

SCRUTINY COMMITTEE - ECONOMY

Date: Thursday 5 March 2015
Time: 5.30 pm
Venue: Rennes Room, Civic Centre, Paris Street, Exeter

Members are invited to attend the above meeting to consider the items of business.

If you have an enquiry regarding any items on this agenda, please contact Sharon Sissons, Democratic Services Officer (Committees) on 01392 265115 or email sharon.sissons@exeter.gov.uk

Entry to the Civic Centre can be gained through the Customer Services Centre, Paris Street.

Membership -

Councillors Henson (Chair), Brock (Deputy Chair), Branston, Brimble, Bull, Crew, Donovan, Foggin, Holland, Lyons, Robson, Wardle and Williams

Agenda

Part I: Items suggested for discussion with the press and public present

1 Apologies

To receive apologies for absence from Committee members.

2 Minutes

To sign the minutes of the meeting held on 22 January 2015.

3 Declarations of Interest

Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda and which have not already been included in the register of interests, before any discussion takes place on the item. Unless the interest is sensitive, you must also disclose the nature of the interest. In accordance with the Council's Code of Conduct, you must then leave the room and must not participate in any further discussion of the item.

Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

4 Local Government (Access to Information) Act 1985 - Exclusion of Press and Public

RESOLVED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of items 15

and 16 on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part I, Schedule 12A of the Act.

5 **Questions from the Public Under Standing Order 19**

A period of up to 15 minutes will be set aside to deal with questions to the Committee from members of the public.

Details of questions should be notified to the Corporate Manager Democratic & Civic Support at least three working days prior to the meeting. Further information and a copy of the procedure are available from Democratic Services (Committees) (01392 265115) also on the Council web site:

<http://www.exeter.gov.uk/scrutiny/questions>

6 **Questions from Members of the Council Under Standing Order 20**

To receive questions from Members of the Council to appropriate Portfolio Holders.

Items for Executive

7 **Waterways Review - Towards a Waterways Strategy**

To consider the report of the Assistant Director Public Realm.

(Pages 5 -
12)

8 **Management of Capital Spending on the Waterways**

To consider the report of the Assistant Director Public Realm.

(Pages 13
- 16)

9 **Proposal to Establish a Museum Shop at RAMM**

To consider the report of the Museums Manager and Assistant Director Economy.

(Pages 17
- 22)

Items for Discussion

10 **Budget Monitoring Report to 31 December 2014 (3rd Quarter)**

To consider the report of the Principal Accountant and Assistant Director Finance.

(Pages 23
- 30)

11 **RAMM's Market Research and Data Capture Programme Update**

To consider the report of the Museums Manager and Assistant Director Economy.

(Pages 31
- 36)

Items for Information

12 Major Partner Museums Funding Update

To receive a verbal update from the Museums Manager.

13 European Grand Prix Rugby 7's Series Tournament Update - Sandy Park, Exeter, July 2015

To receive a verbal update from the Assistant Director Economy.

14 Parkwood Leisure Working Group

To receive the minutes of the meeting of the Parkwood Leisure Working Group held on 10 February 2015. (Pages 37 - 40)

Local Government (Access to Information) Act 1985 - Exclusion of Press and Public

15 The Matford Centre - Performance Review

To consider the report of the Events, Facilities & Markets Manager and Assistant Director Economy. (Pages 41 - 46)

16 The Corn Exchange - Performance Review

To consider the report of the Events, Facilities & Markets Manager and Assistant Director Economy. (Pages 47 - 54)

Date of Next Meeting

The next **Scrutiny Committee - Economy** will be held on Thursday 11 June 2015 at 5.30 pm

Future Business

The schedule of future business proposed for this Scrutiny Committee and other Committees of the Council can be viewed on the following link to the Council's website:

<http://www.exeter.gov.uk/forwardplan>

Councillors can view a hard copy of the schedule in the Members Room.

Individual reports on this agenda can be produced in large print on request to Democratic Services (Committees) on 01392 265107.

Find out more about Exeter City Council by looking at our website <http://www.exeter.gov.uk> . This will give you the dates of all future Committee meetings and tell you how you can ask a question at a Scrutiny Committee meeting. Alternatively, contact the Democratic Services Officer (Committees) on 01392 265107 for further information.

Follow us:

www.twitter.com/ExeterCouncil

EXETER CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE – ECONOMY AND EXECUTIVE

DATE OF MEETING: 5 MARCH 2015 AND 17 MARCH 2015

REPORT OF: ASSISTANT DIRECTOR PUBLIC REALM

TITLE: WATERWAYS REVIEW – TOWARDS A WATERWAYS STRATEGY

Is this a Key Decision?

Yes

One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

Is this an Executive or Council Function?

Executive

1 What is the report about?

- 1.1 The proposed development of a strategic framework for the development of Exeter's river and canal and associated assets in order to guide the future operation and management of the asset and support economic growth.

2 Recommendations:

- 2.1 That the proposed scope and timetable for the Waterways review be noted;
- 2.2 That a partnership of key stakeholders in Exeter's river and canal be established to develop and deliver a Waterways Strategy for Exeter;
- 2.3 That the potential for the Canal and River Trust to be engaged in the development of Exeter's waterways and their future delivery be explored.

3 Reasons for the recommendations:

- 3.1 To provide a strategic framework for the development of Exeter's river and canal and associated assets in order to guide the further operation and management of the assets and support economic growth.

4 What are the resource implications including non financial resources.

- 4.1 None. The recommendations can be achieved within existing resources.
- 4.2 It is likely that further resources will be required to deliver the Strategy in due course. However, this will be addressed when the Strategy is presented for adoption. It is hoped that the Strategy will be developed and owned by the waterways stakeholders in partnership and that they will have some capacity to take it forward in conjunction with the Council.

5 Section 151 Officer comments:

- 5.1 There are no financial implications contained within the report. Any funding requirements arising out of the Strategy will be considered when they have been quantified.

6 What are the legal aspects?

- 6.1 Significant legal advice will be required to develop the strategy due to the complex nature of the law around the regulation and management of the waterways and the ownership of various rights and sites on Exeter's waterways.

7 Monitoring Officer's comments:

7.1 This report raises no issues for the Monitoring Officer.

8 WATERWAYS REVIEW

8.1 In June last year, in the light of the decision not to pursue the unresolved Harbour Revision Order, the Council resolved to undertake a review of the options open to the Council in respect of the future operation and management of the Estuary, Quay, Basin and Canal.

8.2 In addition to operational issues, the review will consider how the river and canal can be used to support Exeter's economy and reduce the council's subsidy to the service. A strategic approach to the area and the services offered also needs to be developed.

8.3 In November, a series of meetings were held with key stakeholders associated with the river and canal. While a variety of opinions were expressed, a great deal of consensus emerged. This feedback has been used to scope the Waterways review which is attached at Appendix 1.

8.4 In summary, the review scope sets out what needs to be considered in order to work towards a new approach to the City's waterways assets which will meet the Council's strategic purposes of providing great things to see and do, generating economic growth and meeting our financial objectives,

8.5 The review will be used to guide further work on the existing services offered by the Council which will be done in-house initially over a period of time as capacity permits. Early discussions with the national Canal and Rivers Trust have been promising and it is hoped that the Council will be able to engage their expertise in conducting the review. A senior representative of the Trust will be making a presentation to the next meeting of this Committee. The review should be concluded in December 2015 and will be used to inform a new Waterways Strategy for Exeter in 2016. Local engagement will be key to the development and delivery of a new approach to the waterways and it is hoped that waterways stakeholders will come together in a new partnership to do this, possibly under the umbrella of the Exeter Cultural Partnership. A comprehensive consultation exercise will be undertaken as part of the development of the Strategy.

