

# Overview and Scrutiny Committee

Tuesday 5 March 2019

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A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 5 March 2019 at 6.00pm.

## Membership:

Councillor Mrs Falp (Chairman)	
Councillor Boad	Councillor H Grainger
Councillor Bromley	Councillor Naimo
Councillor Mrs Cain	Councillor Parkins
Councillor D'Arcy	Councillor Mrs Redford
Councillor Davison	Councillor Shilton

## Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

## Agenda

### 1. Apologies and Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

### 2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.



3. **Minutes**

The minutes of the meeting held on 5 February 2019 will be presented for approval at the meeting in April 2019.

4. **Review of the Work Programme, Forward Plan and Comments from the Executive**

To consider a report from Democratic Services. **(Pages 1 - 9)**

5. **Culture Portfolio – Service Review**

To consider a report from Cultural Services **(Pages 1 to 31)**

6. **Annual Update from Shakespeare’s England**

To consider a report from Shakespeare’s England. **(Pages 1 - 11)**

7. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 6 March 2019**

To consider the non-confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.

**Already called in for scrutiny:**

Item 11 – Newbold Comyn: Shortlisting of Future Options

**You are requested to bring your copy of that agenda to this meeting.  
(Circulated separately)**

8. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs 1,2 & 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

9. **Executive Agenda (Confidential Items and Reports) – Wednesday 6 March 2019**

To consider the confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.

**You are requested to bring your copy of that agenda to this meeting.  
(Circulated separately)**

General Enquiries: Please contact Warwick District Council, Riverside House,  
Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.

Telephone: 01926 456114

E-Mail: [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk)


Enquiries about specific reports: Please contact the officers named in the reports.

You can e-mail the members of the this Committee at  
[o&scommittee@warwickdc.gov.uk](mailto:o&scommittee@warwickdc.gov.uk)

Details of all the Council's committees, councillors and agenda papers are available  
via our website [www.warwickdc.gov.uk/committees](http://www.warwickdc.gov.uk/committees)

**Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 456114 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.**

**The agenda is also available in large print, on request, prior to the meeting by calling 01926 456114.**

 <b>WARWICK DISTRICT COUNCIL</b>	<b>Overview &amp; Scrutiny Committee – 5 March 2019</b>	<b>Agenda Item No. 4</b>
<b>Title</b>	Work Programme, Forward Plan & Comments from Executive	
<b>For further information about this report please contact</b>	Lesley Dury, Committee Services Officer, 01926 456114 or <a href="mailto:committee@warwickdc.gov.uk">committee@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	N/A	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	5 February 2019	
<b>Background Papers</b>	N/A	
This report is produced for Scrutiny meetings for governance purposes. It is part of the process for ensuring that the Council is held to account for the decisions it makes or may make.		

## 1. Summary

- 1.1 This report informs the Committee of its work programme for 2019 (Appendix 1) and of the current [Forward Plan March 2019 to June 2019](#)
- 1.2 The Committee did not scrutinise any reports on the Executive agenda 6 February 2019.

## 2. Recommendation

- 2.1 Members consider the work programme (Appendix 1) and agree any changes as appropriate.
- 2.2 The Committee to; identify any Executive items on the Forward Plan which it wishes to have an input before the Executive makes its decision; and to nominate a Member to investigate that future decision and report back to the Committee.

## 3. Reasons for the Recommendation

- 3.1 The work programme should be updated at each meeting to accurately reflect the workload of the Committee.
- 3.2 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of Executive decisions and to feed into policy development.
- 3.3 If the Committee has an interest in a future decision to be made by the Executive, or policy to be implemented, it is within the Committee's remit to feed into the process.

- 3.4 The Forward Plan is actually the future work programme for the Executive. If a non-executive member highlighted a decision(s) which is to be taken by the Executive which they would like to be involved in, that member(s) could then provide useful background to the Committee when the report is submitted to the Executive and they are passing comment on it.

#### 4. **Background**

- 4.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 4.2 The pre-decision scrutiny of Executive decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Executive decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 4.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve month period to give a clearer picture of how and when the Council will be making important decisions.
- 4.4 A key decision is a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.
- 4.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 4.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.
- 4.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 4.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Executive items, where notice has been given by 9am on the day of the Overview and Scrutiny Committee meeting. The Committee will also receive a report detailing the response from the Executive, on the comments the Committee made on the Executive agenda in the previous cycle.
- 4.9 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Executive decisions to be taken, if members so wish.
- 4.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Executive agenda.
- 4.11 On the day of publication of the Executive agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 09.00am on the day of

the Overview and Scrutiny Committee meeting to advise which Executive items they would like the Committee to consider.

**Overview and Scrutiny Committee  
Work Programme 2019**

**5 March 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Task & Finish Group – Role of Warwick District Council Chairman	O&S Task & Finish Group	Written Report	TBA	Councillors Ashford, Mrs Knight and Margrave	Every meeting until completed	

**2 April 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Councillor Induction Training Programme – O&S to scrutinise	O&S February 2019	Written Report	Graham Leach / Karen Weatherburn			
Vision & strategy for Leamington town centre annual update and progress on Action Plan.	O&S 6 March 2018	Written Report	Phillip Clarke		March 2020	Annually
Portfolio Holder Update Review of Health & Community Protection – Service Area Update		Written Report	Councillor Thompson / Marianne Rolfe		To be on the same evening as F&A 2020	Annually

Annual review of membership / participation of Outside Bodies  Add the content of this email to the report.	Standing Annual Item	Written Report	Andrew Jones		April 2020	Annually
Progress report on the HEART service	O&S 6 February 2018, minute 75	Written Report	Mark Lingard		March 2020	
Increased Litter Bin Provision – report back to show how well the scheme has been received and results	Exec Report 27 June 2018 / O&S 26 June 2018. Date moved back 30 October 2018	Written Report	Gary Charlton			
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	O&S Report for Executive	Committee Services Officer		April 2020	Annually
Member Children's Champions: End of Year Report	Standing Annual Item	Written Report	Lisa Barker		April 2020	Annually

**May 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Elect an Overview and Scrutiny Committee Chairman					May 2019	Annually



Heath Scrutiny Sub-Committee – Appoint members and substitutes					May 2019	Annually
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**June 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Fuel Poverty	26 June 2018 and moved back to June 2019 at the Feb 2019 meeting	Written Report	Alice Ellis / Marianne Rolfe / Lisa Barker			
Emergency Planning in light of Grenfell Tower and other major incidents (To include: <ul style="list-style-type: none"> <li>• What this Council has done,</li> <li>• Capacity</li> <li>• Staff Learning)</li> </ul>	27 June 2017	Written Report	Marianne Rolfe			
Review of Council's Sustainability and Climate Change Approach	27 June 2017	Written Report	Marianne Rolfe / Alice Ellis		June 2020	Annually

**July 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Policy on Regulating the Private Rented Sector - Update(Ref 880)	30 August 2017	Written Report	Elaine Wallace / Mark Lingard			

**October 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Shared Environmental Enforcement with Rugby Borough Council update.	O&S 8 January 2019	Written Report or Briefing Note	Gary Charlton			
Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse – Update on how it has gone.	O&S 30 May 2018 & 8 January 2019	Written Report	David Guilding / Phil Clarke			
12 month update on the adoption of a Plastics Policy – progress with the policy and the difference it has made; future plans.	30 October 2018	Written Report	Alice Ellis			

**November 2019**


Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Current Arrangements for South Warwickshire Community Safety Partnership	Mandatory	Written report followed by Q&A at meeting	Pete Cutts		November 2020	Annually
Annual Feedback on Outside Appointments	Standing Annual Item	Written Report	Democratic Services		November 2020	Annually

**March 2020**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Annual update from Shakespeare's England to include KPIs and what has been done.	29 August 2018	Written Report	Councillor Butler / Martin O'Neill		March 2021	Annually

**TBA**

<b>Title</b>	<b>Where did item originate from</b>	<b>Format</b>	<b>Lead Officer/ Councillor</b>	<b>Membership of Task &amp; Finish</b>	<b>Next report date if applicable</b>	<b>Completion date</b>
Reviewing the success of the Rugby trial and the way forward	25 September 2018	Written Report	Gary Charlton			
Asset Management Strategy (Corporate Assets) (Forward Plan Ref 641) – Overview and Scrutiny Committee to determine if this should be a Work Programme item	November 2015	Written Report	Councillor Phillips			

 <b>Overview and Scrutiny Committee</b> <b>5<sup>th</sup> March 2019</b>		<b>Agenda Item No. 5</b>
<b>Title</b>	Culture Portfolio – Service Review	
<b>For further information about this report please contact</b>	Rose Winship 01926 456223 <a href="mailto:Rose.winship@warwickdc.gov.uk">Rose.winship@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All wards	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	No	
<b>Background Papers</b>	N/A	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	N/A
<b>Equality Impact Assessment Undertaken</b>	N/A
N/A	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	14 <sup>th</sup> Feb 2019	Chris Elliott
Head of Service	14 <sup>th</sup> Feb 2019	Rose Winship
CMT	14 <sup>th</sup> Feb 2019	Andrew Jones
Section 151 Officer	14 <sup>th</sup> Feb 2019	Mike Snow
Monitoring Officer	14 <sup>th</sup> Feb 2019	Andrew Jones
Finance	14 <sup>th</sup> Feb 2019	Mike Snow
Portfolio Holder(s)	19 <sup>th</sup> Feb 2019	Cllr Coker
<b>Consultation &amp; Community Engagement</b>		
N/A		
<b>Final Decision?</b>		N/A
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. Summary

- 1.1 This report brings together details of performance relating to the Culture Portfolio.

## 2. Recommendation

- 2.1 That Overview and Scrutiny Committee should review Culture Portfolio Performance Report and make observations on it as appropriate.

## 3. Reasons for the Recommendation

- 3.1 It has been requested by members that performance details of each service/portfolio are reviewed.
- 3.2 The Portfolio-holder for Culture and Head of Cultural Services are presenting this report on performance to the Overview and Scrutiny Committee.
- 3.3 The 2018/19 Service Area Plan for Cultural Services is available as Appendix A. The annual performance report is available as Appendix B.

## 4. Policy Framework

### 4.1 Fit for the Future (FFF)

- 4.1.1 The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. St Mary's Lands is one of those Key projects. This report shows the way forward for implementing the next stage of one of the Council's Key projects.
- 4.1.2 The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Services managed within the Culture portfolio	Cultural Services work closely with	Dynamic and diverse local economy

make a significant contribution to health outcomes; impressive sport and cultural facilities; and to a more cohesive and active community by providing services that are available to all sectors of the community.	Neighbourhood Services to ensure that opportunities are optimized to use outdoor space to contribute to health and wellbeing objectives.	Increased employment and income levels
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
Staff are continually developed using a range of methods including formal courses, in-house training and attendance at seminars, conferences or regional bodies.	The Service Area is continually looking at ways of improving the way services are delivered to customers, through improved working practices, partnerships, and use of ICT.	Cultural Services ensures that any expenditure achieves the best value for money. We seek to maximize external funding opportunities where appropriate, ensure that all expenditure is scrutinized in detail, and that all income is appropriately accounted for.

