Richard III Visitor Centre.

In response to queries by Members, officers advised the Commission that:

- The collection of trades union banners held by the Museums service would be located and consideration given to how these could be displayed;
- That a programme of care for the city's 20,000 highway trees was in place, providing an effective maintenance programme for them;
- The Council would be making capital investment to bring the Haymarket back in to use, but the lease of the building would be taken on by a consortium, which would operate the facility as a commercial enterprise. The Council currently was working with the consortium to develop its business plan; and
- In response to a request that the site of the former Open Air School in Western Park be used for parks and recreational opportunities, Councillor Clair advised that he currently did not have information on the proposed use, but the Commission could be kept advised of plans for the site.

AGREED:

- 1) That the Director of Tourism, Culture and Investment be asked to keep the Commission advised of progress with the creation of the new walk way at the Jewry Wall Museum;
- 2) That the Head of Sport and the Director of Neighbourhood and Environmental Services be asked to liaise with Members to consider whether any of the proposed external defibrillators can be placed at football sites;
- 3) That the Assistant City Mayor with responsibility for Energy and Sustainability be asked to keep the Commission advised of plans for the site of the former Open Air School; and
- 4) That the Director of Tourism, Culture and Investment be asked to locate the Museum service's collection of trades union banners and consider how these can be displayed.

12. ADJOURNMENT OF MEETING

The meeting adjourned at 6.42 pm and reconvened at 6.46 pm

13. SPORTS CENTRES AND SPORTS PARTICIPATION UPDATE

The Head of Sports made a presentation on sports facilities and sports participation in the city. A copy of this is attached at the end of these minutes

for information.

During the presentation, attention was drawn to the following points:

- Participation in sport had peaked during the London 2012 Olympic Games, but by early 2016 Leicester had lower levels than before that and lower levels than the national average. For example, the city had a 3% higher level of inactivity than the national average and the number of people doing three thirty-minute sessions of activity per week was 3% lower than the national average;
- As part of the Sports Services Review, consideration had been given to participation levels and who was using the Council's sports services;
- The current five-year Health and Wellbeing Strategy was nearing its end, so work was being done on how this would be developed for the next five years. This included consulting partners, such as national sport governing bodies and schools;
- Consultants had been engaged to develop a physical activity and sports strategy and undertake an options appraisal;
- Managers would be up-skilled to enable them to improve the way that sports services were sold; and
- Each leisure centre now had its own service plan for the first time and Sports services staff were located together at Braunstone Leisure Centre.

Members welcomed the presentation, but expressed concern at the current inequality of services across the city. Councillor Clair, Assistant City Mayor with responsibility for Culture, Leisure and Sport, concurred with this, but explained that the work being done would help the Council understand the current position more clearly. As a result, the Council would be in a better position to make decisions on future delivery of the service as a whole, rather than adopt a piecemeal approach. As explained in the presentation, this would take a few months to achieve.

It was anticipated that opportunities for investment would be part of the options to be assessed by Members, but what form this could take was not yet known and could vary between centres, depending on need. This also needed to be considered in the light of the financial challenges faced by the Council over the next few years.

Some Members expressed the view that the sports infrastructure in the city was better than could be found in many towns and cities, but it needed to be recognised that gyms had become more popular, while there appeared to have been a decline in more "traditional" sports, such as badminton or squash. In addition, some sports had failed to meet the needs of Black and Minority Ethnic people, so participation from those people was low. Councillor Clair confirmed that these were the types of issues that would be examined in the forthcoming

work, as well as issues such the impact of low employment and gender.

The Head of Sports explained that the proposed work also would provide linkages between mental and physical health. This would enable the Council to ensure that staff had the right skills to help increase the self-esteem of individuals and families, as well as their participation in sport.

Members also suggested that the findings of the review of Sports Engagement in Leicester completed in 2013 be considered during the forthcoming work.