9 How does the decision contribute to the Council's Corporate Plan?

- Provide great things for me to see, do and visit
- Keep my city safe and looking good
- A well run Council

10 What risks are there and how can they be reduced?

10.1 The risks in putting undertaking the review and putting together a strategy are minimal.

11 What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

11.1 None at this point. A consultation exercise is planned and will seek to identify and address the impact of any future proposals on equality and diversity.

12 Are there any other options?

12.1 Not applicable.

Sarah Ward, Assistant Director Public Realm

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:

Democratic Services (Committees)

Room 2.3

01392 265275

This page is intentionally left blank

TOWARDS A WATERWAYS STRATEGY SCOPE OF WATERWAYS SERVICE REVIEW

Brief

To inform a strategic approach to the future use, management and development of the River Exe, the Exeter Canal and the Canal Basin and associated land-based facilities.

Scope of review

The review will cover the water areas themselves and land where existing usage is associated with water activities.

Subject to stakeholder consultation, the review will consider:

- The needs of existing and future waterways users
- The demand for improved/increased facilities or services
- The potential for the waterways to contribute to economic growth
- The services offered by the Council and the associated fees and charges
- The safe and social use of the waterways
- The condition and use of the Council's physical assets associated with the Waterways services
- Abandoned boats
- People living on boats
- Water quality
- Alternatives to council ownership and management and associated governance models

The attached map defines the review area.

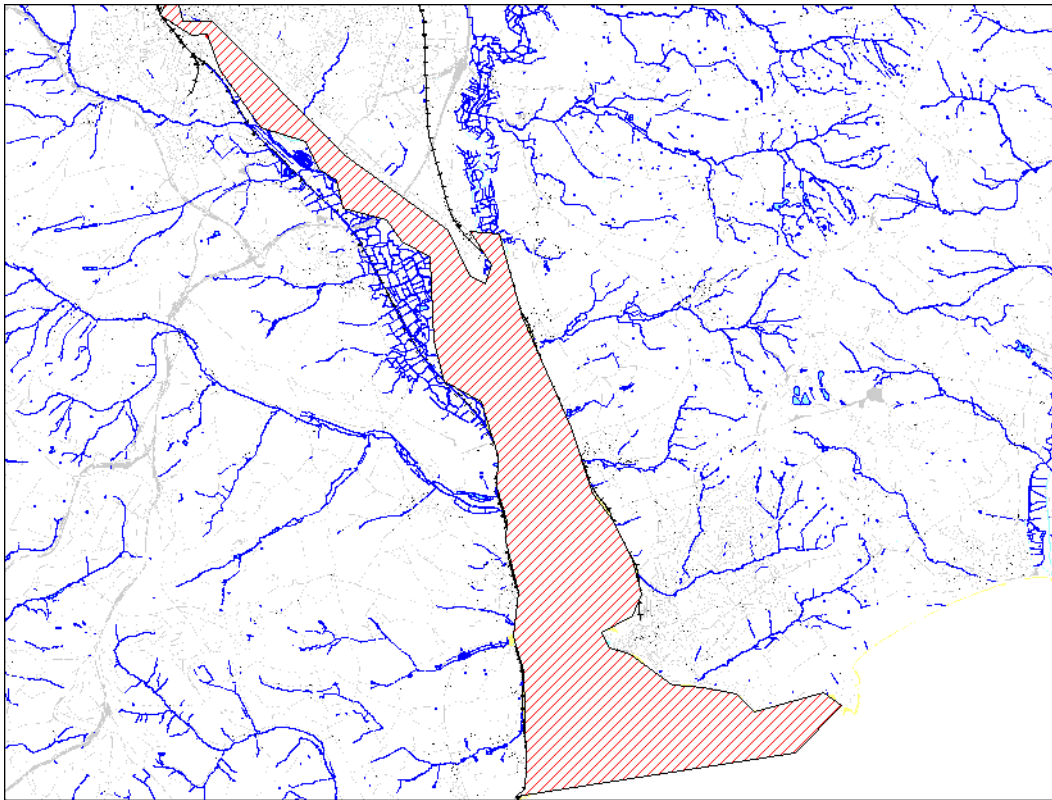
Review outputs

The review will inform the development of a Waterways Strategy for Exeter IN 2016 which is likely to include:

1. A joint Management Plan for the Exe Estuary to address the needs of users
2. A policy and action plan around people living on boats
3. A policy and action plan around abandoned or eyesore boats
4. Clarity on the Council's fees and charges and services offered
5. An Asset Management Plan for council owned assets
6. A Water Quality Action Plan
7. A Development Plan for the waterways
8. A broad set of measures for waterways services

Review Programme and Milestones

- Initial consultation with key stakeholders – November 2014
- Agree review scope Scrutiny/Executive – March 2015
- Undertake review in consultation with key stakeholders – March 2015 to September 2015
- Establish a Waterways Partnership – September 2015
- Develop a Waterways Strategy for Exeter - 2016



Extent of the Port of Exeter



Boat Storage and Repair at the Quay

Crown Copyright Exeter City Council 100049053
Public Realm, Civic Centre, Exeter. EX1 1JN.

Based upon the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationery Office Crown © copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or Civic proceedings

This page is intentionally left blank

EXETER CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE ECONOMY AND EXECUTIVE

DATE OF MEETING: 5 MARCH 2015 & 17 MARCH 2015

REPORT OF: ASSISTANT DIRECTOR PUBLIC REALM

TITLE: MANAGEMENT OF CAPITAL SPENDING ON THE WATERWAYS

Is this a Key Decision?

NO

One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

Is this an Executive or Council Function?

Executive

1 What is the report about?

- 1.1 To authorise the reassigning of approved capital budgets relating to repairs on the canal and waterways in order to respond to urgent maintenance and repair priorities.

2 Recommendations:

- 2.1 That any funds remaining from the capital allocation for the repair to the Turf Lock gates be reassigned to other necessary and urgent repairs on the canal and waterway;
- 2.2 That the Assistant Director Public Realm in consultation with the Portfolio Holder for Economy and Culture and the Assistant Director Finance be delegated authority to reassign any residue from an future capital funding for the waterway in order to effect immediate and or significant repairs elsewhere in the canal or quays. Local Councillors will be advised and variations will be reported in the Capital Budget update reports.

3 Reasons for the recommendation:

- 3.1 The capital bidding process does not lend itself to the immediacy of substantial repair issues that manifest themselves on the waterways. A leak in the canal can be calamitous but may not necessarily be apparent until the structure is at risk of an imminent breach. Recent inspections have identified an estimated £55,000 of urgent but currently unbudgeted works where collective large scale shoring and re-engineering works are required. Revenue funding for these works is not permitted.
- 3.2 Application for capital funding is made on the best estimate of the costs available at the time. There will be built into the funding a percentage of contingency which may not be utilised. Under these circumstances it is logical to use any remaining funds to affect partial or emergency repairs elsewhere in the waterways to those areas identified but not otherwise funded.
- 3.3 The dynamics of the waterways and its susceptibility to weather and seasonal influences tend to result in the need to respond quickly with a civil engineering response, especially to the canal.

4 What are the resource implications including non financial resources.

- 4.1 No adverse resource implications. The recommendation will permit the better and most effective use of already assigned resources.