## 4.2 Supporting Strategies

- 4.2.1 There are several strategies that underpin the delivery of services including the Indoor Sports Strategy, Playing Pitch Strategy, Arts Strategy (currently under review). The strategic projects managed by the Programme Team in Cultural Services (ie Leisure Development Programme, Community Stadium and associated projects, and Commonwealth Games all contribute to a wider range of corporate strategies under the overarching Fit for the Future, in a variety of ways.

## 5. Budgetary Framework

- 5.1 Annual Budgets for Cultural Services are set by the Executive on an annual basis and budget reports are routinely considered by the Senior

Management Team, with quarterly reports issued to the Executive. A separate report providing further details of Cultural Services budgets is being presented to Finance and Audit Scrutiny Committee on the 5<sup>th</sup> March 2019.

## **6. Risks**

- 6.1 Risks are managed using the service area's Risk Register which is reviewed and updated on a quarterly basis, and is subject to scrutiny by the Finance and Audit Committee on the 5th March 2019.

## **7. Alternative Option(s) considered**

- 7.1 As this report is predominantly for information, at the request of the Overview and Scrutiny Committee, no other options are proposed.

### **APPENDICES:**

Appendix A: Cultural Services Service Plan (2018/19)

Appendix B: Cultural Services Performance report



## Service Area Plan 2018/19

**Part 1 - Service Information/links to policy**

**Part 2 - Managing Service Delivery**

**Part 3 - Managing and Improving People**

**Part 4 - Budget**

**Part 5 - Managing Planned Changes/Projects**

<b>Service Area :</b>	Cultural Services	
<b>Service Area Manager:</b>	Rose Winship	
<b>Deputy Chief Executive:</b>	Andy Jones	
<b>Portfolio Holder(s):</b>	Cllr Michael Coker	

### 1 Purpose of the Services Provided

To provide a range of quality cultural services with opportunities for residents and visitors to participate in the activity of choice. Provision will reflect the principles of the Sustainable Community Strategy. These will include:

Sports and Leisure:

To provide facilities, activities and support to encourage people from all sectors of the community to start, sustain and improve active lifestyles.

Arts:

To increase attendance and participation in the Arts, ensuring that opportunities for engagement and inspiration are maximised for visitors and residents; to strengthen the creative economy of the District by supporting its thriving cultural infrastructure and using the Council's influence to develop new and existing partnerships with artists, organisations and key funding bodies.

All Cultural Services:

To contribute to the tourist economy by helping make the district a top visitor destination.

## 1.1 Linkages to Fit For the Future Strategy

External	Direct	Indirect
<b>Service (Green, Clean and Safe)</b>		<p>Openness to new technologies and products in the design and operation of buildings, and transport to facilities.</p> <p>Diverse range of opportunities for all sectors of community – including those normally unwilling to participate</p>
<b>People (Health, Homes and Communities)</b>	<p>Active lifestyles; increased well being and mental health. This includes the contribution made through physical activity and Sport provided by a wide range of opportunities in the District. As well as the opportunities for the community to participate in and benefit from the diverse arts and cultural activities in the district.</p> <p>Range of concessions available; range of targeted activities for specific sectors or groups</p> <p>Encourage volunteering including work with Town Councils and Community groups.</p> <p>Arts and Sports outreach activities initiatives in rural areas</p>	
<b>Money (Infrastructure, Enterprise and Employment)</b>		<p>Contribution to thriving economy and vibrant areas; tourism and visitor economy through diverse and quality cultural and sporting offerings.</p> <p>Well maintained facilities that are financially sustainable.</p>

<b>Internal</b>	<b>Direct</b>	<b>Indirect</b>
<b>Service (Maintain or Improve services)</b>	Direct delivery of services by WDC staff and working alongside contractors to improve services for local people and other users	
<b>People (Effective Staff)</b>	Ongoing training of staff to provide them with the skills required to carry out their roles.  Encourage staff to adopt a healthy work life balance and be active at work and at home	
<b>Money (Firm Financial Footing over long term)</b>	Successful and effective management of facilities that generate an income for the Council and are financially sustainable.	Partnership with contractors to support successful contracts and optimum return for the Council.

## 2 Managing Service Delivery

### 2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	<b>Service Being Delivered</b>	<b>Priorities</b>	<b>Service Demand</b>	
	<b>Art Gallery &amp; Museum</b>	Provide quality Art Gallery and Museum for members of the public and relevant groups 6 days a week		
		Deliver range of art and craft workshops for all ages		
		Market the venues to maximise attendance	132,664 Annual Visitors 2017/18	
		Maximise the opportunities for visitors to the venue to enjoy the collections		
		Deliver a range of exhibitions		
		Manage the Catering contract		

	<b>Arts Development</b>	Manage the Arts Grants process allocating small grants across the district	Small grants 2017/18 totalling £12,391	
		Monitor performance of key clients receiving grant funding from WDC	Key Client grants £16,500	
	<b>Royal Spa Centre</b>	Deliver a range of performances at the venue to maximise income and offer a diverse choice of entertainment	Annual footfall 2017/18: 95,807  Qty Tickets sold: 64,300 Value Tickets sold: £892,740  No. of performances 2017/18 Commercial: 118 Community: 55 Film Screenings: 248	
		Develop cinema attendances	Total Cinema/studio attendances 2017/18: 4,093 Cinema only income: £29,350	
		Maintain the venue in a safe and comfortable condition		
		Market the venue to maximise attendance and income	Total Income 2017/18: TBC  Annual Panto income: £298,550 (22,812 attendances)	
		Deliver professional service for customers, hirers, and performers	Customer Feedback: 74% Positive	

	<b>Town Hall</b>	Manage the venue to accommodate the range of users including WDC democratic functions, Leamington Town Council, University of Warwick, charities, commercial hires and other ad hoc bookings	<p>Visitors 2017/18: 6,727 (up to Jan 18)</p> <p>No. of events/bookings Commercial Hires: 15 Community Hires: 53 WDC Events: 147</p> <p>Fees and charges Income 2017/18: £60,200</p>	
		Maintain the venue in a safe and comfortable condition		
	<b>Sports and Leisure</b>	Manage the contract for Everyone Active to operate the 4 main leisure centres plus 2 dual use sites with associated facilities on behalf of the Council. The contract requires Everyone Active to offer a diverse range of activities to the local population and other users		

	Monitor/manage leisure contract from through the Key Performance Indicators as per the specification. These will be produced in the format of Quarterly reports and will include the data as listed in service demand column.	<p>Figures to end Dec 2017:</p> <p>Attendances (by target group):</p> <p>Women/Girls: 47,816 Pensioners: 30,329 Disabled: 787 Concession: 31,333</p> <p>Passport to Leisure/no, EA cards): 19261</p> <p>Membership: 3986</p> <p>Income (annually): TBC</p> <p>QUEST quality scheme: Working towards 2018</p> <p>Swimming lessons: 1965</p>	
	Maintain non contract venues (pavilions etc) in a safe and comfortable condition		
	Manage the facilities and coordinate bookings of bowling greens at Victoria Park; football pitches across the district, athletics track and oversee the VP Tennis Agreement		
<b>Sports Development</b>	Manage the development of holiday activities programme for youngsters in conjunction with Everyone Active	Outreach sessions in the community: TBC	
	Support those sectors of the community not currently not active in order to increase activity levels	<p>Sport England Active Lives Survey:</p> <p>78.6 % Active (highest in the sub-region)</p>	

		12.5 % moderate activity 25.1% Inactive (lowest in the sub region)	
	Coordinate programme of coach education courses for local sports clubs	Coach Education courses for from April to March 2018: TBC	
	Advise local sports clubs on project development, funding applications, coach education, safeguarding	Database of sports clubs and other agencies Annual Sports Development Evening	
	Manage the Sport Grants process allocating small grants across the district	£8,940 Sports grants awarded April 2017 to end Jan 2018	

## 2.2 Measures

### Customer Measures – those important to the people/organisations who use our services

Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change. Previous years figures in red

	Qtr. 1	2	3	4
Visitor Footfall – Spa Centre (previous year in red)	22,898 (23,207)	18,283 (19,261)	35,789 (34,694)	(18,645)
Footfall – Town Hall (previous year in red)	25,056 (22,161)	7,979 (9,990)	25,545 (27,048)	(25,566)
Visitor Footfall – Art Gallery & Museum (previous year in red)	35,957 (40,486)	33,755 (34,384)	25,732 (26,330)	(31,464)
Visitor Footfall – Royal Pump Rooms (previous year in red)	110,169 (116,451)	110,761 (133,613)	93,428 (101,857)	(102,280)
Visitor Footfall – Temporary Exhibition Gallery	7,671 (11,060)	11,111 (10,692)	7,617 (9,509)	(12,198)
Visitor Footfall – Leisure Centres (previous year in red)	261,294	271,072	261,032	

External grant income secured for the service (total)	£18,200 (WW1, Museums In Schools, PRG Events)		£24,000 (Paul Mellon) £3,375 (V&A Purchase)	
Customer Satisfaction – Temporary Exhibition Gallery	64% Positive (92% Positive)	78% (63% Positive)	96% (95% positive)	(78% Positive)
Customer Satisfaction – Royal Spa Centre, Town Hall and RPR	68% Positive (83% Positive)	78% Positive (80% Positive)	85% (65% Positive)	(64% Positive)
Customer Satisfaction – Leisure Centres (reported annually)	Not yet collected.			
Holders of Everyone Active Card (total since June 2017)	38,156	46,903	52,430	
Active Lives Survey - % community leading active lives (Annual Sport England Survey) collected annually		61.5% 62.4% Active		
% Active		12.3% 12.5% moderate activity		
% moderate activity				
% Inactive		26.1% 25.5% Inactive		

## 2.3 Managing Risk

Risk	Planned Actions during year	Comments (Feb 2019)
Budget	<p>Ongoing refresher training of budget managers to ensure that budget monitoring procedures are consistently implemented.</p> <p>Working with Accountants to ensure that the year end financial reporting for the Leisure contract is completed as promptly as possible at year end.</p>	The Annual report from Everyone Active was received in Nov 2018 rather than September. This was the first year of the reporting under the contract and some delay experienced in agreeing the format and content. Future years the Annual report will be received as per the contract ie each September.