AGREED:

- 1) That the presentation be received and noted;
- 2) That the Head of Sports be asked to provide data for the Commission on sports participation in Leicester;
- 3) That the Head of Sports be asked to consider the findings of the 2013 review of Sports Engagement in Leicester during the review of Sports services; and
- 4) That a Task Group does not need to be established to consider this further, but that the review of Sports services be included in the Commission's work programme, with the Commission receiving information on progress with the review on an on-going basis, this to include information on the objectives of the review.

14. KING RICHARD III VISITOR CENTRE - UPDATE

Martin Traynor, Chairman of the King Richard III Visitor Centre, and Iain Gordon, Director of the Centre, were welcomed to the meeting.

Mr Traynor advised the Commission that the King Richard III Visitor Centre had been open nearly two years. Reports on the Centre were made on the basis of a calendar year, as a fiscal year could contain two Easters, which were a key time for the Centre.

Mr Gordon explained that:-

- Seasonal rates of visitors were experienced at the Centre, but as this was a unique Centre, it was difficult to compare these rates to other venues;
- Visitor numbers did not include people attending corporate tours and events. Approximately 90,000 people had attended these;
- Initially, it had been difficult to generate interest in group events, but this was improving;
- Although the number of children visiting the Centre had decreased, this could improve over the forthcoming summer holiday period;

- 2017 would be the first year when there would be no events that could skew figures. For example, there previously had been King Richard's reinterment and the success of Leicester City Football Club;
- Approximately 10% of visitors to the Centre last year had been international, but the number of international visitors had been removed from the overall totals, as there had been a significant spike in these for the reinterment events. It now was hoped that international visitors could be encouraged to include Leicester on tours of the country;
- Data on gift aid donations had been collected from January 2016. This had been used to help identify the geographical locations from which visitors came;
- There had been an increase in paid-for marketing activity in 2016. In addition, links to the reinterment through the success of Leicester City Football Club had been very beneficial;
- In September 2014 no educational resources were available and a lot of work had been done to rectify this situation. As a result, educational visits had progressed well. Over two-thirds of workshops were attended by those interested in science aspects, such as archaeology;
- Advice on educational partnerships was taken from the local Teachers Advisory Panel;
- The Visitor Centre was a high quality facility and did not yet need major refurbishment. However, some changes were being made, such as some replanting outside;
- It was necessary to generate some surplus income over the summer period, as a loss could be made during the quieter months of November to February. Capital reserves for the building also were accumulated;
- The reinterment had generated approximately £60 million and the success of Leicester City Football Club had generated a further £16-17 million. Another direct benefit had been the increase in the number of visitors to the city. Indirect benefits were harder to gauge, but the profile of the city had increased and the television and other media coverage received would have cost millions of pounds to buy. The challenge now was to build on this; and
- As part of future plans for the Centre, it was hoped that the travelling royal art exhibition could visit it.

Members queried how the permanent exhibition could be developed over time. In reply, Mr Traynor explained that the core of the exhibition would remain the same. It was in the unique position that English literature was taught in the

vast majority of schools worldwide, so there was likely to be wide knowledge of King Richard III. In addition, 26 million people lived within a two-hour travel distance.

The main issue for those managing the Centre was how to package it. Packaging could include the Guildhall, the Cathedral, Abbey Park, Abbey Pumping Station and the Bosworth Battlefield Heritage Centre. Mr Gordon endorsed this, stressing the importance of collaboration and partnerships, including being part of the Leicester Tourism Partnership. This would help in the aim for the city to be seen as a primary tourist destination.

Mr Traynor stressed that action needed to be taken now as, although the profile of the city currently was very high, this would only last for a period of time.

Members made some suggestions on how Centre and the city could be marketed:

- People could dress in armour at appropriate visitor attractions;
- Appropriately costumed people could be located around the city, (for example, in the market area, at Leicester Castle, or in the medieval part of the city);
- Marketing videos could be sent to travel agents around the world;
- More use could be made of flags;
- More use could be made of English folklore, such as morris dancers; and
- The sporting statue near the clock tower in the centre of the city could be illuminated.