5 Section 151 Officer comments:

6 What are the legal aspects?

7 Monitoring Officer's comments:

7.1 So that a full audit trail of capital expenditure is maintained, it is suggested that details of the use of any underspend in approved capital projects, be reported in the regular Capital Budget update reports. It is also suggested that the appropriate local member(s) be informed of any works once the decision has been taken

8 Report details:

8.1 There is within the current capital budget an amount of £150,000 for works to the lock gates at the Turf Hotel.

8.2 During the preparatory process, our engineering team calculated that by taking advantage of a number of tidal anomalies during the course of the project, we could undertake the works to the outer gates without the need to construct a coffer dam on the seaward side.

8.3 The savings to the project cost of taking this approach could be significant and are currently estimated to be in excess of £50,000 but this figure will not be verified until the works are complete.

8.4 There is also capital budget approved for next year to repair the outer bank of the canal close to the M5 bridge.

8.5 List of currently identified priority works:

- Civil engineering works to prevent breach of the east banks above Topsham Lock
- Civil engineering works to prevent breach of the east banks above the Turf
- Renewal of stone work at Topsham Lock
- Civil engineering works above Topsham Lock Cottage
- Civil engineering works at the Bridge Road siphon
- Civil engineering works downstream of Double Locks
- Civil engineering works at Trenchard's Sluice
- Rebuild overspill at Double Locks
- Civil engineering works upstream of Double Locks
- Renew landing stage at Double Locks
- Civil engineering works upstream of the bird hide
- Civil engineering works upstream of Turf
- Topsham Quay structural repair
- Civil engineering works at Kings Arms Sluice
- Repair to structure of both Topsham Lock and Kings Arms bridges

8.6 The above list is not specifically covered within the current capital spending plan and as such requires Executive approval to spend existing capital funds on something closely related but not specifically identified. It is anticipated that approval of the recommendations contained in this report will enable us to group them together in a more cost effective manner and spread the financial load into the bidding period for

2016/17

9 How does the decision contribute to the Council's Corporate Plan?

9.1 Keeping my environment safe. Maintain our property assets and demonstrating a Well Run Council

10 What risks are there and how can they be reduced?

10.1 There is a significant financial risk in us not identifying and managing the risk to the structure of the waterway.

11 What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

11.1 A breach in the canal will have a significant environmental impact

12 Are there any other options?

We could submit these works to the 2016/17 capital bidding process but this is not recommended because they are considered urgent priorities

Sarah Ward, Assistant Director Public Realm

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:

Democratic Services (Committees)

Room 2.3

01392 265275

This page is intentionally left blank

EXETER CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE ECONOMY AND EXECUTIVE

DATE OF MEETING: 5 MARCH 2015 AND 17 MARCH 2015

REPORT OF: MUSEUMS MANAGER & CULTURAL LEAD

TITLE: PROPOSAL TO ESTABLISH A MUSEUM SHOP AT RAMM

Is this a Key Decision?

No

* One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

Is this an Executive or Council Function?

Council Function

1. What is the report about?

- 1.1 This report describes a proposal to set up a shop at the Royal Albert Memorial Museum and through its operation generate income which will help support service delivery in the likely scenario of a reducing core budget.

2. Recommendations:

- 2.1 That Scrutiny Committee - Economy note the 5 year forecast Profit & Loss figures and agree the payback period for the investment requested; and
- 3.1 That Scrutiny Committee - Economy recommends as a supplementary request the addition of £68,000 to the Capital Programme to enable the fit out and set up of the new shop.

3. Reasons for the recommendation:

- This new income generation initiative will increase the sustainability of the museum service.
- By exploring museum collections and Exeter's history for retail inspiration and product development, it will contribute to the city's unique destination offer.
- A shop at RAMM will enhance the visitor experience, extending dwell time in the museum and the city centre.
- A distinctive offer will make the shop a attraction in itself, driving footfall and encouraging other secondary spend, in for instance the cafe (where the Museum in addition to a fixed rent, receives a percentage of turnover).
- It will also meet customer expectations of leisure attractions extending their visitor experience by offering tangible 'take home' memories.

4. What are the resource implications including non financial resources.

- 4.1 Significant staff management time will be involved in the development, set up and early operation of the shop. There will be ongoing involvement to ensure a 'good fit' with the

Museum with planned exhibitions and events informing merchandising. Input into continuing product development will also be required to keep the sales offer fresh for repeat visitors which are an important part of RAMM's audience.

5. Section 151 Officer comments:

5.1 The figures have been reviewed by finance and the capital and revenue costs noted along with the projected income figures. If approved the income and expenditure will be added to Museums budgets in future years, which will result in a reduction in the overall cost of the Museum.

6. What are the legal aspects?

6.1 No legal implications.

6.2 Commissioned work and procurement of materials/equipment associated with the shop set up should be in accordance with the Council's standing orders.

7. Monitoring Officer's comments:

7.1 This report raises no issues for the Monitoring Officer.

8. Report details:

Current position:

RAMM's retail activity is currently limited to a small range of items sold from gondolas (free standing display units) in the Garden Entrance Reception area. These are wheeled, which allows them to be moved downstairs to create social or gathering space for receptions, private views and corporate hire. Goods sold include exhibition related books, guides, soft toys, badges, pens, pencils, bags, postcards etc.

Growth of this activity is restricted by the available space and staff time. Retail duties are not part of any one job description role. The Museum receptionist currently deals with purchases although the principal function of their job description is to act as an information point for visitors, ticket sales, first point of call for telephone enquiries etc. Stock selection and management is currently being undertaken by members of the Audience Development Team as an addition to their much wider range of core activities. The lack of staff dedicated to retail development is a critical consideration in growing this area of business, and is referenced later in this report.

RAMM's lack of a specialist museum shop is frequently commented on by visitors. One of our independent visitor research questions (2014) asked visitors about areas for service improvement. Answers highlighted customer expectations that a buying or browsing opportunity forms part of their experience of a leisure/visitor attraction. 50% of respondents said they would be 'quite' or 'very' likely to buy something from a bigger shop. As a factor determining the choice of a visit it may even drive a proportion of decisions.

Background:

At planning and even construction phases a museum shop featured as part of RAMM's development plans for many years. It was during preparations for re-opening that its viability was questioned. This followed investigation into other museums' retailing activities. In summary this showed that:

- Many national museums have very profitable retail trading, based on their very high profile, large visitor throughput, bespoke merchandise and constant flow of foreign tourists.
- In contrast, regional museum shops often struggled with their profitability due to lower numbers, a greater proportion of resident/repeat visits spending less and in the case of local authority run organisations, high overheads, especially staffing. Some museums (including Exeter in the past) had experimented with 'leasing out' the shop but this often resulted in a poor 'tie in' with the Museum, diminishing the visitor experience. This was a particular concern given the City Council's commitment and high level of investment in the RAMM project.
- Shops in independent museums were considered important generators of income but operated on more commercial lines with experienced retail staff.

Using these findings a report was prepared for the Members' Steering Group supporting the development project. Taking into account the set-up costs of establishing a shop and the uncertainty around its potential profitability, Members decided to minimise the Council's exposure to risk by not proceeding with a museum shop, although it was agreed that on opening, RAMM should continue to monitor the situation and revisit the opportunity if appropriate. This has led to this report. Meantime space formerly allocated to the shop was 're-purposed' as the Garden Meeting Room which available for external hire (requiring only cleaning/provision of refreshments), has generated a steady income flow.

Elsewhere visitor 'secondary spend' is still recognised, within the museum sector, as an important potential source of income. Finding ways of encouraging and unlocking this spend has also been explored by other museums. Officers have looked at work recently undertaken by Leeds Museums & Art Galleries (a local authority service) across their range of sites. Working with specialist retail consultants they have completely redeveloped their shops: transforming spaces, stock, staffing and operation from an unprofitable to profitable activity, generating useful income to support their core services.