Procurement	<p>Ongoing training with specific reference to "contract management"</p> <p><u>Major procurement during 2018/19:</u></p> <ul style="list-style-type: none"> <li>- Professional Services for Phase II of Leisure Development programme</li> <li>- Refurbishment of Victoria Park tennis courts</li> <li>- Sound system (RSC)</li> <li>- Community Stadium – soft market testing &amp; developer/partner</li> <li>- Options appraisal for Newbold Comyn (ex golf course)</li> <li>- New caterer – Pump Rooms &amp; Jephson Gardens Glasshouse</li> </ul>	<p>Sports and Leisure Contract Officer attends regular Contract Management workshops with other contract officers to share best practice.</p> <p>Completed</p> <p>Now re-scheduled for after Commonwealth Games</p> <p>Completed Completed</p> <p>Ongoing – report to Executive post elections New contract commenced 1<sup>st</sup> March 2019</p>
Contract Management	<p>Quarterly update of contract register</p> <p>Contract Register to F&amp;A</p> <p>Contracts coming up for renewal within the year: Catering – Pump Rooms and Jephson Gardens Glasshouse Hot Drinks – Royal Spa Centre Maintenance and support – Town Hall AV system Maintenance of dishwasher – Royal Spa Centre Ice Cream supplies – Royal Spa Centre Beer, wines and spirits – Royal Spa Centre Food supplies – Royal Spa Centre</p> <p>Ongoing monitoring of major contracts</p> <ul style="list-style-type: none"> <li>- Leisure Centre management contract</li> <li>- Construction contracts (leisure centres Phase I &amp; II)</li> <li>- Catering – Royal Pump Rooms and Jephsons – Kudos to Jan 2019;</li> </ul>	<p>New Corporate Register launched Jan 2019</p> <p>March 2019</p> <p>See above – commenced 1<sup>st</sup> March 2019</p> <p>Extended for 12 months</p> <p>Ongoing</p> <p>Phase I completed; Phase II at design stage Just Inspire from March 2019</p>

Audits	Royal Pump Rooms incl Art Gallery Leisure & Recreation facilities (non contract) March 2019 Sports Development Leisure Centre contract management - March 2019	Substantial
Risk Register	Actions being addressed within the year: <ul style="list-style-type: none"> <li>- Monitoring of Leisure, and Catering contracts</li> <li>- Leaks and flood risk – RPR – under ongoing review</li> <li>- Failure of a major contract</li> <li>- Compliance by leaseholders</li> </ul>	Regular “partnership meetings” in place to monitor Leisure contract; quarterly reports
Service Assurance	Actions within year: <ul style="list-style-type: none"> <li>- Contract management of major contracts – ongoing</li> <li>- Year end finance training for budget managers</li> <li>- New managers – Finance module of new framework</li> <li>- Completion of new dual use agreements with Kenilworth and Myton schools</li> </ul>	Contract management – new catering contract, Arts Manager contract manager  Myton School dual use Agreement and Kenilworth School – both ongoing
Corporate Health & Safety	Corporate Compliance Group <ul style="list-style-type: none"> <li>- Compliance testing of sporting pavilions</li> <li>- Clarification of building manager responsibilities</li> </ul>	New systems in place for monitoring testing at sports pavilions – work with new Assets team  Compliance Group – ongoing work on building manager responsibilities across the Council
Service Delivery	Ongoing work within the integrated Arts team to maximise the opportunities across a range of cultural activities  Robust contract management of leisure contract with regular reporting and performance monitoring  Development of Phase II (Kenilworth) of the Leisure Development programme  Options appraisal for the ex golf course site )	Proposal for new Arts Framework to extend the focus and become more outward facing.  See above re monitoring of leisure contract  RIBA 2 & 3 design phase. Next report to Executive post May 2019  Report due to Executive March 2019

	Initial planning for Commonwealth Games 2022	Ongoing – largely dependant on direction from Birmingham Organising Committee/CGFP
	Progress of Community Stadium project (Europa Way)	November Exec report approved a number of work streams; land purchase 14/12/2018
	Project support for Whitnash Community Hub construction	Ongoing; budget issues
	Fostering positive relationships between LAA and LC&AC (2 clubs at Edmondscote athletics track)	Ongoing

## Part 3 – Managing and Improving People

### 3.1 Staff Resource

There are currently 36 FTE posts in the department.

### 3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
<b>1. Workforce Planning</b>	David Guilding	Apprentice(s) to join Arts team	Technical Apprentice - within Arts budget	HR support	Sept 2018 start (completed)
			Business Admin Apprentice – corporate scheme budget		
	Paddy Herlihy	Addition of 2	Subject to HAY	None	Recruited May 2018

		project officers (Stadium & Commonwealth Games) to team – subject to approval in March 2018	evaluation Feb 2018		
	Stuart Winslow	Business Support Team resources – consider fixed term post	TBC	None	Employment Committee approved April 2018 to make the post permanent
	David Guilding	Sales & Information Team		None	April 2018 (Completed)
<b>2. Skills, Training, Competency Needs</b>	Rose Winship; Stuart Winslow; David Guilding; Paddy Herlihy	Engagement with new corporate management training framework	Service area and corporate budget	HR	Launch date – Summer 2018
	Rose Winship	Finance training for budget holders	None	Finance	Ongoing
<b>3. Service Changes –</b>	Paddy Herlihy	Commencement of LDP Phase II	TBC	Assets/Property; Finance; Development Services; Neighbourhood Services	Appt of Professional Services – April 2018  Executive report Sept 2018; consultation Oct/Nov 2018. Executive report Jan 2019 and Council approval Jan 2019 to progress to RIBA 2
	Paddy Herlihy	Initial stages of Commonwealth Games project	CG Reserve established - £100k per annum to 2022	Cross Council Project Board established – CE Sponsor	
	Rose Winship	Resourcing of s106/CIL		Shared post with Neighbourhood Services	Appointed Spring 2018; work to establish how the role will support Sports s106 work

	Paddy Herlihy	Community Stadium Project	TBC	Assets/Property; Finance; Development Services; WCC Legal	Project officer started May 2018.  Project approved by Executive Nov 2018
<b>4. Determining the need for additional resource</b>	Stuart Winslow	Review the Business Support team resources	TBC	HR	Prior to summer 2018 (end of fixed term Business Support post) - approved

#### **Part 4 BUDGET – Main budgetary pressures and changes**

<b>Activity</b>	<b>Budgetary Impact</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Seek 1% saving on discretionary budgets	Ongoing challenges to budget managers to find the savings without impacting on service delivery or income levels	£1,600 (1%)	£1,600	£1,600
Leisure Development Programme – Phase II	Need to establish budget for the construction projects following consultation and report to Executive in Jan 2019 to approve start of RIBA 2 design phase.	TBC	TBC	TBC
Leisure Development Programme – Phase I. Outcome of claims against utility companies for delays and project changes at NCLC and SNPLC; and claim by construction contractor for delay	Letters to utility companies sent Jan 2019 detailing claims against each based on advice from WLS and Counsel. Awaiting outcome of letters	TBC	TBC	TBC

## Part 5 – Managing Planned Changes, Major Work streams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones
Leisure Development Programme (Phase I)	Andy Jones (Sponsor) Padraig Herlihy (Programme Manager)	Unknown until construction completed and claims settled	Programme Board includes reps from Finance, H&PS, Neighbourhood, Planning with significant input from WCC Legal team.	<b>Investment Plans:</b> Construction completed at SNPLC Spring 2018; Official Opening April 2018  NCLC Summer 2018 Official opening of NCLC Nov 2018
Leisure Development Programme (Phase II) Kenilworth	Andy Jones (Sponsor) Padraig Herlihy (Programme Manager)	Unknown until options considered; consultation undertaken and plans worked up to RIBA 4	Programme Board includes reps from Finance, H&PS, Neighbourhood, Planning; WCC Procurement, KTC.	Professional services appointed Spring 2018; further report to Executive Summer 2018. Consultation Oct & Nov 2018. Executive and Council approval of preferred options Jan 2019
Community Stadium	Chris Elliott (Sponsor) Padraig Herlihy (Programme Manager)	TBC	Development Services; Finance; WCC Procurement and WCC Legal	Executive approval November 2018 (see report for key milestones)
Commonwealth Games – local projects	Chris Elliott (Sponsor) Padraig Herlihy (Programme Manager)	Reserve created - £100k pa until 2022.	Cross Council Project Board established	Appointment of Project Officer – spring/summer 2018 subject to approval Engagement with Birmingham Organising Committee – late Spring 2018

Launch new Concourse area in Royal Pump Rooms	David Guilding	N/A	N/A	April 2018 - completed
Appoint new caterer for Royal Pump Rooms and Jephson Gardens Glasshouse	David Guilding/Phil Sharp	July 2018	Creative Quarter (CDP) project	CDP – option April 2018 (Existing contract expired Jan 2019; new contractor, Just Inspire - March 2019 following refurb works)
Refreshed Playing Pitch Strategy and Indoor Sports Strategy	Stuart Winslow	Budget allocated in 2017/18 £30,000	Neighbourhood Services	Receipt of Indoor Sports Strategy – Autumn 2018; report to Executive March 2019. PPS – Needs assessment Dec 2018; Strategy to be developed Spring 2019 and reported to Executive after May 2019
S106/CIL implications on sports & leisure	Rose Winship/ Stuart Winslow	Will depend on applications received and approved	Development Services; Neighbourhood Services	Ongoing
Newbold Golf Course – review of facility	Andrew Jones Stuart Winslow	See P&C report to Executive March 2018	Development Services; Neighbourhood Services	Report to Executive March 2018  Options appraisal undertaken and recommendations made. Further report to Executive after 2019 Elections
Feasibility of new AV system for Town Hall prior to move to new HQ	David Guilding	TBC – subject to agreement of specification	Democratic Services	Consultation with Executive and Cllrs to agree scope  Decision re Town Hall once layout of new HQ chamber confirmed

## **Cultural Services – Year End Service Plan Review (to Dec 2018)**

### **1. Leisure Development Programme - construction projects**

- 1.1 Phase I projects, St Nicholas Park Leisure Centre and Newbold Comyn Leisure Centre, were completed in March 2018 and September 2018 respectively. Mace Ltd have been retained to the conclusion of the 12 month defects period for both sites, and are working with officers to ensure that any defects identified are rectified by the construction contractor Speller Metcalfe as per the contract.
- 1.2 The Executive approved the initial scope for Phase II of the Programme ie Castle Farm and Abbey Fields facilities in Kenilworth. A procurement exercise in Spring 2018, led to the appointment of Mace Ltd as Project Managers along with a range of technical and professional services. Public and stakeholder consultation on a short list of options for both sites was undertaken in Oct/Nov 2018, leading to a report to the Executive in January 2019 recommending the preferred option for both sites which is now progressing to RIBA 3 stage. A further report will follow post the elections in May to reconfirm the direction of travel, to be followed by appropriate planning applications and final reports to the Executive later in 2019.
- 1.3 The project to provide a community stadium on land to the north of Gallows Hill is progressing well after a long gestation period. The land for the stadium and for some enabling development was purchased from the County Council in December 2018. Officers are currently undertaking a procurement exercise for the project management and design team for the stadium with a view to beginning work on the design of the stadium during the summer of 2019. There is a wide range of other work involved in this complex and wide-ranging project.
- 1.4 Officers from the Leisure Development Programme team are providing project support to Whitnash Town Council (WTC) for their project to construct a Community Hub on Acre Close Park. A contribution is being made from WTC to WDC for the cost of this officer time. WDC has agreed to give up to £1 million towards the cost of this project. WDC officers are managing the construction process on behalf of the Town Council and also offering project advice throughout. The Community Hub has secured Planning Permission and the design team are currently preparing to procure the building contractor for the project.

### **2. Leisure Centre Performance**

- 2.1 Everyone Active (EA) commenced their contract to operate the Council's leisure centres in June 2017. The initial encouraging uptake of memberships and casual use of the facilities has continued, with some aspects of the business exceeding targets that EA had set within their business plan. Performance of all sites is reported quarterly to the Sports and Leisure Contract Officer, with opportunities each quarter for any areas of concern to be raised as part of the regular "Partnership Meetings".
- 2.2 The contract also requires an Annual Performance report to be produced and submitted annually to officers. Performance measures of note from the first Annual Report include:



- The leisure centres recorded over 500,000 activity visits in the first year of operation
- Fitness memberships rose to over 5,000 during that period
- The total number of members on the swimming programme rose to over 2,000
- EA's very own "Passport to Leisure" card had over 30,000 members across the District in the first year

2.3 EA produced a Sports Development Plan structuring actions for the Contract Active Communities Manager, who was employed to increase participation in physical activity in the District. Some highlights include:

- Key programming of the facilities to reach targeted populations, which included Young at Heart sessions, GP referral at St Nicholas Park and Castle Farm, Under 5's and multisport holiday activities at Castle Farm, No Strings Badminton at John Atkinson Sports Centre and Castle Farm and Netball at Castle Farm.
- Everyone Active staff have received Dementia Awareness training
- New and exciting holiday camps for children
- Everyone Active allow juniors (11-15) to use the gyms under supervision

2.4 The Authority is working closely with EA to explore opportunities in the district to provide a range of activities, which encourage more of our community to participate in exercise. One such activity was at the newly organised Leamington Half Marathon last summer in which alongside the main race, children were encouraged to take part in some fun physical activities and race warm ups.