The Commission noted that there would be promotional opportunities in the coming year that should be taken advantage of. For example, there would be Champions League football fixtures in the city and the people attending those tended to be reasonably affluent. In addition, the Leicester Tigers rugby team was a very effective international brand, so more could be done in packaging sports and tourism. This would include cultural programmes while visitors were here.

The city had a very good reputation for being welcoming, so this should be built on, for example by adopting a “games maker” approach to welcoming people to the city, such as was used in the 2012 London Olympics.

AGREED:

That the presentation be received and welcomed.

15. WORK PROGRAMME

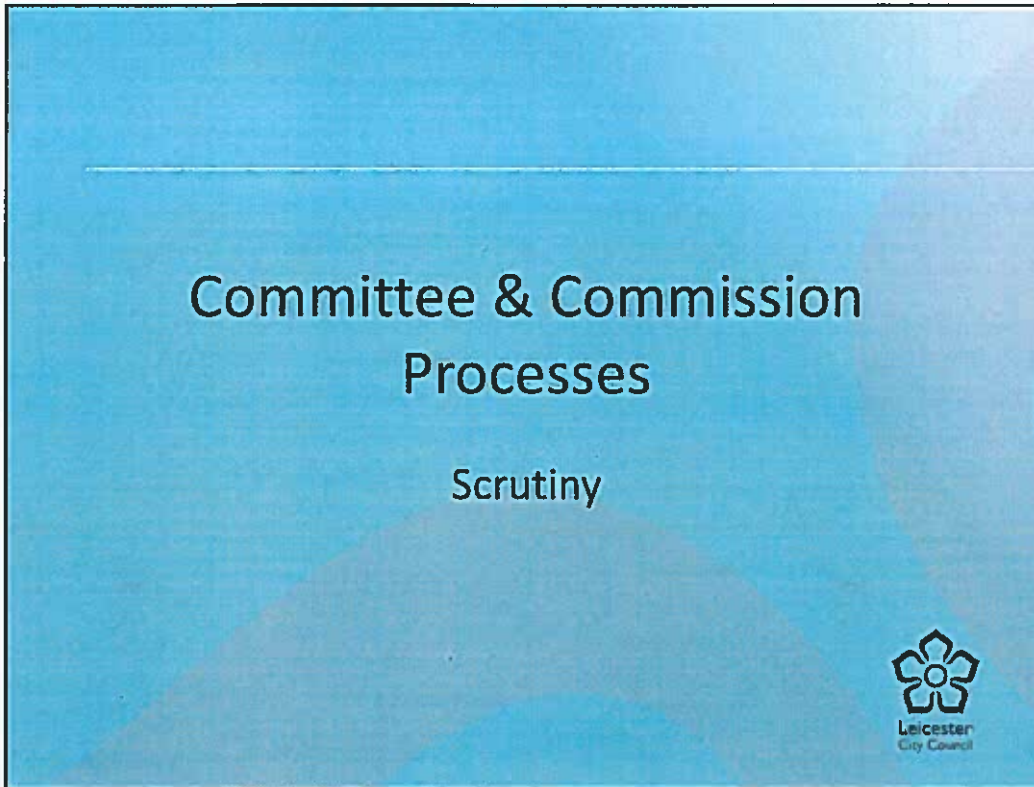
The Commission received and considered its current work programme.

AGREED:

- 1) That the following be included in the work programme:
 - a) a review of investment in skate parks, as agreed under minute 11, "Heritage, Culture, Leisure and Sport Portfolio Overview", above; and
 - b) updates on the review of Sports services, as agreed under minute 12, "Sports Centres and Sports Participation Update", above; and
- 2) That all members of the Commission advise the Scrutiny Policy Officer of any other items they would like included in the work programme.

16. CLOSE OF MEETING

The meeting closed at 8.04 pm



As this is the first meeting of the new municipal year, it was thought it might be useful to highlight some of the procedural aspects relating to how the commissions and committees work and where the basis for their procedures comes from.