Key features of the shops:

- Consistency of visitor experience with careful match between the shop and the brand/environment of the museum (settings and collections).
- Development of unique lines, high quality range of goods (only available through these outlets).
- Distinctive range of products (offering choices additional to high street)
- High end as well as 'pocket money' offer (the former offering greater profitability).
- Strong stock selection and management.
- Dedicated sales (rather than customer service) staff to drive business.
- Adopting a commercial focus and operating practice.

Business Plan Development

Arts Council England, Major Partner Museum funding enabled RAMM to engage the same consultants to visit Exeter and museum to make an assessment of its retail potential. Their view, particularly given the city's strength as a retail and visitor destination, was that RAMM had strong potential to develop a shop that both enhanced the visitor experience, drove additional footfall and potentially benefitted other areas of secondary spend such as the cafe.

A Business Plan was commissioned from the retail consultant outlining the necessary key steps required to develop and set up a retail operation at RAMM. These are factored into the financial projections that form part of the Business Plan.

- Location: The space identified for potential new shop is Gallery 5 which has 96.201m² floor space. (Its location is ground floor, Queen Street level, facing visitors as they turn left in the entrance hall). This position in the building would provide the shop with good visibility to visitors leaving and entering the Museum. It is close to the cafe and is a space that can be separately secured when other events are being held at RAMM. Committing this space to a shop will result in a loss of exhibition space, and an area sometimes used for corporate hire but this will be offset by the generation of a strong income stream important to the museum's long term sustainability.
- Shop environment and retail design concept: In installing/fitting out a shop the plan identifies the need for a bespoke retail concept creating a unique retail experience that builds on and complements RAMM's brand. This is important to the consistency of the visitor experience.
- Retail staffing: Crucial to the plan's implementation is the recruitment of an experienced retail manager, with a background in buying. Other dedicated staff with sound retail sales background will also need to be recruited. Based on experience elsewhere, the plan emphasises the importance of avoiding 'dual purposing' staffing with museum teams, as the tension between different types of duty frequently results in a lack of commercial focus and commensurate drop in sales.
- Product offer: Unique ranges will provide the shop with its own retail character distinguishing it from high street competitors and encouraging return purchasers. Creating a bespoke line of products inspired by the museum's architecture, collections or the history of Exeter itself will build on and exploit the commercial potential of the shop's setting in the Museum. The range also needs to have a selection of different gift lines at a variety of price points.
- Marketing and public relations: The business plan includes an allocated sum for profile raising to cover the launch of a shop. The Garden Reception gondolas will be retained to extend retail opportunities and there will be visual 'reminders' introduced into galleries.
- Support costs: Continuing specialist input of the consultant in the development phase of the project is also factored into the business plan.

Timescale: Subject to all the approvals, tapering of existing exhibition commitments, design, installation, recruitment etc it is envisaged the shop will open in September 2015.

Costs

The financial requirements of this proposal will require a supplementary budget request to the capital programme of £68,000. Other expenditure costs will be held within a separate revenue cost centre which will also receive income less profit, enabling clear financial monitoring.

The forecasted sales and business plan has been developed based on two possible scenarios.

The first of these is based on the Average Transaction Value and conversion rate achieved in the first six months for the Leeds Art Gallery shop. This is a conservative forecast based on the following considerations:

- Communicating the new retail offer with a unique offer aimed at developing the destination shopper market and RAMM visitors.

- The recruitment of sales staff with skills to convert footfall through excellent standards and service.
- The conversion rate (visitor numbers divided by sales transactions). 10% is purposefully low and below what might be expected (23-25%), to create a cautious financial projection. For the same reason, the second more optimistic scenario with increasing conversion rates increasing in years 2 and 3 has not been used to outline this proposal.

A small profit is forecast in the first six months (part year) of trading with a significant increase in year 2 and upward trends in subsequent years.

Projected Five Year Direct Profit (after deduction of direct expenses and depreciation)

| Year One (half year) | Year Two | Year Three | Year Four | Year Five |
|----------------------|----------|------------|-----------|-----------|
| £1,320 | £39,060 | £121,150 | £130,600 | £145,130 |

The Profit & Loss forecast shows that return on investment is forecast to be achieved by month 21 of operation.

The set up costs for the shop are set out below.

| <u>Description</u> | <u>Capital</u> | <u>Revenue</u> |
|----------------------------|----------------|----------------|
| Shop Fit Out | £68,000 | |
| Staffing Costs (Full year) | | £70,000 |
| Retail Training | | £1,050 |
| Staff Recruitment | | £500 |
| Stock (Full year) | | £35,000 |
| Marketing | | £3,000 |
| Consultancy Support | | £4,000 |

9. How does the decision contribute to the Council's Corporate Plan?

- 9.1 This proposal is an income generating initiative intended to improve the future sustainability of Museum services.
- 9.2 The Museum contributes to the corporate objective 'Provide great things for me to see and do' as part of the cultural and retail destination offer that attracts visitors to the city centre and the quality of life mix that delivers inward investment.

10. What risks are there and how can they be reduced?

- 10.1 As with all commercial ventures, future profitability is the principal risk. In order to mitigate this risk, external retail advice has been sought drawing on the experience of shops in similar museum settings. A five year profit & loss projection has been produced; setting out all associated outgoings, including overheads, together anticipated income.
- 10.2 The project will be carefully monitored to check how its performance conforms with the expected five year plan. Variance will be examined and action taken to address their cause.

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

11.1 The Museum shop will be within the setting of RAMM so the project itself creates no new impacts on these social issues.

12. Are there any other options?

12.1 In an earlier decision before RAMM reopened in 2011, Members chose not to invest in a Museum shop and this option remains, although it would close down an important avenue enabling the museum to diversify its income and explore use of its assets for commercial development.

Camilla Hampshire, Museums Manager
Richard Ball, Assistant Director Economy

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

EXETER CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE - ECONOMY
DATE OF MEETING: 5 MARCH 2015
REPORT OF: ASSISTANT DIRECTOR FINANCE
TITLE: BUDGET MONITORING REPORT TO 31 DECEMBER 2014

Is this a Key Decision?

No

Is this an Executive or Council Function?

No

1. What is the report about?

This report advises Members of any material differences to the revised budget in respect of the Economy Services revenue and capital budgets.

Potential areas of budgetary risk are also highlighted in this report, so that Members are aware that certain budgets have been identified as being vulnerable to factors beyond the control of the Council, which may result in potential deviations from budget, and are therefore subject to close monitoring by officers.

2. Recommendations:

That Members of Scrutiny Committee – Economy assure themselves that satisfactory actions are being undertaken by Officers to address the key areas of budgetary pressure highlighted in this report.

3. Reasons for the recommendation:

Local authorities have a statutory duty to set and monitor their budgets during the year and to take any actions necessary because of potential overspending or potential shortfalls in income. Members are therefore presented with a quarterly financial update in respect of Economy Services.

4. What are the resource implications including non financial resources

The financial resources required to deliver Economy Services during 2014-15 are set out in the body of this report.

5. Section 151 Officer comments:

This report has been prepared on behalf of the Section 151 Officer to set out the projected financial position of Economy Services as at 31 March 2015.

6. What are the legal aspects?

Part 2 of the Local Government Act 2003 provides the legislative framework for the process of setting and managing budgets. In particular, Section 28 of the 2003 Act requires local authorities to monitor their budgets during the financial year.

7. Monitoring Officer's comments:

The contents of this report raise no issues for the monitoring officer.