2.5 Everyone Active are a multi award winning organisation and were keen to ensure that the Warwick contract would not be an exception:

- Within the first year of the contract Everyone Active was awarded National Operator of the Year by Swim England for its management of swimming lessons for the seventh year in a row.
- Everyone Active achieved accreditation for the national Health and Safety management award known as ISO18001. two of the Warwick District facilities were inspected as part of the process.
- St Nicholas Park Leisure Centre achieved Excellent on the first assessment of the Leisure Quality Assurance Scheme known as Quest. This is a fantastic achievement in the first year of a new team and in new facilities, and demonstrates of Everyone Active's ability to provide a good level of customer service.

### **3. Outdoor Sports and Active Communities**

3.1 The existing 2014 Playing Pitch Strategy and Indoor Sports Facilities Strategy have been updated and are due to be coming to the Executive for approval in July 2019 and March 2019 respectively. Both strategies have been revised based on updated data and using the Sports England Facilities Planning Model where appropriate. They ensure that for indoor and outdoor sport population increases detailed in the Local Plan for the next ten years are

acknowledged in order to ensure that there is sufficient provision to meet the future demand on sports facilities. Both documents will be a vital source of evidence for the Council to demonstrate demand when negotiating contributions from developers in terms of s106 and Community Infrastructure Levy contributions.

- 3.2 During the year, the Council have continued to invest in outdoor community sports provision. Examples of this investment include repair and deep clean of the track, the replacement of the floodlights and the refurbishment of the toilets at Edmondscote track. Improvements have also taken place at the standalone sports pavilions at Newbold Comyn, Harbury Land and Victoria Park, to improve the fire alarms systems and upgrade the plant rooms. Cultural Services continue to work closely with the Grounds Maintenance team to maintain the grass sports pitches. We are seeing growth in the number of games played on our pitches and work hard to find the capacity to meet the demand. A strategy is in place to refurbish the tennis courts at Abbey Fields, Beauchamp Square Gardens and Victoria Park over the next five years to bring them to the standard of the tennis courts refurbished in 2017 at St. Nicholas Park at Warwick. Alongside this officers are working with VP Tennis Club who operate from the courts in Victoria Park to maximise participation through this successful community tennis club. Officers are also working closely with the LTA to encourage more people to play tennis.
- 3.3 In the Active Communities area, work continues to support local communities, groups and sports clubs, to encourage residents to participate in active lifestyles. Support is also provided to organisations to help find solutions to a range of challenges including accessing funding, securing venues, advice on marketing, and general advice on the running of clubs/groups. In Dec 2018 Sport England released the latest round of the Active Lives Survey which shows this district to be very “active” and the most active in the sub-region. 64% of the adult population are considered to be active (i.e. take part in over 150 minutes of activity a week). This is a tremendous result and evidence of the wide range of opportunities available and the vibrant local club and voluntary sector.
- 3.4 To date the team have issued approximately £15,000 in grants for this financial year to support clubs, groups and community organisations towards a range of projects. Examples include :
- Funding to EQuIP (Equality and Inclusion Partnership Warwickshire) to deliver a range of armchair exercise classes to older South Asian ladies at Age UK and the Sikh Community Centre to help increase activity levels in the elderly.
  - Funding to Warwickshire Pride to help set up and deliver a fortnightly sports club for local members to increase activity levels.
- 3.5 Funding has also been provided for the delivery of various projects in the district, including:
- Funding to Central Warwickshire School Sports Partnership to support the delivery of School Games competitions across the district, culminating in the County School Games Finals held at the University of Warwick annually.
  - Funding to deliver a men’s weight management physical activity project, which provides health information/advice and weekly football sessions.

- 3.6 In November 2018 the Active Communities Officer hosted the Sports Development Networking event, which was attended by approximately 90 representatives from local clubs, groups and organisations. The evening provided the opportunity for local organisations to promote opportunities and network. Organisations in attendance included Everyone Active, County Sports Partnership, Sky Blues in the Community and a range of officers from Warwick District Council to provide information and advice on areas such as planning, funding and facility hire. The event also hosted workshops on the Commonwealth Games coming to Warwick District and Safeguarding.
- 3.6 The officer also supports Rugby Borough Council (lead organisation) with the County Family Weight Management Programme which involves the delivery of healthy lifestyle courses (9 weeks long) across school and community venues in the district to support and empower families to lead healthier and more active lifestyles. The current contract for the project runs until June 2019, subject to approval by Public Health Warwickshire for a further extension to November 2028. Further details to emerge over the coming months. This project has specific participation targets for each local authority area and the targets/achievements for Warwick district over the last 3 years:
- |          |   |
|----------|---|
| 2016/17: | 4 courses and 24 contacts – achieved 6 courses and 32 contacts  |
| 2017/18: | 4 courses and 32 children – achieved 6 courses and 33 contacts  |
| 2018/19: | 4 courses and 30 contacts – achieved 2 courses so far and 12 contacts with a term of delivery to still take place |
- 3.7 Officers work closely with Everyone Active to promote the increasing range of new opportunities that are being created across the leisure centres to encourage and increase participation. This support includes the provision of funding to subsidise holiday activities for young people to provide affordable opportunities for local families. The Council also promote a range of holiday activity providers through the WDC website to help inform local communities about the wide range of opportunities that are available across Warwick District.
- 3.8 Mack Golf terminated its relationship with the Council on 31st Jan 2018. Since that time the golf course has remained closed to the general public. The open space is popular with dog walkers, ramblers, and families who are taking advantage of the attractive views and open countryside. The Council has entered into a short term agreement with an independent ground maintenance contractor, who is maintaining the previous golf course area in order that it could be returned to a functioning golf course should this be the outcome of the consultation that is scheduled to take place in summer 2019.

#### **4. Arts**

- 4.1 To mark 100 years since the end of the First World War the Royal Spa Centre hosted Leamington Spa Opera Group's production of *'Oh What a Lovely War!'* and the final Warwick District Remembers concert in November. At the Art Gallery & Museum the *'Are You in This?'* exhibition was shown the Temporary Exhibition Gallery in the months leading up to November.
- 4.2 Between April and December 2018 the Royal Spa Centre presented 49 community events, 94 professional performances and 216 film / live screenings. Attendance in the main auditorium

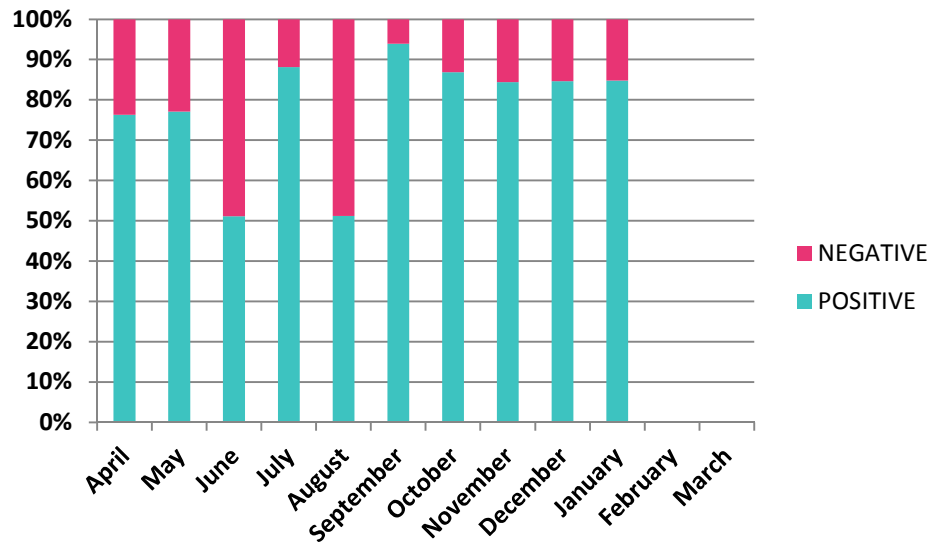
was at 61% of capacity (the national benchmark is 55%) and attendance to the cinema was 11% of capacity (the national benchmark is 12%).

- 4.3 The sound system in the Royal Spa Centre main auditorium was replaced in August 2018, which has greatly improved the quality of sound during performances and dramatically reduced complaints from the public.
- 4.4 At the Art Gallery & Museum 4,491 people attended events including Art Club, professional workshops, Arty Tots, Friday focus, craft clubs and tours of the stores / wider building. 82% of available places for workshops were booked.
- 4.5 The Museum was also successfully re-accredited, which allows the Council to access grant funding and to loan pieces that it would otherwise not have access to.
- 4.6 The redesigned concourse at the Royal Pump Rooms opened on 26<sup>th</sup> April 2018, including a new creative space at the front of the building which Warwickshire Open Studios used as a base during June / July. Over 34,661 people interacted with artists creating their work over a period of two weeks.
- 4.7 The Visitor Information Centre (VIC) team was added to the Arts team in April and was combined with the Box Office team to create a new Sales & Information team which is now operating from a new central information hub in the main concourse at the Royal Pump Rooms. This hub provides a local information service and ticketing services. This area continues to be improved with the aim of making it a more creative, engaging space.
- 4.8 **Performance Measures**

a) **Feedback**

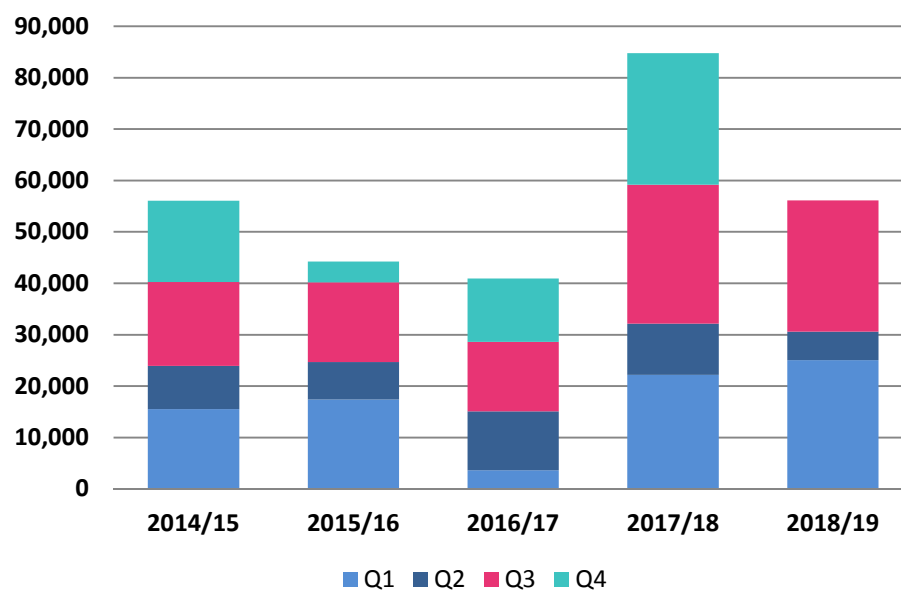
The Arts section received 902 separate pieces of feedback between April and December 2018. This includes customer and client feedback gathered from comments cards and books, correspondence, social media channels, TripAdvisor and Google reviews. So far this year feedback has been 77% positive (this is down from 79% in 2017/18). A large amount of negative feedback regarding the cleanliness and condition of the Royal Pump Rooms public toilets was received in June and August. The toilets are currently being refurbished as part of the wider Royal Pump Rooms project. There were also issues with corporate cleaning contract.

