

**REVIEW OF TOURISM & TOWN CENTRES SERVICE**  
**(TERMS OF REFERENCE)**

**NOTE: FOR THE AVOIDANCE OF ANY DOUBT, THIS REVIEW WILL NOT CONSIDER INTRODUCING PARKING CHARGES AT ANY OF THE COUNCIL'S FREE CAR PARKS AND WILL NOT CONSIDER RAISING THE PRICES OF THE COMMUTER CAR PARKS. THE COUNCIL WILL CONTINUE TO HONOUR ITS COMMITMENT AS STATED IN ITS CONSTITUTION.**

There will be two stages to the review as outlined below.

**1.0 CONTEXT**

1.1 The Tourism & Town Centres Service was originally in the Community Services department, which was disbanded in an organisational restructure in 2014. The establishment of a 'stand alone' Tourism & Town Centres Service headed by the Tourism & Town Centres Manager reflected the principles of the 'New Organisation' with the move from diverse departments to flatter distinct service units.

There has been a steady withdrawal/transfer of services since 2011 relating to the transition from the Community Service department to what is now the Tourism & Town Centres service, specifically:

- The transfer of CCTV to City of Ely Council,
- The transfer of The Maltings to the City of Ely Council,
- The transfer of Public Conveniences to the Open Spaces & Facilities Service,
- Riverside development and enforcement now the responsibility of Partnership & Communities, and
- The transfer of Ely Markets to the Trading Company.

1.2 The current service

The current Tourism & Town Centres Service area consists of the following:

- Town centres
- Tourism Information/Oliver Cromwell's House
- Tourism Development including events management
- Car Parks

**2.0 SCOPE OF WORK**

2.1 The service review group will be set up consisting of the Director, Commercial (Emma Grima), Tourism & Town Centres Manager (Tracey Harding),

Councillor Richard Hobbs, Councillor Lis Every, Councillor Carol Sennitt and Councillor [to be updated verbally at committee].

The purpose of the review is to identify the following:

- Cost analysis of the service
- Determine whether the existing service meets the needs of the district
- Consider alternative delivery mechanisms for the service
- Identify and recommend any efficiency savings
- Identify and recommend any opportunities for the Trading Company

### **3.0 TIMETABLE**

#### **3.1 Stage 1 (Scoping the Review)**

- Formal agreement of the Terms of Reference and review process (including Member involvement)
- Description of the service
- How is the service currently provided/resourced
- Current service delivery plans, targets and performance
- Key issues for Stage 2 review
- Statement of consultation

Deadline- Commercial Services Committee, 22 November 2016

#### **3.2 Stage 2 (Option Appraisal and Draft Improvement Plan)**

- Options to achieve review objectives
- Determine whether existing service meets the needs of the district-Challenge
- How do we compare?
- Alternative ways of delivering the service- cost, risk, etc.- Compete
- Consultation (in accordance with the agreed statement)
- Financial implications
- HR implications
- Draft improvement plan

Deadline- Commercial Services Committee, March 2017 (date to be set).