8. Report Details:

Economy Services Budget Monitoring to 31 December 2014

8.1 Key Variations from Budget

The current forecast suggests that net expenditure for this committee will decrease from the revised budget by a total of £127,540 after transfers from reserves and revenue

contributions to capital, as detailed in Appendix 1. This represents a variation of 77.14% from the revised budget. This includes supplementary budgets of £299,560.

8.2 The significant variations by management are:

| MU Code | Management Unit | Over / (Underspend) | Detail |
|----------------|-------------------------------------|----------------------------|--|
| 83A1 | Estates Services | 133,070 | <ul style="list-style-type: none"> Rental income for the property portfolio is expected to be less than the budget The expenditure on AIM lease requirements is anticipated to be less than the budget Additional expenditure on rates due to void properties at South Street |
| 83A2 | Transportation | 3,500 | <ul style="list-style-type: none"> Net cost in respect of the purchase and sale of senior railcards which are no longer sold at the Customer Service Centre |
| 83A3 | Parking Services | 97,150 | <ul style="list-style-type: none"> Income from car parking fees not expected to meet the budgeted target Expenditure on AIM reactive repair and service and maintenance budgets less than annual budget Additional expenditure on security patrol offset by anticipated saving on rates and other maintenance budgets |
| 83A4 | Economic Development | 3,130 | <ul style="list-style-type: none"> Job evaluation increase |
| 83A6 | Tourist Information | (5,780) | <ul style="list-style-type: none"> Net additional income |
| 83A8 | District Highways & Footpaths | (11,210) | <ul style="list-style-type: none"> Additional external income received for recharge of works. |
| 83A9 | Building Control | (20,000) | <ul style="list-style-type: none"> Income from Land Charges expected to exceed the annual budget |
| 83B1 | Land Drainage | 0 | <ul style="list-style-type: none"> Sub contractors budget will be overspent. This expenditure will be funded by additional income from external sources |
| 83B4 | Engineering & Construction Services | (54,040) | <ul style="list-style-type: none"> Vacant posts resulting in underspend on pay budgets |
| 83B5 | Planning Services | (47,870) | <ul style="list-style-type: none"> Additional income from Planning Application Fees Additional expenditure on legal costs due to appeals Additional consultant fees, partly offset by transfer from reserve |
| 83B6 | Conservation | (7,500) | <ul style="list-style-type: none"> AIM reactive repair budget expected to underspend |
| 83B8 | Major Projects | (35,000) | <ul style="list-style-type: none"> Expenditure in respect of consultant fees expected to be less than the annual budget |
| 83B9 | Markets & Halls | (109,040) | <ul style="list-style-type: none"> Net increase in income |
| 83C1 | Waterways | (5,550) | <ul style="list-style-type: none"> AIM reactive repair and service and maintenance budget expected to underspend Additional expenditure on insurance budget Additional rental income expected |
| 83C2 | Museum Service | (6,770) | <ul style="list-style-type: none"> Vacancy pay savings |
| 83C5 | Property Maintenance Team | (47,000) | <ul style="list-style-type: none"> Saving on pay budgets due to vacant posts Saving on fuel costs |

9. Capital Budget Monitoring to 31 December 2014

To report the current position in respect of the Economy Capital Programme and to update Members with any anticipated cost variances, acceleration of projects or slippage of schemes into future years.

9.1 Revisions to the Economy Capital Programme

The 2014/15 Capital Programme, including commitments brought forward from 2013/14 is £6,286,300 and was last reported to Scrutiny Committee – Economy on 13 November 2014. Since that meeting the following changes have been made to the programme:

| Description | £ | Approval/Funding |
|---|------------------|--|
| Capital Programme, as reported to Scrutiny Committee – Economy, 13 November 2014 | 6,286,300 | |
| Budget Deferred to 2015/16 & Beyond at Quarter 2 | (49,850) | Approved by Executive on 9 December 2014 |
| Overspends/(Underspends) reported at Quarter 2 | (44,280) | |
| RAMM Passenger Lift | 45,000 | Approved by Executive on 9 December 2014 |
| Other | (7,000) | |
| Revised Capital Programme | 6,230,170 | |

9.2 Performance

The current Economy Capital Programme is detailed in Appendix 2. The appendix shows a total spend of £3,974,611 in 2014/15 with a further £686,270 of the programme potentially deferred until 2015/16.

9.3 Capital Variances from Budget

No variances or issues concerning expenditure have arisen for this committee since 30 September 2014.

9.4 Capital Budgets Deferred to 2015/16

Schemes which have been identified as being wholly or partly deferred to 2015/16 and beyond are:

| Scheme | Revised 14/15 Budget £ | Budget to be Deferred £ | Reason |
|--------------------------|------------------------|-------------------------|--|
| Repair to Turf Lock Gate | 150,000 | 90,000 | There is a very small window of opportunity when these works can be carried out due to needing low tides. Unfortunately there has been a delay with the supply of materials necessary to dam the canal so this window may be lost and consequently there may be significant budget carry forward to 2015/16. |

| | | | |
|------------------------------|-----------|---------|--|
| St Sidwells Community Centre | 40,000 | 40,000 | Building works are due to start early in 2015/16. |
| Exeter Gymnastics Club | 40,000 | 40,000 | The Association are re-thinking their proposals, so preparatory work on hold. |
| Science Park Loan | 1,000,000 | 500,000 | £500,000 of the loan will be advanced to the Science Park this financial year. |

9.5 Achievements

The following schemes have been completed since 30 September 2014:

- **Major Flood Prevention Works**

Exeter City Council has paid the Environment Agency £3,000,000 as its contribution to the £30 million flood defence scheme. Work has already begun on the scheme with the aim to complete by late 2017. Once finished, the scheme will reduce flood risk to over 3,000 residential and commercial properties in the city.

- **Wonford Community Centre Boiler**

An efficient condensing boiler has been installed at the community centre; a supplementary system to heat hot water in case of boiler failure has also been installed.

10. How does the decision contribute to the Council's Corporate Plan?

Economy Service budgets contribute to 3 key purposes, as set out in the Corporate Plan; keep me/my environment safe and healthy, keep place looking good, help me find somewhere to live.

11. What risks are there and how can they be reduced?

Areas of budgetary risk are highlighted in this report. An action plan addressing the key areas of budgetary risks within Economy Services will be included if and when they arise.

12. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

No impact

13. Are there any other options?

No

Assistant Director Finance

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:

None

Contact for enquiries:

Democratic Services (Committees)