## Arts Section Feedback 2018/19



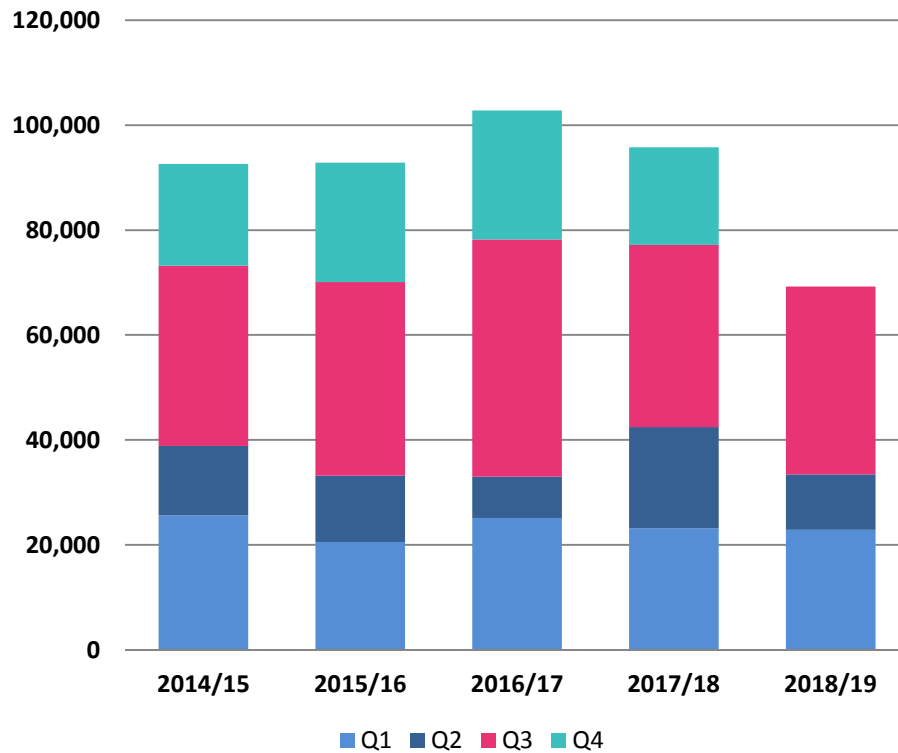
## b) Footfall

### Town Hall Footfall Comparison



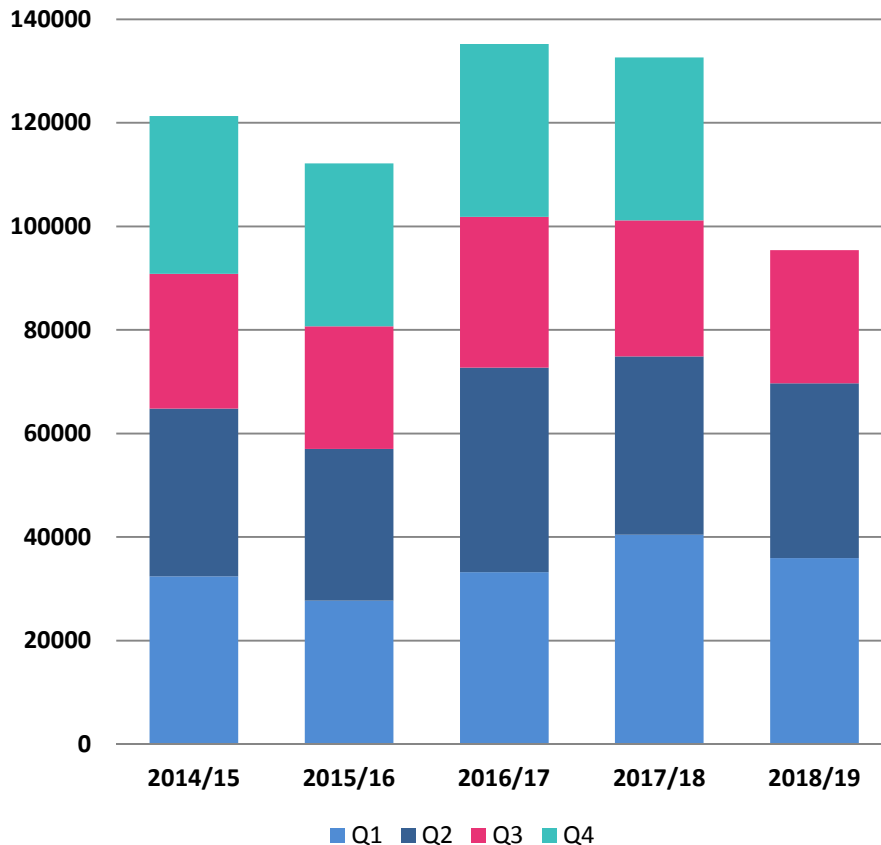
2017/18	Q1	Q2	Q3	TOTAL
	22,161	9,990	27,048	59,199
2018/19	Q1	Q2	Q3	TOTAL
	25,056	7,979	25,545	58,580
Diff +/-	2,895	-2,011	-1,503	-619

### Royal Spa Centre Footfall Comparison



2017/18	Q1	Q2	Q3	TOTAL
	23,207	19,261	34,694	77,162
2018/19	Q1	Q2	Q3	TOTAL
	22,898	18,283	35,789	76,970
<i>Diff +/-</i>	-309	-978	1,095	-192

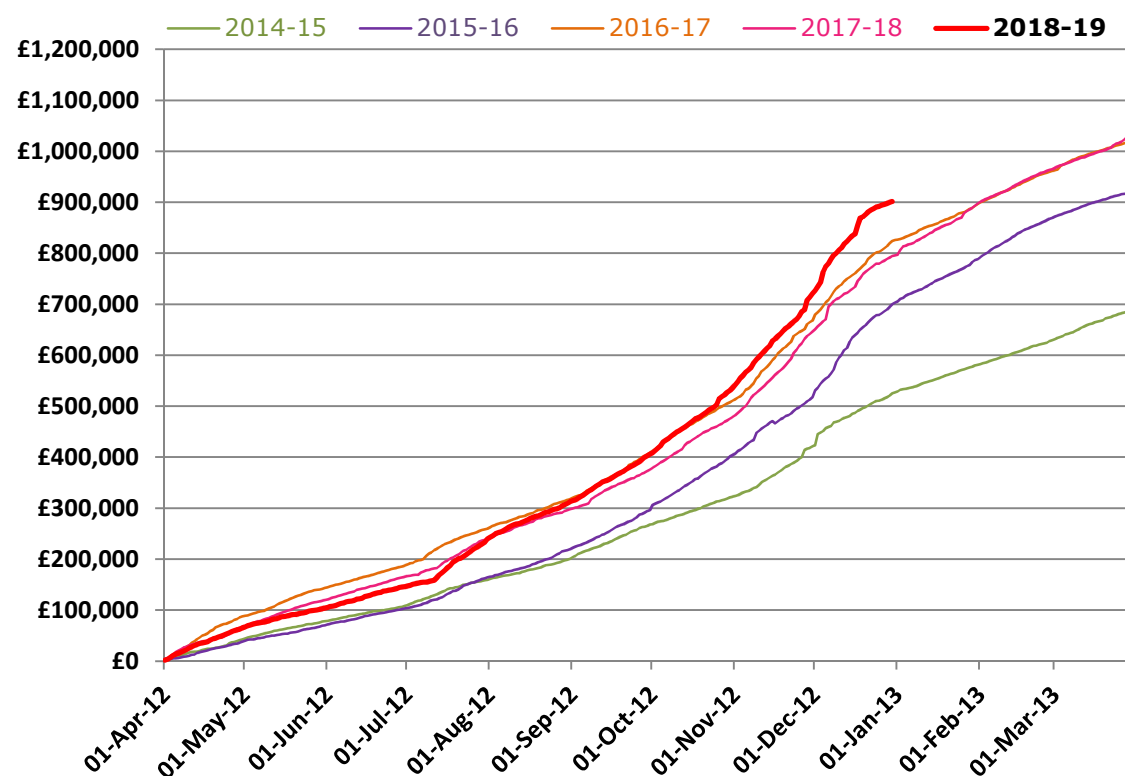
### Art Gallery & Museum Footfall Comparison



2017/18	Q1	Q2	Q3	TOTAL
	40,486	34,384	26,330	101,200
2018/19	Q1	Q2	Q3	TOTAL
	35,957	33,755	25,732	95,444
Diff +/-	-4,529	-629	-598	-5,756

- 4.9 Footfall through the main entrance of the Royal Pump Rooms was down by 37,563 between Q1 and Q3, which is an 11% drop compared to 2017/18. This was due to a combination of a hot summer, the disruption caused by the Pump Room Gardens restoration works fencing and the declining standards in the Café towards the end of the 2018 calendar year.
- 4.10 In comparison, footfall through the Art Gallery & Museum was only down 6%, which is 5,756 fewer visitors than the previous year. However, the ratio of visitors to the Royal Pump Rooms who then enter the Art Gallery & Museum was largely unaffected. 30% of visitors who entered the Royal Pump Rooms went on to visit the Art Gallery & Museum, compared to 29% the previous year.
- 4.11 Attendance to the Temporary Exhibition Gallery was also down by 4,862. This was primarily due to the first quarter during which the 'Unlocked!' exhibition did not prove to be as popular as anticipated. The Temporary Exhibition Gallery was also closed to the public for three weeks in November in order to allow for a particularly challenging exhibition installation. 28% of visitors to the Art Gallery & Museum have visited Temporary Exhibition Galley so far in 2018/19 (down 3% from 31% last year).