In the Constitution

- article 8, Scrutiny Committees – Part 2
- Terms of reference at Part 3
- Access to Information Procedure Rules - 4B
- City Mayor & Executive Procedure Rules - 4D
- Scrutiny Procedure Rules 4E
- Political Conventions Part 5
- Code of Conduct Part 5

Constitution is on the website at
<https://www.leicester.gov.uk/your-council/how-we-work/our-constitution/>



There are various different government Regulations and specific pieces legislation that govern the way the Council and its committees and commissions operate. These are brought together in the Council's Constitution.

This slide therefore highlights the main sections that guide the operation of scrutiny committees and commissions.

The slides, and the Constitution, often refer to scrutiny committees. This is because they are referred to as that in legislation / regulations. Our "in-house" term for them is scrutiny commissions, but in this context the terms mean the same thing.

The Parts of the Constitution are:

Part 1 – introduction

Part 2 – Articles - set the general position of various aspects of the Council. The main one to mention here is Article 8, which sets out how the scrutiny committees / commissions are appointed, their role and that they should conduct their proceedings (meetings) in accordance with scrutiny procedure rules (part 4 of the Constitution).

Part 3 – Responsibility for Functions – so sets out the Terms of Reference which define role of committee and relationship with OSC / Commissions. Page 74 of the

Constitution sets out scrutiny functions.

Part 4 – Rules of Procedure –
There are 9 sections to this part.

Part 4A relates to general procedures.

Part 4B sets how things work with Access to Information rules. These set out requirements for openness / access to documents (rule 21) and role in Key Decision Call in (rule 15-17)

[Part 4C sets out the budget and policy framework rules]

Part 4D relates to City Mayor and Executive procedure rules, including the rule about the call-in of executive decisions (rule 12).

Part 4E is the main one for tonight. This sets out Scrutiny procedure rules, which amongst other things set out how the committee operates and how the public can be involved.

[Parts 4F to 4I cover financial procedure rules, contract procedure rules, land and property transaction rules and officer employment processes]

Part 5 – Contains the codes such as the member code of conduct and the conventions which gives guidance on the management of the relationships which sit at the heart of scrutiny

For most of the provisions mentioned in this briefing, the Constitution directly follows the requirements placed on the Council by one of the many acts or Regulations surrounding local government meetings.

Openness 1

- Agenda published 5 clear days in advance
- Specific procedure for reports to be taken as urgent and reasons must be recorded.
- Task groups and their conclusions do not have a formal status without acceptance by the Commission.
- Public are allowed to attend meetings and film without prior permission
- Standard items



Scrutiny committees / commissions are formal public meetings. NB These are meetings held in public, they are not public meetings that people can attend for the sole purpose of a general discussion on a particular topic.

It is essential that meetings operate in an open and transparent way and protect the public's right to be aware of the work of the committee / commission and the information these discussions are based upon should they wish to.

Therefore

- The full papers for the meeting must be published 5 clear days in advance. Required by law (section 100B Local Government Act 1972). This means the day of receipt of meeting papers, the day of the meeting, weekends or bank holidays are not counted. In practice, this usually means that the agenda will be published a week and a day before the meeting.
- Any matter of which no notice has been given cannot be taken unless it is urgent. However, this should be avoided wherever possible, as no notice of it has been given. It can only be taken where the Chair agrees the reason for urgency, which is then recorded in the minutes, (rule 14, part 4E (scrutiny procedure rules)).
- The only forum where a decision can be treated as taken by the Committee / Commission is if a minuted resolution is made at the formal meeting.

- The public have a right to attend and film meetings. The policy for this is in the constitution and in each committee room.

The standard items such as questions & statements of case are included in agendas to be open about the ways the public can get involved. The procedures for these (including deadlines) are covered in the Constitution – part 4E (scrutiny procedure rules) rules 9 (petitions) and 10 (questions, representations and statements of case).

A “Matters Arising” item for the minutes of the previous meeting is not included in agendas, as the impact of such an item could be to allow discussion of something that has not been listed on the agenda and so would contravene the Local Government Act 1972, s100B. Consideration of the minutes therefore is restricted to assessing their accuracy. This follows direct government guidance.

Openness 2

- Declaration of Interest – if on register don't need to declare.
- Code of Conduct
- Making sure what is proposed and agreed is clearly understood
- Exempt items

Further information and advice



Some of the matters aspects about which Democratic Support Officers often get asked about are:

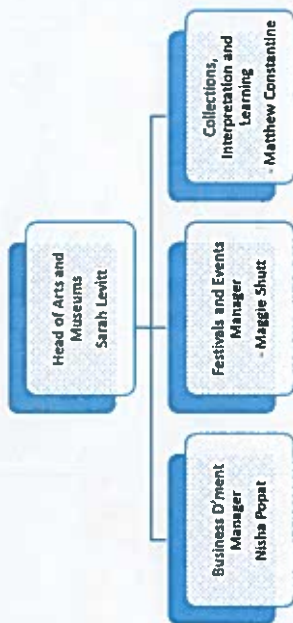
- Declarations of interest. As they are formal meetings, declarations need to be made at Scrutiny meetings, but of course if the matter is already on a Member's register entry, they are not specifically required to declare it. If there are any queries about something that it is thought may need to be declared, please contact any of the Democratic Support Officers – but if its for a meeting, please let them know as far in advance of that meeting as possible, then a full answer can be provided. One thing to bear in mind is that officers will not tell a Member how to proceed, they will only advise, as the decision on whether or not to declare something can only be taken by individual Members.
- The Code of Conduct at part 5 in the Constitution explains the meaning of Disclosable Pecuniary Interests and Other Disclosable Interests and explains the complaints and standards processes
- Whilst scrutiny commission meetings are not as formal as Council meetings, and it won't always be appropriate to formally move, second and vote on motions, it is still important that it is clear what has been suggested / agreed. Being clear at the time avoids later confusion, which can cast doubt on the decision. This is especially important as the content of the minutes can only be challenged for accuracy and it is not possible to add in clarifications that weren't made at the

meeting.

- The law is very specific on the very limited number of grounds on which the press and public can be excluded from a meeting. These include, for example, where there is commercial information or it relates to an individual. Best practise is that occasions where the public are excluded are rare and options are sought to avoid, eg use an exempt appendix (separating out reports) so as much can be published in public as possible.

This has been a very brief run through of some of the key aspects, so please contact any member of the Democratic Support Officers, or the Monitoring Officer, if you would like any further information.

Arts and Museums



Heritage, Culture, Leisure and Sport

Heritage & Culture	Mike Daizell	Director of Culture, Tourism and Investment
Leisure	John Leach	Director of Neighbourhood and Environmental Services
Sport	Ruth Tennant	Director of Public Health

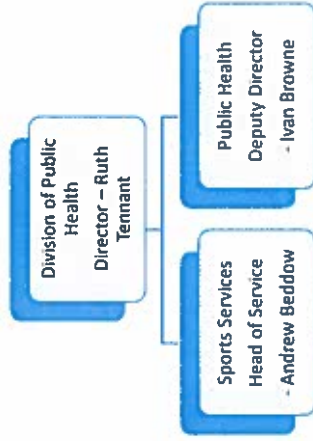
Broad Priorities

- Develop our Cultural Ambition : build on our international connections; magnify our originality; bring people together. Via
 - Delivering a high quality museums service
 - Exploring, promoting and investing in Leicester’s heritage
 - A vibrant festivals and events programme
 - Support for key cultural organisations

Priorities for 2016/17

- Develop plans to invest in key visitor attractions (Jewry Wall and Abbey Pumping Station)
- Develop plans for increasing income (e.g. De Montfort Hall) and reducing costs (across service portfolio)
- Supporting investment in new and existing cultural and creative organisations and businesses (e.g. Haymarket)

Public Health – Sport



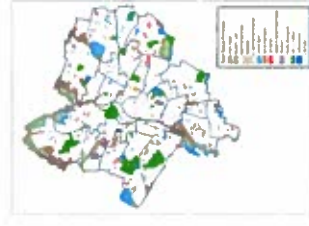
Sport & Active Lifestyle Services

- 14 facilities – includes 7 swimming pools, 1 golf course, 1 athletics track
- Sport on Parks oversee outdoor sports facilities, playing pitches, tennis, putt and putt etc. across the City
- Sports Development supports 55 sports and over 300 clubs, coordinates sport and physical activity grants
- Active Lifestyle Service delivers city wide physical activity and exercise referral programme. Over 3000 referrals annually
- The Service attracts over 2.4m users every year

Parks and Open Spaces



Parks



- 22% of total city area
- 12 main parks
- 143 Parks/Green Spaces
- 171 Play areas, 23 ball courts
- 4 skate parks, 5 BMX, 1 Parkour
- 12 Outdoor gyms (+ 19 to be installed)

Parks

- Football/cricket/bowls/tennis
- 70 hectares of woodland
- 149,000 trees
- Housing green space
- Highways green space
- Nature areas
- Waterbody management
- Landscape development
- 17 Green Flag awards



Bereavement Services

- 1 Crematorium
- 4 Cemeteries
- 2,503 cremations
- 957 burials
- 10,000 memorials inspected
- Water based scattering ashes
- Saffron extension
- Memorial service



Priorities for 2016/17

- Implement a new Parks structure
- Ensure effective marketing of Bereavement Service
- Design a cemetery extension @ Saffron Hill
- Introduce external defibrillators in City parks
- Introduce a tree strategy
- Increase participation in volunteering
- Enhance opportunities for wildlife/biodiversity
- Completion of Centenary Walk
- Installation of an additional 19 outdoor gyms

**Scrutiny Commission: Heritage,
Culture Leisure and Sport
14 June 2016**

Physical Activity and Sport
Participation and Sports Service
Review update

AGENDA

- Key messages and development from previous sports participation OS report
- Head of Service assessment and next steps for the Sports Service Review
- Service Improvements
- Timelines
- Questions

Overview and Scrutiny Feb 2016

- Leicester below the national average in terms of participation
- Evidence nationally that lots happening however gap is increasing
- New National Government Strategy for Sport and Physical Activity
- New Sport England 5 year Strategy
- Increased focus to address inactivity and get people to become more active

Sports Service Review – Head of Sports Services

- All key assessments completed or near to completion
- Facilities indoor and outdoor assessments
- External assessment of Sports Services
- Participation and customer data
- Work now being aligned to development of new Sports and PA strategy
- Investing in the future plan for the service

Next Steps

- Creating the plan
- Two important inter-related strands of work approved
- **Strand 1. Develop a Physical Activity and Sports Strategy**
- City wide partnership strategy
- Stakeholders, partners and the Council
- Vision for the City
- Provide context and criteria for undertaking strand 2
- **Strand 2. Undertake an Option Appraisal**
- Analysis of the various options on how the Council can utilise its resources, buildings and assets to contribute to the strategy.
- Apply and consider all the assessment and data obtained
- Assess all options that takes into account the current and emerging constraints of finance, existing commitments and previous investment;
- **Leading Specialist Sport and Leisure Consultancy FMG appointed**

Service improvements

- Launch of Swim Leicester
- Improved integration with Public Health
- Marketing, selling and training partner
- Review of health and fitness
- Leisure Centre Service Plans
- Sports Service relocation
- Continued support and investment from Sport England

Indicative timelines

- **June July** - Strategy Consultation with stakeholders/Facility assessment and benchmarking
- **August** – interim report on strategy development/ Analysis of options
- **September** - Initial findings and reports
- **October** - Feedback and review process
- **November** – Final Draft strategy options
- **December** – Executive presentation and report

QUESTIONS