Room 2.3, (01392) 265275

**SCRUTINY COMMITTEE - ECONOMY
BUDGET MONITORING**

APRIL 2014 TO DECEMBER 2014

| ACTUAL TO DATE | | | CODE | YEAR END FORECAST | | | | |
|--------------------|--------------------|--------------------|------------------------|-------------------|--------------------------|---------------------------|----------------------|----------------------|
| PROFILED BUDGET | ACTUAL TO DATE | VARIANCE TO DATE | | APPROVED BUDGET | CURRENT OUTTURN FORECAST | CURRENT FORECAST VARIANCE | Q2 FORECAST VARIANCE | Q1 FORECAST VARIANCE |
| £ | £ | £ | | £ | £ | £ | £ | £ |
| (2,404,993) | (2,853,618) | (448,625) | 83A1 | (2,786,330) | (2,653,260) | 133,070 | 0 | 0 |
| 29,190 | 24,569 | (4,621) | 83A2 | 44,460 | 47,960 | 3,500 | (1,820) | 0 |
| (2,997,821) | (3,179,681) | (181,860) | 83A3 | (3,713,350) | (3,616,200) | 97,150 | 28,820 | 37,070 |
| 403,778 | 294,094 | (109,684) | 83A4 | 626,930 | 630,060 | 3,130 | 3,130 | 3,130 |
| 134,536 | 130,169 | (4,367) | 83A5 | 202,500 | 202,500 | 0 | 0 | 0 |
| 282,522 | 278,322 | (4,200) | 83A6 | 431,580 | 425,800 | (5,780) | (2,120) | 1,880 |
| 98,683 | 61,708 | (36,975) | 83A8 | 398,490 | 387,280 | (11,210) | 0 | 0 |
| (34,431) | (107,162) | (72,731) | 83A9 | 48,580 | 28,580 | (20,000) | 0 | 0 |
| 54,369 | 126,608 | 72,239 | 83B1 | 136,780 | 136,780 | 0 | 0 | 0 |
| (29,349) | 125,924 | 155,273 | 83B4 | 20,000 | (34,040) | (54,040) | (17,140) | (17,140) |
| 392,862 | 256,352 | (136,510) | 83B5 | 813,770 | 765,900 | (47,870) | (70,000) | 0 |
| 56,331 | 20,771 | (35,560) | 83B6 | 125,250 | 117,750 | (7,500) | 0 | 0 |
| 56,250 | 34,208 | (22,042) | 83B8 | 75,000 | 40,000 | (35,000) | 0 | 0 |
| (248,419) | (643,852) | (395,433) | 83B9 | (259,490) | (368,530) | (109,040) | (101,590) | (38,510) |
| 129,001 | 96,378 | (32,623) | 83C1 | 284,420 | 278,870 | (5,550) | 0 | 0 |
| 1,472,489 | 996,060 | (476,429) | 83C2 | 2,316,420 | 2,309,650 | (6,770) | (6,770) | (6,770) |
| 271,268 | (487,777) | (759,045) | 83C3 | 994,050 | 994,050 | 0 | 0 | 0 |
| (18,837) | (47,548) | (28,711) | 83C4 | (4,380) | (4,380) | 0 | 0 | 0 |
| (100,412) | 522,588 | 623,000 | 83C5 | 0 | (47,000) | (47,000) | 0 | 0 |
| (2,452,983) | (4,351,887) | (1,898,904) | NET EXPENDITURE | (245,320) | (358,230) | (112,910) | (167,490) | (20,340) |

VARIANCES ON TRANSFERS TO / (FROM) EARMARKED RESERVES

83B5 - Planning (14,630)

REVENUE CONTRIBUTION TO CAPITAL

OVERALL FORECAST EXPENDITURE FOR THE YEAR AFTER MOVEMENTS TO/FROM RESERVES (372,860)

REVISED BUDGETS (245,320)

ADJUSTED OUTTURN VARIANCE (127,540)

This page is intentionally left blank

CAPITAL MONITORING TO 31 DECEMBER 2014

| | 2014/15 Revised Capital Programme | 2014/15 Spend to 31 December | 2014/15 Forecast Spend | 2014/15 Budget to be Carried Forward to 2015/16 and Beyond | 2014/15 Programme Variances Under () |
|--|---|---------------------------------|---------------------------|--|--|
| | £ | £ | £ | £ | £ |
| ECONOMY | | | | | |
| KEEP PLACE LOOKING GOOD | | | | | |
| Canal Basin and Quayside | 49,360 | 49,355 | 49,360 | | |
| Exhibition Way Bridge Maintenance | 39,980 | | 39,980 | | |
| John Lewis Car Park Refurbishment | 2,130 | 2,130 | 2,130 | | |
| Replacement of Car Park Pay & Display Machines | 47,770 | 1,000 | 47,770 | | |
| Canal Bank Repairs & Strengthening | 10,880 | 9,671 | 10,880 | | |
| Northbrook Flood Alleviation Scheme | 150 | 150 | 150 | | |
| Major Flood Prevention Works | 3,000,000 | 3,000,000 | 3,000,000 | | |
| National Cycle Network | 3,200 | 138 | 3,200 | | |
| Repair to Turf Lock Gates | 150,000 | | 60,000 | 90,000 | |
| PROVIDE GREAT THINGS FOR ME TO SEE & DO | | | | | |
| Replace Running Track at Exeter Arena | 783,000 | 575,967 | 783,000 | | |
| Sports Facilities Refurbishment | 43,890 | 3,454 | 43,890 | | |
| RAMM Development | 384,000 | | 384,000 | | |
| Passenger Lift at RAMM | 45,000 | | 45,000 | | |
| Storage of Archives | 48,950 | 24,327 | 48,950 | | |
| Livestock Market Electrical Distribution Boards | 55,000 | 15,157 | 55,000 | | |
| Wonford Community Centre Boiler | 14,250 | 13,185 | 14,250 | | |
| DELIVER GOOD DEVELOPMENT | | | | | |
| Newcourt Community Hall (S106) | 37,520 | 37,520 | 37,520 | | |
| Countess Wear Community Centre (Grant Towards Build) | | 1,416 | 1,420 | (1,420) | |
| Newcourt Community Association Centre | 60,240 | 32,000 | 60,240 | | |
| Exe Water Sports Association (Grant Towards Build) | 12,240 | 12,242 | 12,240 | | |
| Devonshire Place (Landscaping) | 25,000 | 15,806 | 16,310 | 8,690 | |

CAPITAL MONITORING TO 31 DECEMBER 2014

| | 2014/15 Revised Capital Programme | 2014/15 Spend to 31 December | 2014/15 Forecast Spend | 2014/15 Budget to be Carried Forward to 2015/16 and Beyond | 2014/15 Programme Variances Under () |
|---|---|---------------------------------|---------------------------|--|--|
| | £ | £ | £ | £ | £ |
| St Thomas Social Club (New Roof) | 17,000 | 16,995 | 17,000 | | |
| St James Forum (Queens Crescent Garden) | 8,100 | 8,100 | 8,100 | | |
| 2nd Exeter Scouts & Park Life ('Urban Village Hall' Heavitree Park) | 10,000 | 10,000 | 10,000 | | |
| Citizens Advice Bureau (Building Improvements) | 10,000 | 10,000 | 10,000 | | |
| St Sidwells Community Centre | 40,000 | | | 40,000 | |
| Newtown Community Centre (2nd Grant) | 10,000 | 988 | 1,000 | 9,000 | |
| Alphington Church | 16,000 | 16,000 | 16,000 | | |
| Exeter City Football in the Community | 6,000 | 6,000 | 6,000 | | |
| Exeter Gymnastics Club | 40,000 | | | 40,000 | |
| City Centre Enhancements | 22,220 | 874 | 22,220 | | |
| Well Oak Footpath/Cycleway | 740 | | 740 | | |
| Paris Street Roundabout Landscaping & Sculptural Swift Tower | 62,430 | 30,185 | 62,430 | | |
| Heavitree Environmental Improvements | 22,880 | | 22,880 | | |
| Ibstock Environmental Improvements | 3,240 | | 3,240 | | |
| Local Energy Network | 149,000 | 81,950 | 149,000 | | |
| HELP ME RUN A SUCCESSFUL BUSINESS | | | | | |
| Science Park Loan | 1,000,000 | | 500,000 | 500,000 | |
| ECONOMY TOTAL | 6,230,170 | 3,974,611 | 5,543,900 | 686,270 | |

EXETER CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE – ECONOMY

DATE OF MEETING: 5 MARCH 2015

REPORT OF: AUDIENCE DEVELOPMENT LEAD OFFICER, RAMM

TITLE: RAMM's MARKET RESEARCH and DATA CAPTURE PROGRAMME UPATE

Is this a Key Decision?