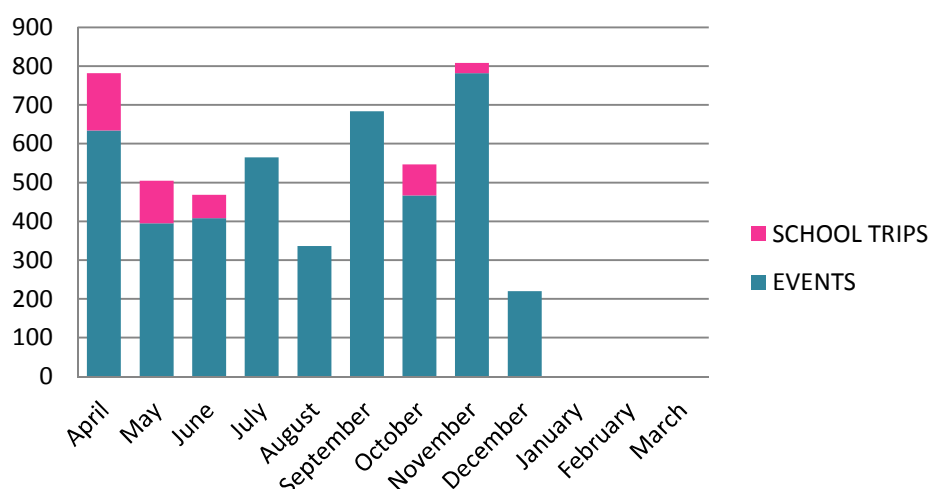
- 4.12 In July 2018 the Arts section successfully won a bid to take part in a Local Government Association Peer Challenge. The outcomes of the review are being taken to March's Executive meeting for consideration.
- 4.13 The Royal Spa Centre box office sales up to the end of December 2018 were £901,340 which is a £107,000 increase on the same period last year (13.5%). This is due to higher ticket prices and more effective promotion resulting in 6,776 more tickets sold (11.5%).



- 4.14 Sales for the Royal Spa Centre annual pantomime grew again this year with 24,234 people attending from across the Midlands region. The audience continues to grow steadily with an annual increase of 8% year on year. The pantomime received some of the best feedback ever and it is firmly cementing itself as the must see family event in the region during the festive period.
- 4.15 The Catering and Events Concessions contract that includes the Royal Pump Rooms and Restaurant in The Park was included in the Creative Quarter project and sub-contracted to Just Inspire, a company local to the area, via Complex Development Projects. The Arts Manager has been significantly involved in the appointment of a new catering contractor and the creation of the specification. The venues shall reopen from March 2019 once the refurbishment and improvement works are complete.
- 4.16 The newly appointed Learning & Engagement Officer has dramatically increased the amount school trips to the Royal Pump Rooms, meaning that more young people than ever before are engaging with the Art Gallery and Museum. So far this year there have been 13 school trips with over 400 school children attending.



## Learning & Engagement Attendance



4.17 Leamington Spa Art Gallery & Museum continues to be a popular destination for local people and visitors alike attracting over 135,000 visitors a year.

4.18 The Arts Development element of the service has had a difficult year due to pressure on staff resources. In December 2018 the current post holder left Warwick District Council. However, this has presented the opportunity to revisit the purpose and priorities for this role, and informed the report taken to the Executive in March 2019 to refocus on the key objectives for the team and provide appropriate resources.

### 4.19 Arts Grants Awarded

- **Welcome Here Leamington & Warwick:** £1,500 to showcase and share Syrian classical and folk music through a concert by the London Syrian Ensemble at All Saints Church
- **Entrust care Partnership:** £750 for the '*Moonbird & Me*' project which established a Siblings Group for younger children to assist their understanding of their brother or sisters' disability through story and creative drama.
- **Warwick Words:** £1,000 for the '*In & Around Warwick*' programme, an A Level debate talk and towards the History Festival 2018
- **One World Link:** £1,500 to support the '*Day of the African Child*' which brought together children from Warwick and Bo for workshops on an African theme including: drama, singing, drumming, dancing, storytelling and sports.
- **Rotary Club of Warwick:** £500 for the '*Warwick Young People's Mid-Summer Concert*' a concert performed by young people in June.
- **In The Moment:** £600 towards the costs of the '*Blues Revue*' an exhibition of jazz and Blues Revue in November at the Zephyr Lounge.
- **Coventry Biennial:** £1,500 for the '*Bear & Ragged Staff: Ideas of the Rural*' project
- **Achieving Results in Communities:** £1,500 for the '*Artist in Residence: nature & Transformation*' project
- **Kenilworth Arts Festival:** £1,500 to support the development of the Festival in 2018

- **Art In The Park:** £1,500 to support the '*All Things Aquatic: Aqua(k)nits and Aqua(k)nitters*' outreach project which will engage community groups in Leamington Spa, Lillington and Warwick in the creation of a water-themed yarn installation in Jephson Park for Art in the Park.
- 4.20 The Arts section also successfully applied for a £24,000 grant from the Paul Mellon Centre to fund a research curator post for the Frederick Cayley Robinson exhibition, scheduled to be presented at the Art Gallery & Museum in 2021.
- 4.21 The Arts section also received a £3,375 grant from the Arts Council of England / Victoria & Albert Museum Purchase Grant Fund towards the acquisition of '*Innocence Speaks of Light in Ways*', by Simon Lewty for the Council's Art collection.
- 5. Strategic projects** – the team have continued to work throughout the year with partners to progress a number of strategic projects including:
- Phase II (Kenilworth) which involves Kenilworth Wardens relocation to Castle Farm and the development of Wardens current site at Thickthorn; Kenilworth School relocation; Kenilworth Rugby Club relocation; and dialogue with a number of other local sports clubs. Council officers are liaising closely with the major stakeholders and partners in these inter-related projects in order to secure appropriate community access to a range of high-quality facilities. To take two examples, officers are working with Kenilworth School to ensure the facilities designed for their new site facilitate and encourage community use outside of school hours, and they are also working closely with Kenilworth Wardens to ensure that the proposals for their new site work well with the Council's own proposals at Castle Farm Recreation Centre.
  - Commonwealth Games 2022 – delivery of Bowls and Parabowls events at Victoria Park and associated projects to optimise the impact of the event and provide legacies for the district. The Commonwealth Games Project Manager that has joined the Leisure Development Programme team has established excellent relationships with all the key players in the delivery of the Games, including the Commonwealth Games Federation and the Birmingham 2022 Organising Committee. She has also created local networks and enthused many on the opportunities provided by the Games. An organisational structure for this complex project has been established, a work programme of Games-related development work is being identified and work with appropriate experts has identified the works that will be required to ensure that the bowling greens at Victoria Park are of a very high quality for the Games and beyond.

### **Looking ahead and Strategic Plans**

There are 2 key areas that will have a significant impact on the future shape of this service.

**The Leisure Development Programme** – Phase II (Kenilworth) is now taking shape and will continue through 2019/20 as plans and designs are developed, funding is secured, and appropriate approvals are sought, before the Executive are asked to approve the final plans and costs. This is anticipated to be towards the end of 2019. .

The second key area is the ongoing debate around the **future use of our assets**. The Royal Pump Rooms and Town Hall are challenging assets to maintain, and are therefore costly for the Council to retain. Decisions around their future use will have a significant impact on the delivery of our Arts and Heritage service, and to the role of the Town Hall. The delay in the decision on the Council HQ until Summer 2019 has meant that the uncertainty around the future civic demands on the Town Hall continues. The future of the Royal Pump Rooms is linked to decisions made on the Creative Quarter project which will become clearer once the results of the consultation on the Masterplan are confirmed.



## **Warwick District Council Overview & Scrutiny Committee Report** **5<sup>th</sup> March 2019**

The following is a review of activity that Shakespeare's England has undertaken on behalf of the public and non-public sector stakeholders, since the last presentation to the WDC Overview and Scrutiny Committee in March 2017.

Jo Lloyd advised the Board of Shakespeare's England at the October 2018 Board Meeting that she wished to step down as Chair, as she would be leaving Birmingham Airport 1<sup>st</sup> September 2019 and asked Boar Members to provide her with expressions of interest to take over the role in time for the January 2019 Board Meeting. On 23<sup>rd</sup> January 2019 Philippa Rawlinson (SBT) was unanimously voted in as the new Chair. The Deputy Chairmanship was held by Warwick Castle with Michael Holland their Director of Marketing being the incumbent, however Michael has now left the Castle so that position is currently open.

Dave Webb, Executive Director of Stratford District Council and officer responsible for Shakespeare's England, retired in December 2018, his position with Shakespeare's England has been taken up by the new Executive Director of SDC Isabel Edgar Briancon.

Nancy Singleton, SDC, who had been Shakespeare's England's Company Secretary since 2012 also retired in December 2018. Warwick District Council has been approached to see if there is a WDC Officer who could take over this responsibility, a final decision and identification of an appropriate officer is yet to be made, so we are currently without a Company Secretary.

Kate Varvedo, Marketing and Communications Manager left Shakespeare's England in June 2018 and has been replaced by Ekaterina Leret, who joined the Destination Management Organisation, in August. The role has been redefined as Marketing & Commercial Manager.

We also have a new Marketing and Administrative Coordinator, Anneka Nicholls, who replaced Dan Campbell in March 2018.

### **Key Data**

WARWICK DISTRICT	2016	2017	+/- %
No. of Trips	3,589,000	3,825,000	+ 6.6%
Spend	£217,127,000	£225,955,000	+ 3.8%
Value to Economy	£271,709,000	£282,661	+ 4%
No. of Jobs	4,638	4,822	+ 4%
% of local employment	6%	6.3%	+ 5%

To put this in context against Shakespeare's England as a region

<b>SHAKESPEARE'S ENGLAND</b>	<b>2016</b>	<b>2017</b>	<b>+/- %</b>
<b>No. of Trips</b>	9,341,000	9,966,000	+6.7%
<b>Spend</b>	£530,722,000	£552,296,000	+4%
<b>Value to Economy</b>	£664,219,000	£690,976,000	+4%
<b>No. of Jobs</b>	11,848	12,322	+4%
<b>% of local employment</b>	8.8%	9.2%	+4.5%

Breakdown by key Market Town

<b>2017</b>	<b>WARWICK</b>	<b>LEAMINGTON SPA</b>	<b>KENILWORTH</b>
Total No. of trips	1,889,559	1,019,000	449,000
Total Economic impact (£)	£130,883,000	£80,384,000	£37,239,000
Total Value per visitor (£)	£69.00	£79.00	£83.00
Day Trips	1,754,559	892,000	387,000
Day trips economic impact (£)	£71,516,833	£30,121,000	£13,080,000
Value per day trip visitor (£)	£41.00	£34.00	£34.00
Overnight trips	135,000	127,000	62,000
Overnight economic impact (£)	£33,829,000	£27,512,000	£14,005,000
Value per overnight visitor (£)	£250	£217	£225

In 2016 WDC invested £75k into Shakespeare's England, 0.027% of the £271,709 million economic impact Tourism has on the local economy. This means that for every £1 invested, there was an ROI of £362, or 1:362.

In 2017 WDC again invested £75k in Shakespeare's England, 0.016% of the £282,661 million economic impact Tourism has on the local economy. This means that for every £1 invested there was an ROI OF £377, or 1:377.

In 2016 the combined public sector bodies invested £175k in Shakespeare's England, which was 0.026% of the £664,219 million economic impact Tourism had on the region. Meaning that for every £1 invested there was an ROI of £379, OR 1:379

In 2017 the combined public sector bodies invested £175k in Shakespeare's England, which was 0.025% of the £690,975 million economic impact Tourism had on the region. Meaning that for every £1 invested there was an ROI of £394 or 1:394

Visit Britain records a National return of just £25 for every £1 invested by central government, so we are far exceeding the National picture.

The VisitEngland figures for the West Midlands region in 2017 indicated a decrease in trips to the area by -11% and a decrease in value to the West Midlands economy of - 9%, so the Warwickshire district is bucking the trend, as a result of its investment and supporting for tourism into the area.

### **Grant Period 2016-2019**

	<b>2016</b>	<b>2019</b>	<b>+/- %</b>
<b>Income</b>	£267,752	£275,500 (estimated)	+ 2.3%
<b>Public Sector Funding</b>	£175,000	£155,000	- 11%
<b>Non Public Sector</b>	£89,000	£120,500	+35%

<b>Funding</b>			
<b>Members</b>	107	139	+ 30%
<b>% Public v No Public Funding</b>	67:33	56:44	
<b>SDC Members</b>	47%	54%	+15%
<b>WDC Members</b>	31%	20%	- 35%
<b>Other Members</b>	22%	26%	+18%
<b>Meet (Business Travel) Members</b>	12	16	+33%
<b>SDC Meet Members</b>	3	9	+200%
<b>WDC Meet Members</b>	4	3	-25%
<b>Other Meet Members</b>	5	4	-20%
<b>Face Book followers</b>	25,000	23,000	- 8%
<b>Twitter followers</b>	5,000	6,400	+28%
<b>Instagram followers</b>	NA	1,258	
<b>Pinterest</b>	NA	9 boards. 60 pins	

### **Activity since March 2018 (last OS Report)**

Shakespeare's England has been involved in a vast array of activity over the last year to promote our region, as a Leisure and Business Tourism destination. We have also been recognised by VisitEngland as an exemplar amongst the 320 plus DMO's operating in the UK.

**Confex** – Business Tourism Trade Show. Ardencote, TOP, Warwick Conferences, Ragley Hall (the Earl dropped by) Johnsons Coaches & Ettington Chase, were the stand partners. Stand reception with Conference Coventry and Warwickshire. 117 contacts obtained.

**ExploreGB** – annual VisitBritain hosted international leisure buyers' event and familiarisation visit for Chinese, Japanese, and US buyers.

**ITB** - annual Travel Trade Show for Germany in Berlin. SE joined West Midlands Growth Company (WMGC) to promote the England's Waterways project, as Germany is the key target market.

**Bicester Village UAE Workshop** meetings with 15 hosted buyers. Travel is all about shopping for this source market. Potentially strong for Leamington Spa

**Rugby Borough Council Tourism Partnership Meeting** – presentation from SE on the benefits of having a DMO and DMP.

**RAF Lakenheath** - consumer facing show attracting 1300+ serving USAF personnel and families looking for places to visit during their 3-year tour in the UK.

**MeetGB + Familiarisation Visits** – annual VisitBritain hosted international business buyers' event and familiarisation visit. Hosted a group from Germany, France, USA and Canada, visiting Hill Close Gardens, Warwick Racecourse & Castle, and Warwick Conferences.

**Shakespeare's Birthday Celebrations** – SE is a stakeholder on the organising committee as with **London B&B, Germany – fam-visit to the region as a result of a meeting at ITB** following the successful Sales Mission to Frankfurt in December 2017 promoting Warwickshire through England's Waterways DEF project.

**Golden Keys Round Table** – 50 1-2-1 meeting with London hotel concierges encouraging them to send visitors to Warwick and Leamington from Marylebone and to use the Explorer Pass

**Ministerial Visit Michael Ellis MP** – The Tourism Minister came to Birmingham and met with stakeholders to learn about the England's Waterways DEF project. We lobbied him on the Sector Deal for Tourism.

**Guy of Warwick Festival** – The 2<sup>nd</sup> Warwick Festival concentrating on the Legend of Guy of Warwick. SE Chaired the Warwick Attractions Group made up of Lord Leycester, Warwick Castle, Market Hall Museum, Warwick School, St Mary's Church, Warwick VIC and the Racecourse. Overall the weekend was a success, but funding is needed if we are to repeat and grow.

**VisitEngland Destination Management Plan Visit** - SE facilitated a meeting between Andrew Stokes, Director of England and Philippa Rawlinson, Chair of the Destination Management Plan, for an update

**PR Food & Drink Fam Trip** – 2-day hosted visit for 5 Press

**The Meeting Show** – Business Tourism Trade Show partnering with Ricoh Arena, Johnsons Coaches, Chesford Grange, Billesley Manor and Stratford Park Hotel.

**ExploreGB 2019 Site Visit** – SE Bid to host ExploreGB in 2019 at NAEC Stoneleigh. Unfortunately, we were unsuccessful. VB's main concern was the lack of 'wow' on arrival. Did not feel it was impressive enough for International delegates

**Group Travel & Leisure Show** – Domestic, Group Travel Trade Show, stand partners SBT / Q Hotels, Stratford Park, Hathaway Tea Rooms.

**VIBE (VisitBritain Business Exchange)** - Incorporates VisitBritain's Annual Review and 1-2-1 Meetings with their Country Managers as well as insight briefs from the main source Markets, Americas, China, GCC.

**World Travel Market** – Largest Travel Trade event in UK, 51,000 domestic & international visitors from 38 sectors of the industry. In 2018 WTM resulted in a million meetings and £3 billion of contracts for the Tourism Industry. SE had a double presence, in 2018 a Shakespeare's England pod stand, and organised the England Originals DEF Project stand.

**Midlands Engine Meeting** - SE CE is a Member of the Midlands Engine Tourism Group along with representatives from Marketing Nottingham, WMGC, Visit Solihull, Visit Lincoln, Visit Leicester, BHX and East Mids. airport. The Group is chaired by Peak District & Derbyshire. Tourism is the 3<sup>rd</sup> largest sector in the midlands economy, providing £8,7bn, supporting 394,000 jobs, 20% of all those created in last 5 years, but faces major challenges from a lack of investment and as such is in danger of not reaching its full potential for the Midlands Engine. WMGC estimate an investment of **£10m** in tourism marketing will generate additional expenditure in the Midlands of **£200m**, creating **4,000** new jobs. The group's aims are as per most individual DMOs, increasing staying visitors, increasing business tourism and attracting investment.

**CW Chamber Business Festival** – during the Festival SE held a **Warwick Members Recruitment Evening – at The Court House, Warwick**, aimed at networking with existing Members and targeting potential new members in Warwick. Despite great support from Warwick TIC and Market Hall Museum, the turn-out was poor. Lessons learnt for the events in Kenilworth and Leamington later in the year.

VisitEngland's annual DMOs conference that was attended by CE and Marketing & Commercial Manager delivering workshops on Improving Productivity, (extending the season), VB Commercial Update and Tourism Trends, VE activity, Research & Insights, Business Hub, working with Airbnb Experiences, the Inbound Tourism Toolkit, Quality Assurance Assessments, and engaging with English Tourism Week. It is also a great networking event and platform for sharing and learning best practise tips from other DMOs

**Parliament Day** – delighted to be joined by WDC (Martin O'Neill), Kenilworth Castle (Tom Jones), Kenilworth Town Council (Maggie Field & Cllr Marilyn Bates) and WCC (Alex Holmes), Open Pass (Andrew Twigg), Bicester Village (Abbi Griffiths), Strat>forward (Joe Baconnet), RSC (Tim Cooke). Opportunity to meet with Secretary of State Jeremy Wright, Nadhim Zahawi and Matt Western to discuss the Sector deal for Tourism.

**Excursions** – Domestic Group Leisure Show organised by Tourism South East. Stand partners SBT/RSC, Shakespeare's Schoolroom and Shakespeare Distillery, promoting their new Gin Cruise with Avon Boating, and Gin School + Distillery Experience

**Meet SE Fam Trip & Business Exchange** – 20 PAs, Agents and Corporates on an o/n visit to the area. 14 Members exhibited at the Table Top Exchange, site visits at Ricoh Arena, Dallas Burston, and Warwick Castle and Lovely Pubs

**Attended - English Tourism Week Conference**

## Warwick Town's Conference

## Discover England Fund Conference

## England Destinations Forum

## Upcoming Activity

During the remainder of Shakespeare's England's trading period which runs until 31 August 2019 we will be promoting Warwick District at

- **UKInbound Convention** leisure tourism

- |   |                  |
|---|------------------|
| • <b>Confex</b>                               | business tourism |
| • <b>RAF Lakenheath Family Day</b>            | leisure tourism  |
| • <b>ITB, Berlin</b>                          | leisure tourism  |
| • <b>MeetGB Convention &amp; Fam Visit</b>    | business tourism |
| • <b>ExploreGB Convention &amp; Fam Visit</b> | leisure tourism  |
| • <b>The Meeting Show</b>                     | business tourism |

#### **CW Chamber Expo – 15 March, the**

A decision is yet to be made on this Chamber Event. We attended in September and had good interaction with fellow stand owners, securing Silver Membership from Escape Live, but were disappointed in the Visitor numbers and profile, but have been advised the March event is better attended.

#### **England Originals DEF Project Training & Welcome – 21 March, TOP (The Other Place)**

The aim of this event is to launch the England Original's DEF project to Shakespeare's England's Members and potential Members, to show what the project has delivered over the last 3 years and how they can interact with it moving forward. Similar activities are taking place for **England's Waterways** and **Experience England** DEF projects. Being part of these projects has given Shakespeare's England the benefit of

**English Tourism Week 30 March – 7 April** – This VisitEngland led annual event hails the beginning of the Visitor Season. It is specifically aimed at Domestic visitors and specifically local footfall, reminding people what is literally on the doorstep. We will be working with WDC and Advent Communications to promote Member activity and competitions throughout this period

**Pub in the Park – 5-7 July.** Shakespeare's England have had initial meetings with the organisers of Pub in the Park, which this year will have a venue in St Nicholas Park, Warwick and have checked that they have approached key local SE Members like The Cross, Purity, Shakespeare Distillery, Cotswold Distillery to ensure they are involved. We will be supporting the event and encouraging accommodation providers to bundle this up into packages to include the Stratford River Festival which takes place the same weekend.

**Art in the Park Festival – 3<sup>rd</sup> & 4<sup>th</sup> August.** Shakespeare's England are in discussions with the organisers to see how we can support this event to broaden the awareness particularly to domestic tourists but also within the region by interacting with other SE Members

### **Sector Deal for Tourism**

One of the most important announcements at the end of 2018 was confirmation that the government had confirmed it was taking the Sector Deal for Tourism to the next stage. Sector Deals are a partnership between the UK Government and an industry on its plans for the future and how it can work together to secure long-term strategic outcomes. A Sector Deal is the Government's method of finding its 'winners' and backing them.

A 1% boost in productivity would mean £12bn extra to the economy by 2025.

The UK as the fastest growing destination in Western Europe by 2025.

Skills uplift resulting in 70,000 additional jobs, resulting in 3.8m jobs linked to tourism by 2025.

A roll-out of Tourism Zones, making British destinations the most competitive in Europe

This is vitally important for the Tourism Industry as being granted a sector deal would put us on the same level in the eyes of the government as industries like, automotive, Digital & technology, manufacturing and nuclear.

“Recognising the tourism industry as one of the UK's most successful exports, the Secretary of State for Digital, Culture, Media and Sport, Jeremy Wright has called upon the industry to respond with a renewed commitment to promote its offer throughout the year, not just in the peak summer months, and increase clear career paths. To attract more domestic and overseas visitors and help drive major economic growth.



Securing this deal will be a game-changer for the industry, spelling a step-change in how we underpin the success of tourism for a generation, fixing issues from skills and productivity to extending the season year-round and building stronger tourism destinations up and down the country. And it will be a game-changer for the economy, with a sector deal growing the value of the industry and increasing employment in tourism.

The bid for a sector deal was a result of the tourism industry coming together with one voice during the last 18 months, getting behind the bid with its own ideas for the future and working in partnership.” VisitBritain VisitEngland announcement 27 November 2018

Anthony Pickles head of Tourism Affairs at VB presented at the SE Tourism Forum 23<sup>rd</sup> January and left us with 3 specific asks that we need to feed back on by 1 March in order for him to use as back up information when they submit the final Bid to government 29 March.

1. What can your business do to support the recruitment and skills campaign? Are you able to make pledges around investing in the skills of your workforce? If you don't currently provide apprenticeships, can you commit to do so in future?
2. If your business collects high level data, can you commit to sharing that with our National Tourist Bodies to help them better target their marketing activity?
3. If your business is not fully accessible, what steps could you commit to - as part of a cross-Industry effort - to make it so

Shakespeare's England have agreed to collate this information, with the help of WCC and respond with 1 voice.

## **Coventry & Warwickshire LEP**

One of the key elements of the Sector deal is the promotion of **Tourism Zones**: a new idea which would help bring together locations of real success, and areas that need more intervention. They concentrate on strong local leadership with LEPs, building product, extending the shoulder season, and fixing local transport issues with planning laws reflecting strong tourism economies. The relationship with the CW LEP has over the last 3 years been challenging as there was no real Tourism lead and they have gone through several changes in Tourism Representation on the CWLEP Board. Helen Peters the CE of Shakespeare's England is currently in talks with the CWLEP Board with a view of taking up that NED position, to ensure maximum recognition and support of Tourism in Coventry & Warwickshire by the CW LEP . This may have been decided by the time the OS Committee meets.

### **Discover England Funds (DEF Projects)**

Shakespeare's England is an active participant in 4 projects  
 England Originals (formerly The Collection)  
 England's Waterways (formerly Great British Boating)  
 Experience England  
 England's Literary Greats

When combined this has given us access to projects supported by nearly £2m of central government funding, which has been spent in developing bookable product around these initiatives. The projects

are due to end April 2019 when full disclosure of outcomes will be collated and published and can be reported at the next WDC OS meeting.

Central Government have indicated that as a result of the success of the Discover England Fund projects, some extension funding may be granted up to Sept 2019. England Originals have applied for an additional £150k. The Government's intention is to announce a new funding stream for DEF 11 in 2020.

## **Digital Marketing Summary**

### **Shakespeare's England Website**

- Transferred from Smile to Areca in July 2018
- Some functionality still needs resolving. The Members upload facility and the E-commerce areas of the website not functioning as required. This is currently being worked on
- Next step is to improve the user experience to encourage longer dwell times and the booking of products, via our own fully functioning E-commerce site
- Membership directory build
- Website data capture forms secured to prevent spam / doubling up
- Working on e-commerce area
- Anneka Nicholls (Marketing & Administrative Co-ordinator) spends 1 day a fortnight with the developers
- Working with Net Visibility to improve website traffic and SEO positioning

### **Social media:**

- New content approach
- Increased number of posts including re-posts
- Engagement with the audience (competition, polls, rotation of clickable profile links, stories)

**Instagram** – 1,258 followers increased by 7 % for the last quarter

**Facebook** – 22,548 people are shifting from FB to Instagram and Pinterest

**NEW SE Members FB closed user group** – created in October 2018. 51 participants, more than 40 posts with members' news, special offers, & information requests. Annual Target 100 participants or 66% of Membership

**Twitter 6,390 followers** - + 0.5 % Twitter (Business) 585 followers 0%

**NEW Pinterest** – launched Jan 2019. 9 boards created with over 60 pins.

**LinkedIn (Meet)** 1,210 connections + 4.3%

**LinkedIn company page** 302 followers 0%

**SE solus emails and e-newsletters:** Average 8 solus emails a quarter and 2 E-newsletters. This quarter specific WDC solus emails have been sent out on behalf of The Cross, Kenilworth; SE's Members Recruitment Event and Warwick Castle

## **PR Activity**

### **Shakespeare's England and Advent Communications**

#### **Work to be undertaken:**

- Promotion of the area as a place to visit – national press/broadcast
- Highlight events in the region – local/regional and national
- Promotion of individual assets as appropriate to fit national features (ie hotels/days out)
- Promotion of SE as an industry voice – identify column, feature and speaking opportunities
- Ensure greater linkage between SE and other key organisations regionally and nationally to leverage further impact
- To ensure that information and messaging dovetails with the Destination Management Plan

#### **Approach/method**

- Monthly meetings
- Media releases

- Blogs
- Active selling of forward features
- Copywriting
- Can undertake social media if not done internally

#### **Advent advantage**

- Strong links with the local, regional and national media.
- Champions work has seen features on Shipston in the Sunday Times, Leamington Spa in the Daily Telegraph and Warwickshire in the Sunday Times,
- An expert in the meeting and incentive travel market - string of coverage in M&IT, C&IT, Exhibition News, Conference News, Standout Magazine, Event Industry News as well as national and local titles.
- We have worked for many years in hotel and leisure, and food and drink operating for – among others – Macdonald Hotels, Louvre/Campanile and Coombe Abbey – across consumer and trade media
- Strong links with strategically important organisations – Advent PRs the CWLEP, CW Chamber, CW Champions, Coventry 2021 and the CW Growth Hub
- **Budget of £1,000 per month.**

### **Meet Shakespeare's England**

- Our Business Tourism branding has been operating for 18 months
- We have 16 *Meet* Members with a target of 20 by end of 2018/19
- The aim is to specifically drive Business Tourism into the area through attendance at Trade Show, hosting Familiarisation visits to the area and promoting Shakespeare's England as the perfect place to host MICE activities.
- We need to heighten the awareness of our region so that we can compete against the likes of Manchester and York, who have a massive presence at the Trade Shows
- Shakespeare's England is therefore doing a stand share with Conference Coventry & Warwickshire at Confex 2019 and joining forces with West Midlands Growth Company and Conf C&W at The Meeting Show.
- The Meeting Show will be the first time we have a major Destination Stand for the region as a result of this co-operation and with financial funding support from both the CW LEP and GB&S LEP
- This is vital if we are to maximise the Business and Leisure opportunities coming to the area on the back of Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022
- SE is also a stakeholder in the Warwickshire County Council Accommodation study, to assess the current stock, see how this will stand up against the demands of 2021 and 2022 and what will be needed over the next 20 years

### **Destination Management Plan**

- Under the Chairmanship of Philippa Rawlinson, the DMP was fully updated and re published in 2018.
- The 7 key priorities from 2015 have been consolidated to 5, with each priority being led by a designated Shakespeare's England Members, generally taken from the SE Board
  - i. Evidence base & market intelligence – **RSC/WDC \***
  - ii. Destination(infrastructure)development- **SDC**
  - iii. Soft Product Development – **SE/SBT**
  - iv. Communication and profile – **WC \***
  - v. Skills & Careers – **Q Hotels/WCC**
- Since publication Kerry Radon from the RSC has resigned her joint lead, so the responsibility for Research & Intelligence sits 100% with WDC and Michael Holland is no longer at Warwick Castle, leaving the Communication & Profile lead vacant

## Shakespeare's England's 2018/19 Objectives

- I. Membership target 150, with a 40:30:30 split Bronze : Silver : Gold/Strategic.
- II. Attract 3rd party funding from 2 indirect tourism sources
- III. Delivery of E Commerce income above budget
- IV. Achieve 20% increase across all Digital channels
- V. Deliver revenue from MEET SE commissions, generated via Conference Desk

### 1. Membership target 150. 40:30:30 split Bronze: Silver: Gold/Strategic

Year End 2017/18 there were 151 Shakespeare's England Members. 13 resigned from 1 <sup>st</sup> September, almost the same as last year and a few we are still negotiating with. 12 new members have joined between Sept - Jan	<b>As at 14 Jan 2018</b>
Bronze 46%, Silver 30%, Gold/Strategic 24%	<b>As at 14 January 2019</b>
We aim for 20 <i>Meet</i> Shakespeare's England Members. We currently have 16.	<b>As at 14 January 2019</b>

### 2. Attract 3<sup>rd</sup> party funding from 2 indirect tourism sources

This is still very much in progress. The loss of Ollie Nicholls at the CWLEP has put things back a step. A situation we hope will soon be resolved	<b>Target delivery 31 August 2019</b>	
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### 3. Delivery of E Commerce income above budget

There are 3 E Commerce revenue streams set for 2018/19	As at 14 Jan 2019	
General E Commerce = £ 2,500	Gen. E Commerce = £ 0.00	
Stay Play Explore = £ 2,000	Stay Play Explore = £ 535.27	
Explorer Pass = £10,000	Explorer Pass = £ 0.00	
	<b>Total = £535.27 = 4%</b>	
<b>Total - £14,500</b>	<b>To be exceeded by 31 Aug 2019</b>	

### 4. Achieve 20% increase across all Digital channels

Full details of this KPI still under discussion, following feedback from RSC representative	<b>Ongoing</b>	
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### 5. Deliver revenue from MEET SE commissions via Conference Desk

The Service Level Agreement has now been finalised with Conference Coventry & Warwickshire and we have sourced a separate mobile phone and telephone number which will be operated by Conf Cov & Warks and answered as	<b>Fully operational by 1<sup>st</sup> February 2019</b>	
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<p>'Shakespeare's England Conference Desk'. SE will receive 3% commission from any MICE business booked through the Desk</p>	
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WDC criteria	Shakespeare's England response	Analysis
1. The proportion of familiarisation visits hosted or visiting businesses within Warwick District as a % of those hosted in total within SE area [target 50%]	Since the last OS Meeting (6 March) there have been 3 Fam Trips, the itineraries for which were directly organised by SE. MeetGB (May 2018); Food & Drink (June 2018); Meet SE (Jan 2019) of the 22 venues visited 7 are within WDC (32%), 13 SDC (59%) and 2 (9%) are neither SDC nor WDC authorities	
2. Growth of business members from within Warwick District [target: 10%]	Since last OS meetings the following WDC businesses have joined Taylors, Royal Fusilliers & NAEC Stoneleigh (for 9 months only)	
3. Income from private members as a % of total income [target: reduction of public sector income as a %]	Year End 2015/16 non public sector revenue = £81,344. 2016/17 = £105,358. 2017/18 = £191,424	
4.1 Website traffic	Bounce ratedown by 6.9% Avg session duration up by 4.5% Page sessions up by 9.2%	
4.2 Social media engagement	Instagram 1,258 followers v 782 = +60% Facebook – 22,548 likes v 24,000 likes = -6% LinkedIn - 1210 v 925 followers = +31% /302 v 230 business = +31% Twitter – 6,390 v 6,000 followers = +6.5%	
4.3 Value gained from press releases and promotions calculated using the Estimated Advertising Value (EAV) model Where possible this should identify the value of that relating to WDC/WDC-based businesses	We currently have no system to track this, the only way to do so would be to pay for a PR cuttings service. These were the costs when last investigated Kantar Media Monitoring & Database Service: £2500 + VAT. NLA newspaper licensing fee: £809 + VAT. CLA copyright licensing fee: £146 + VAT probably not needed as this would be covered by Advent Communications. Annual PR budget is currently £12k, £1k per month and this service was thus considered unnecessary	
4.4 Members Satisfaction ratings.	Members Satisfaction survey about to be circulated. "How's Business" Reports attached	