No

* One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

Is this an Executive or Council Function?

No function is being exercised. This report is for information only.

1. What is the report about?

1.1 To inform Members of the visitor research and data capture programme and for the forthcoming plans to be noted.

2. Recommendations:

2.1 Members are invited to comment on the report.

3. Reasons for the recommendation:

3.1 A better understanding of who uses the museums service (and consequently who does not); their views of the visitor experience and their preferences, is information that helps the RAMM team monitor satisfaction rates; identify trends; shape forward planning and informs its audience development activities and income generation initiatives.

3.2 Research of this kind provides the user context for RAMM and its services and is therefore important background data for Members information.

4. What are the resource implications including non financial resources.

4.1 The independently commissioned visitor research will be funded by The Arts Council, England through its Major Partner Museum programme 2015-18. The recently installed Customer Relationship Management System (CRM) was similarly funded by the Arts Council , England's external funding.

5. Section 151 Officer comments:

5.1 There are no additional financial implications contained within this report.

6. What are the legal aspects?

6.1 This report raises no legal issues provided that the provisions of the Data Protection Act 1998 are complied with concerning the collection, storage and use of personal data. The purpose of the report is for information only.

7. Monitoring Officer's comments:

7.1 This report raises no issues for the Monitoring Officer.

8. Report details:

RAMM has a strong track record in collecting information about visitors, their behaviour, attitudes and opinions. This activity is key to being a responsive organisation and also provides important evidence for funders, partners, applications and award submissions.

Four tranches of research have been undertaken since RAMM reopened in 2011, the first December 2011 to January 2012 (funded by the Heritage Lottery Fund) and the last three each in August and October 2012, 13 & 14, (funded by Arts Council England).

BACKGROUND

After reopening in December 2011 the visitor research was been designed to capture visitor views regarding their experience of and reactions to the newly-refurbished museum.

Most visitor information was collected through an exit survey, a questionnaire that can be self completed or facilitated by a researcher interview. It is designed to take no more than five minutes to complete. It consists of two question types – Classification (eg age, gender, employment status, residents or visitors, etc) and Views on RAMM – capturing views, rating a number of key service and operational aspects, and measuring satisfaction. The sample size is large enough (800) to have confidence in the robustness of the data. This research has been undertaken by Power Marketing.

Although for benchmarking purposes and for identifying trends a proportion of the data questions have been consistent since 2011, in 2013 & 14 the questionnaires were changed to include attitudes and behaviour related to donating and spending.

RAMM also uses Acorn Segmentation, a tool widely used in the commercial world. This compares visitor information to local population data. It allows RAMM to identify areas of potential growth and to compare the socio-economic profile of museum visitors to that of the base population.

The collection, analysis and reporting on data 2012-14 has been funded by Arts Council England through its Major Partner Museums programme which runs until March 2015.

During 2012 Fiona Hutchison working in the Centre for Sport, Leisure and Tourism Research at the University of Exeter undertook an investigation of the socio-cultural impacts of RAMM on the people of Exeter as part of her PhD (CASE Award Studentship supported by the Economic and Social Research Council and Arts Council England through its Major Partnership Museums programme). Key findings are reported in 4.3.

KEY FINDINGS FROM RESEARCH 2014

Views on RAMM

- Satisfaction levels remain high in with 98% rating their overall satisfaction as good, very good or excellent.
- Nine out of ten people said they would be likely to visit again which reflects the fact that a large number of visitors are local.
- Over nine in ten would recommend a visit to friends and family.
- Between 2013 and 2014 the number of people visiting who said they had spent money during their visit to the museum increased from 55% to 66%. The majority of these (45%) spending up to £10.
- Of those who spent money during their visit over three quarters spent it in the café.
- Half of the visitors said they would be quite or very likely to buy something if RAMM had a bigger shop.
- Half of RAMM's visitors say the most effective way to promote to them is via the website. Outdoor posters (33%), Facebook (30%), Email (25%) and press advertising (25%) scored highly too.

Classification

- Around six in ten visitors to RAMM live in Devon with over three in ten from the rest of the UK and abroad.
- RAMM has more female visitors (60%) than male (40%).
- Nearly three quarters of RAMM's visitors are employed (full or part time) or retired.
- Around a third of respondents had not visited before showing that RAMM is successful in attracting new visitors.
- Nearly three quarters of those who had visited before had visited at least twice, 30% had visited over five times, indicating a high level of engagement.
- In socio-economic terms RAMM's profile almost exactly matches that of the Devon population. This finding is unusual for museums and is a result of the planned audience development undertaken by the museum.

Socio-cultural impact

In spring 2012 over eight in ten Exeter residents, both visitors and non-visitors agreed with the statements as follows:

- Children and young people can benefit from (96% agree)
- Can represent us to visitors (92% agree)
- People of all ages can mix (90% agree)
- Celebrates local customs and traditions (90% agree)
- People of all ethnicities can mix (87% agree)

- Makes us feel proud of where we live (81% agree)
- People new to Exeter can come and feel included (82% agree)

Demographic characteristics revealed few statistical differences from socio-cultural population measures. This is a strong positive finding for RAMM as it demonstrates that RAMM delivers a broad range of socio-cultural impacts to Exeter residents no matter what their age, educational level, household income, gender, household make up, or what they tend to do during the week.

PROGRAMME 2015-16

RAMM will carry out two visitor surveys in 2015 building on the data collected 2012-14 to benchmark performance from year to year and identify trends.

RAMM will undertake new work collecting and analysing data in its new customer relations management system (CRM) relating to ticket sales and buying behaviour, friends membership, patrons, giving and legacies. This work will inform audience development activity to enhance RAMM's sustainability.

CONCLUSION

The programme to date has provided valuable data about visitors and non-visitors to RAMM and their reactions and attitudes to aspects of the museum. Developing RAMM's relationship with its customers including using its new Customer Relationship Management (CRM) system will allow personalised and targeted customer relations as well as collecting data to inform audience development and income generation planning.

9. How does the decision contribute to the Council's Corporate Plan?

- 9.1 The museum contributes to corporate objective 'Provide great things for me to see and do', as part of the cultural and retail destination offer that attracts visitors to the city centre and the 'quality of life' mix that helps deliver inward investment. A better understanding of RAMM's visitor preferences and behaviours adds to an understanding of the wider picture and the market intelligence critical to sustaining and developing a flourishing city centre.

10. What risks are there and how can they be reduced?

- 10.1 This information gathering and analysis exercise holds no specific risk. It is externally funded and part of plans for 2015-18

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

- 11.1 Information gathering is conducted within RAMM so the work created no new impacts on these social issues.

12. Are there any other options?

12.1. Ceasing data collection would deprive the Museum, Members and external funders of important benchmarking and planning information. As the work is externally funded, financing may be lost. It would diminish the evidence base required to support future funding applications.

**Audience Development Lead Officer, RAMM
Camilla Hampshire, Museums Manager
Richard Ball, Assistant Director Economy**

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

This page is intentionally left blank

PARKWOOD LEISURE WORKING GROUP

Tuesday 10 February 2015

Present:-

Councillors Denham, Henson, Morris and Robson

Also Present

Events, Facilities and Markets Manager, Leisure Facilities Manager and Democratic Services Officer (Committees) (SLS)

Jeremy Wright - Parkwood Leisure
Daren Parrott – Parkwood Leisure

1

APOLOGIES

Apologies were received from Colleen Tumelty (Parkwood Leisure).

2

MINUTES OF MEETING HELD ON 9 DECEMBER 2014

The minutes of the meeting held on 9 December 2014 were agreed as a true record.

Minutes 73 – Councillor Henson commented on the availability of sponsorship. Jeremy Wright reiterated that generally there was no available sponsorship, as being a commercial company opportunities were limited, though occasionally there was some targeted support from sports companies. Locally, Parkwood Leisure was also able to access funding from Active Devon.

3

CUSTOMER FEEDBACK

Analysis of Customer Comments December 2013 to December 2014

Steve Lyon circulated an analysis of customer comments made for each of the centres for the period December 2013 to December 2014, which monitored the trend in the quantity and type of comment received.

There had been 33 and 34 comments respectively in November and December 2014, with a continuing decreasing trend in comments despite the same comment mechanisms being in place. There was also an increase in letters of appreciation and compliments received. Jeremy Wright advised that he had discussed this trend with Steve Lyon, and the comments and customer survey had featured highly in the Quest Improvement Plan process. Steve Lyon confirmed that the mechanism was still there, but agreed that the comments were more positive.

Customer Comments

A copy of the detailed customer comments was also circulated for the month of December 2014 and the format included the response or action taken, under categorised headings of maintenance, health and safety, cleaning and staff and where a compliment had been recorded. Steve Lyon also provided a comparison between 2013 and 2014.

Councillor Denham referred to the conflicting comments received for the level of pool temperature at the Riverside Leisure Centre. Steve Lyon responded stating that the pool temperature had been an issue in October and November 2014, as there had been five separate issues in relation to the plant on site. These had been rectified, but there was now an additional problem with the 'activator' affecting the air temperature of the pool hall, rather than the water temperature. It was important, but nevertheless it is difficult to find the correct balance to suit the majority of swimmers. Industry guidelines state pool water temperatures should be between 26 degrees for serious swimmers to 31 degrees for babies and young children. Parkwood Leisure try and maintain the temperature around 29 degrees as this provides a suitable balance for all. The small learner pools are maintained at around 31 degrees to accommodate babies and young children.

Councillor Robson referred to the number of comments on the temperature of the sports hall and asked how that had been dealt with. Jeremy Wright referred to the age of the air handling units and to Parkwood's responsibility to repair such equipment, unless it became obsolete, when the City Council would replace. However, these units could still be repaired, but required specialist parts to be custom built and so they were largely in the hands of the contractors and their availability to schedule in this work.

Dave Lewis enquired about some of the comments made in relation to Northbrook Pool. Jeremy Wright stated that there had been an issue with the men's showers, which were gravity fed. A vital piece of equipment, designed to help with the force of the water had failed, and although it was replaced, the water pressure was still affected. They were in the process of installing booster pumps and it was anticipated that the water pressure would improve. The work would take place this week, but this would necessitate the water and shower being turned off, whilst that took place. They would be making every effort to keep the inconvenience to a minimum.

Councillor Morris enquired about the response time if equipment needed replacing and referred to the comments made regarding the spinning foot straps at the Riverside. Jeremy Wright stated that such issues should be brought to the staff attention for action, but he acknowledged that the action was not completed with a complete explanation. Steve Lyon advised that it would be reported correctly next time.

Members noted the report.

4

FACILITY IMPROVEMENT PLANS

Simeon Lewry, Centre Manager of the Riverside Leisure Centre provided an overview of the ongoing work in relation to Facility Improvement Planning for the Centre. He referred to the last assessment in December 2013, which had been rated as 'good', and to the Quest Directional Review which took place in December 2014. He also referred to Parkwood's regular use of a marketing and consumer research company, Pro-insight, who provided an independent and objective review of service encounters. They also focused on a wide range of communication methods including face to face, telephone and email enquiries. Simeon confirmed that Pro-insight's scoring for the Riverside Leisure Centre had risen from 14% in 2013 to 93.5%, which was a particularly high score. Members complimented staff on that attainment. Following a Member's enquiry, Simeon Lewry agreed to make a copy of the latest report available.

Simeon referred to the latest Directional Review from Quest, and the retention achievement of their 'good' score. They had made a number of improvements in

the Centre over the last 12 months including the gym, including mini-fitness challenges which could be completed. An existing member of staff had been employed in the key role of Sales and Fitness Manager. All staff continued to work to provide an excellent front of house service and also the retention of customers. He advised Members that as part of the Directional Review process, the Riverside Leisure Centre had been awarded an outstanding score of 96%, following a recent Quest mystery visit which included using all of the facilities. Simeon outlined another major change which included a revamp of the cafe - the Cafe Vita Brand had been renamed and redecorated including the provision of new furniture, and staff had received additional training focusing on customer service, food safety, allergy awareness as well as health and safety. There had already seen an increase in the footfall and it was felt the investment had been justified. A Member asked what food rating the cafe held and Simeon confirmed it was a 5 rating.

Simeon provided an update on the in-house human focus training programme introduced for staff. The module topics ranged from a general induction through to customer service, health and safety and Parkwood had recently introduced an environmental awareness module. Staff at the Riverside had completed 845 individual modules with staff typically taking 5/6 modules and Duty Managers 10 to 12 modules. Councillor Morris sought further information on the checks made to ensure the modules were completed appropriately. Darren Parrot added that these modules did not replace the face to face training, but reinforced all that staff had learnt. Simeon advised that this training was carried out during the shift, and staff saw this as a positive benefit to their job. Induction training was carried out on-line prior to commencement of employment and then assessed and reinforced on commencement. On going training was also undertaken on-line either at home or on dedicated PC's within the facilities, staff received certificates upon satisfactory completion of the modules that they could retain for future employment purposes as evidence of achievement.

A number of challenges still remained and that was in part due to the age of the building. They had experienced a challenging three or four months with issues relating to the air handling units as discussed in the customer comments section, which was compounded by the seasonally cold outside air temperature which all had an impact on the pool hall temperature. He hoped that they were now better at informing the public, initiatives included a morning team huddle prior to a shift commencement, as well as a new information board in the office.

Members thanked Simeon for a comprehensive report and for the valuable contribution made.

Members made a tour of the facility after the meeting.

5

FACILITY PROGRAMMES

Steve Lyon referred to the survey of the approach on individual sites to casual use of the facilities circulated at the last meeting. Although Parkwood had inherited some historical use, every effort was made to keep the balance of 60% casual free availability at peak time, although there were some occasions when this was exceeded. Parkwood have been working to encourage some movement in club use to the mutual benefit of clubs and casual swimmers, freeing up some capacity, particularly at the Pyramids where there had been a heavy use by clubs in the evenings. A more equitable balance had been achieved by transferring some club time to the Riverside Leisure Centre

Members noted the report and that a further report would only be made when any issues arose.

6

ANY OTHER BUSINESS

Dave Lewis asked Members to advise him if there was any particular aspect of Parkwood's activities that they would like further information on. It was acknowledged that the meetings were very useful to both the City Council and also Parkwood.

Steve Lyon confirmed that a Members' Briefing had been arranged to brief Members on all aspects of the Parkwood contract. This would take place for City Councillors on 25 February in the Civic Centre.

7

DATE OF NEXT AND 2015 MEETINGS

Members noted the following dates to meet at the venue at 10.00am

| | |
|--------------------|---|
| 14 April 2015 - | Isca Bowls and Bridge Centre |
| 23 June 2015 - | Exeter Arena |
| 8 September 2015 - | Wonford Sports Centre/ Northbrook Golf Course |
| 13 October 2015 - | Clifton Hill Sports Centre/Pyramids Swimming Pool |
| 15 December 2015 - | Northbrook Swimming Pool |

(The meeting commenced at 10.00 am and closed at 11.20 am)

Chair

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank