

 EXECUTIVE 26th July 2017		Agenda Item No. 5
Title	Improvements in Royal Pump Rooms	
For further information about this report please contact	David Guilding david.guilding@warwickdc.gov.uk Arts Manager, Cultural Services 01926 456230	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive, 5th January 2017 (agenda item 9, 'Review of Visitor Information Centre (VIC) arrangements')	
Background Papers	Employment Committee, 15th February 2017 (agenda item 6, 'Leamington Visitor Information Centre Staff Transfer')	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes
Equality Impact Assessment Undertaken	No
All of the proposed improvements shall be of benefit to all users. There will be no detriment to any protected group.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	04/07/17	Andy Jones
Head of Service	04/07/17	Rose Winship
CMT	4/07/17	Chris Elliott, Bill Hunt, Andy Jones
Section 151 Officer	04/07/17	Mike Snow
Monitoring Officer	04/07/17	Andy Jones
Finance	04/07/17	Mike Snow
Portfolio Holder(s)	05/07/17	Cllr Michael Coker
Consultation & Community Engagement		
<p>The Arts Manager has consulted widely with the Art Gallery & Museum team and Visitor Information Centre staff as well as Warwickshire County Council Library & Information Service and Kudos Catering Limited. WDC Conservation, Planning and Media officers and various WDC contractors have also been consulted as part of the scoping of the project. Informal advice was also sought from a range of professional and community sources including Rugby Visitor Information Centre, CMI Workplace, Vitsoe, Warwickshire Open Studios and Art In The Park regarding the potential use and layout of the Royal Pump Rooms concourse area.</p>		
Final Decision?	Yes	

1. **Summary**

- 1.1 A report regarding the management of the Royal Leamington Spa Visitor Information Centre (VIC) was considered at a meeting of the Executive on 5th January 2017. The Executive approved the report's recommendation that Warwick District Council's Arts section take responsibility for the delivery of the service and that the VIC and Box Office teams be combined into a single team.
- 1.2 It was also agreed by the Executive that the budget for the annual grant previously allocated to Warwick Town Council for delivering the VIC service in 2017/18 could be reallocated to fund the relocation of the box office to the VIC area at the front of the Royal Pump Rooms.
- 1.3 A staffing review which aims to combine the two teams is already underway and is in the final stages of the Council's established service review process. During the consultation stages of the service review a wide range of issues were identified that affected the Royal Pump Rooms more generally. This report proposes a creative scheme of improvements intended to directly address those issues and ultimately increase footfall through the Royal Pump Rooms and the use of the services within.

2. **Recommendation**

- 2.1 That the Executive approve the aims and principles of the proposed scheme of improvements to the public concourse at the Royal Pump Rooms as detailed in 3.1.
- 2.2 That, subject to the approval of recommendation 2.1, the Executive approve the use of the remaining £9,000 of the £15,000 total annual grant that was reallocated from Warwick Town Council in 2017/18 to fund improvement works to the concourse area of the Royal Pump Rooms.
- 2.3 That, subject to the approval of recommendation 2.1 and 2.2, the Executive approve a further amount of up to £20,000 to be allocated from the Contingency Budget in order to pay for additional improvement works to the Royal Pump Rooms concourse area and that the Executive delegate authority to the Head of Cultural Services to agree the allocation of those funds in consultation with the Culture Portfolio Holder.

3. **Reasons for the Recommendation**

- 3.1 It would be the aim of the proposed project to increase the use of one of the Council's key assets, the Royal Pump Rooms. It is believed that the Council is best placed to promote all of the various services delivered from the site in a more cohesive fashion. It is necessary to reinforce public perception of the Royal Pump Rooms as a 'high quality cultural hub' in order to increase footfall from local residents and tourists.
 - 3.1.1 In order to achieve this there must be a level of investment from the Council. The objective would be to change the layout and use of the public concourse area in order to create a destination where the public would wish to dwell for leisure time, rather than simply use it as a thoroughfare. There would be no structural alterations to the building and these changes would be achieved through a review of the roles of WDC staff that work within the building and some relatively minor improvements to the internal layout and décor of the concourse area.
 - 3.1.2 Any increase in ongoing operational costs would have to be met from the service's existing budgets and will be cost neutral. It is also the

expectation that any additional investment in the area would have to be met through external grant funding or sponsorship.

3.1.3 There is the opportunity to partner with the District's professional and community arts sector as part of the project in order to provide a space from which they can create and promote their work. It is the belief that the Royal Pump Rooms could become the primary focus for the District's arts community.

3.2 A request to utilise £6,000 of the £15,000 budget re-allocated from Warwick Town Council was made by the Arts Manager in May 2017 in order to fund the relocation of the Box Office from the Town Hall to the VIC area of the Royal Pump Rooms. This request was granted and primarily enabled changes to the ICT infrastructure and the purchase of equipment.

3.2.1 At a meeting of the Executive on 5th January 2017 Members agreed that this budget could be utilised to 'deliver ICT infrastructure upgrades'. It is now necessary to request further authorisation from the Executive in order to utilise the remaining £9,000 of the budget to fund wider improvements to the area associated with the project.

3.2.2 If approved, it would be the intention to use the £9,000 budget to make changes to the layout of the concourse area. A plan of the current area is included as Appendix A - Plan of the Current Concourse Area. As part of that project the current art gallery reception desk would be re-sited into the concourse area and placed more prominently in order to act as a reception for the wider building, as well as serving as the combined box office and visitor information point. The CCTV monitor screens and telephone located at the current gallery desk would also be relocated as part of the project. The budget would also fund any necessary enabling works to re-route CCTV, data and power to the desk.

3.2.3 It is intended that the space made available within the gallery by the relocation of the reception desk would be utilised as additional exhibition space, which is currently at a premium.

3.2.4 It is intended that the display 'rotundas' and the large reception desk currently sited within the Visitor Information Centre area of the concourse would be removed in order to reduce the footprint in that area and generate additional space which could be utilised in new ways. The quantity of promotional literature on display would be rationalised and a new method of displaying print would be introduced.

3.2.5 It is intended that the retail display furniture of the AG&M shop would be relocated to the concourse and combined with that of the VIC. There would also be a review of the retail products lines on offer.

3.2.6 It is intended that the signage and décor of the general concourse area would be redesigned. The main wall would be repainted and branded with a sympathetic scheme which would clearly signpost visitors to the various areas within the building – particularly to the AG&M. A visual representation has been included as Appendix B – Example Interior Scheme.

3.3 While these proposed changes to the layout of the concourse area, together with changes to staff roles and responsibilities, would improve the customer

experience it is proposed that a more comprehensive scheme would be necessary in order to have any significant impact on the use of the Royal Pump Rooms, increasing footfall. This would extend to changing the layout of the concourse area to enable activities to take place there and the re-branding of the main entrance to the building in order to better promote the services within. A plan of the proposed layout has been included as Appendix C – Proposed Layout.

- 3.3.1 It is believed that the main entrance to the Royal Pump Rooms should be emphasised and that the services within should be better promoted externally. It is intended that 'Food & Drink, Art, History, Literature, Information' become the five 'pillars' of the building's brand. It is proposed that the entrance way and the windows which run along the Pump Room Gardens side of the building be treated with a sensitive vinyl design which attracts attention, clearly promotes the services within and ensure that the primary route into the building is highlighted. An example visual representation has been included as Appendix D – Example Exterior Scheme. Officers have already successfully explored the opportunity to incorporate the work of a local artist in the design of this scheme which would directly link to the heritage of the Royal Pump Rooms and further emphasise the purpose of the building as a cultural space. This scheme would have to comply with the restrictions placed upon the building, as it is listed. WDC's Conservation & Design Officer was consulted during the initial scoping stages and would continue to be involved throughout. All potential Planning issues would also be considered and the correct processes followed.
- 3.3.2 There is an ambition for smaller workshops and events (that currently take place in the library and AG&M) to take place in that concourse space. It is proposed that once the Arts section staff are responsible for supervising that area from a central desk it would become feasible for the team to police it effectively. It is also feasible that an area could be dedicated for local professional artists to work within on a rotating basis and to display their works for sale. This would have the advantage of drawing the local professional artistic community into the venue, providing a showcase for their work. It could create a more interesting, engaging atmosphere for visitors and meet a substantial need of the arts sector. The feasibility of this has been explored with a local collective of artists and extremely positive, supportive feedback has been received.
- 3.3.3 It is intended that all the services delivered from the Royal Pump Rooms should each become an integral part of the concourse space. Items from the AG&M collections and literature should be displayed in that area to the same quality as they are currently within the AG&M spaces. The intention would be create displays which would capture the interest of visitors immediately upon entry to the building and to encourage them to enter the gallery and museum for further information. This additional display space would also provide an opportunity to exhibit social history objects and artworks that cannot currently be viewed by the public as they are kept in storage. It would also serve to better promote the AG&M's programme temporary exhibitions, as pieces from those exhibitions could be showcased in that prominent area at the front of the building. The selection of the objects and the design of the displays would be resourced from the service's current exhibitions budget, using existing resources. The majority of the budget would be allocated to the purchase of appropriate, secure and environmentally sound display cases.

3.3.4 The Café would also include their seating in the area and the Library would include displays.

4. **Policy Framework**

4.1 Sustainable Community Strategy – this project contributes to the Council’s mission to make Warwick District a great place to live, work and visit by improving the offering of the Royal Pump Rooms and ensuring that local residents and visitors are engaging with the services provided within.

4.1.2 The project directly benefits the Council’s Prosperity agenda primarily by encouraging tourism and day trippers to Royal Leamington Spa. It is the intention that the proposed Sales & Information team will actively approach tour providers to encourage trips into the town. As well as the visitor information service provided at the Royal Pump Rooms the AG&M will partner with Kudos Café in order to present a more ‘joined up’ offer for tour operators – including tour of the Art Gallery & Museum and catering provision.

4.1.3 This project contributes to the Council’s Community Engagement aims as it increases access and usage of our services and encourages greater participation by local residents. By working in partnership with the local professional and community arts sector there is the potential to showcase work created in the District and encourage residents to participate in workshops and events in the space.

4.2 **Fit for the Future**

This project would increase footfall through the Royal Pump Rooms and improve service use. It also has the potential to contribute to the reduction of the costs of delivering the service through increased income – specifically by increased retail sales and commissions.

5. **Budgetary Framework**

5.1 The works involved in changing the layout of the concourse and the additional branding have been carefully explored and costed in as much detail as is possible at this stage. The estimated total cost for the first stage is £9,000 and the second stage is estimated to require a maximum of £20,000. It is the expectation that any additional spend, not included in the breakdown below, would have to be funded through the services own discretionary budgets.

5.2 The changes to the concourse layout proposed in 3.2 would be funded from the remaining £9,000 budget originally allocated to Warwick Town Council. The fully costed breakdown of expenditure is (net of VAT):

- a) Relocation of gallery desk and disposal of VIC desk / rotundas: **£3,015**
- b) Decoration of the concourse walls: **£1,485**
- c) Vinyl signage for main concourse wall: **£1,500**
- d) Re-routing of CCTV and data / power: **£1,000**
- e) Contingency (including making good): **£2,000**

5.3 The scheme proposed in 3.3 would be funded by a maximum of £20,000, it is proposed that this be funded from the Contingency Budget. There is currently £115,900 remaining in this Budget. Approving this request would leave a balance of £95,900 not taking into account any other items on this Agenda. The fully costed breakdown of expenditure is (net of VAT):

- a) Purchase of object display cases for concourse **£15,000**
- b) Vinyl branding of main windows and entrance **£3,500**

- c) Removal of Art Gallery & Museum doors **£500**
- d) Purchase and installation of promotional displays: **£1,000**

6. Risks

- 6.1 By extending the display of the objects from the AG&M collections out into the public concourse area there is an increased risk of damage or theft. The items would be displayed in appropriate, secure display cases. It is unlikely that items of significant financial value would be displayed in that area, as they would be carefully selected. The Council's experienced team of Curators would create the displays and would consider everything necessary to protect the Collection, including security and insurance arrangements as well as environmental concerns. The area would have a higher degree of supervision by WDC staff and the public concourse also has CCTV cameras.
- 6.2 By relocating the gallery desk from within the gallery there is an increased risk that items from the collection on display within the AG&M could be stolen or damaged. Staffing arrangements would be put in place in order to ensure that appropriate invigilation of the gallery spaces was maintained.
- 6.3 Staff working within the concourse space would handle cash and if the reception desk were located in more open public area there would be a higher risk of theft or robbery. Appropriate steps would be taken to ensure that the risk is minimal, including constant supervision of the area, CCTV and ensuring that only small amounts of cash are held on site.

7. Alternative Option(s) considered

- 7.1 The Executive could refuse to support the proposed changes. The service review, which seeks to amalgamate the VIC and box office teams, will increase the opening hours of that area of the service and will also create an enhanced customer experience. With no additional funding or physical changes to the concourse area the newly formed team could operate from the existing VIC desk. However, none of the other challenges identified would be resolved and it is unlikely that footfall through the building would increase significantly.
- 7.2 The Executive could choose to support only the reallocation of the remaining £9,000 grant to fund this project. These funds would allow for partial implementation of the proposal including the relocation of the gallery desk to the concourse area and the disposal of the current VIC furnishings. However, without significant improvements to the exterior and interior branding of the building, it is unlikely to have a significant impact on attendance to the Royal Pump Rooms and the services within. A limited scheme is also unlikely to attract the support of potential local partners or national funders.
- 7.3 The possibility of commercial sponsorship for the project has been investigated but interest is not high at the current time. The Council has received informal indications that if the planned changes were to occur and the footfall was to increase significantly, there may be renewed interest from commercial creative companies to become involved in a potentially more ambitious scheme. This would be particularly feasible if creative events were to begin to take place in the area.
- 7.4 The possibility of gaining external grant funding to support the project has been explored. Informal discussions with the Arts Council of England (ACE) have been encouraging but it is clear that there would have to be evidenced commitment from the WDC before a supporting bid could be considered. Any external funding would be in addition to any capital investment by WDC. There remains significant potential to connect the concourse space and the wider

building with the AG&M's series of temporary exhibitions. If the proposal were to be authorised it would be the intention for the AG&M to submit a specific bid to ACE to support a programme of work in the area aimed at connecting the heritage of the building to the local community, commissioning local artists to work in the space and engage with the public.

8. **Background**

- 8.1 The Royal Pump Rooms, located on the main Parade in Royal Leamington Spa, is a highly prominent building within the town and is owned and operated by Warwick District Council (WDC). The historic site is heavily used, attracting an average annual footfall of over 500,000 (in addition to attendances to events within the Assembly Rooms and Annexe) which consists of a mixture of local residents and visitors to the District. It is the location of Warwick District Council's Art Gallery & Museum (AG&M), Box Office and Visitor Information Centre (VIC). It also accommodates Kudos Catering Limited which operates the Café and the Assembly Rooms on behalf of WDC. Warwickshire County Council's Library Service (WCC) is based in the building and operates Leamington Library.
- 8.2 The Royal Leamington Spa Visitor Information Centre (VIC), located in the main concourse at the front of the Royal Pump Rooms, is a service that has been delivered by various organisations through the years. More recently it had been provided as part of an agreement between Warwick Town Council and Warwick District Council. The Town Council managed the service on behalf of the District Council in return for an annual grant, which was in effect a 'management fee'. In addition to this grant the direct costs of providing the service (such as staffing and stock) were also charged back in full to Warwick District Council. The manager of Warwick Visitor Centre ran the Leamington site remotely under a 'hub and spoke' model and as an extension of their core service.
- 8.3 A report which reviewed the operation of the Visitor Information Centre within the Royal Pump Rooms was considered at a meeting of the Executive on 5th January 2017 (agenda item 9, 'Review of Visitor Information Centre (VIC) Arrangements'). The Executive supported the report's recommendations which, in summary, were:
- a) To conclude the then current agreement with Warwick Town Council to manage the Royal Leamington Spa VIC from 31st March 2017.
 - b) For the operation of the Royal Leamington Spa VIC to be brought in-house as soon as was practicable and for that service to be placed under the management of the Arts section of Cultural Services.
 - c) That, following full consultation with staff, the roles of Visitor Information Assistant, Senior Art Gallery Assistant and Box Office Supervisor be combined into a single team with the aim of providing an enhanced service and extending the opening hours of both the Box Office and the VIC.
 - d) To utilise the annual grant of £15,000 previously allocated Warwick Town Council in 2017/18 to instead deliver ICT infrastructure upgrades to enable the Royal Spa Centre Box Office and Art Gallery & Museum reception to be collocated to the VIC area within the Royal Pump Rooms.
- 8.4 Subsequently, the VIC staff were transferred to the employ of Warwick District Council on 1st March 2017 and the daytime box office was relocated from the Town Hall to the Royal Pump Rooms from the week commencing 3rd July 2017. These teams are currently operating side by side until the completion of a service review which is already underway. The aim of the review is to combine

the two teams into a single offering in order to extend opening hours and improve the quality of service. The outcomes of that review shall be considered by Employment Committee in September 2017.

- 8.5 A request to access £6,000 of the £15,000 budget re-allocated from Warwick Town Council was made by the Arts Manager in May 2017 in order to fund the relocation of the Box Office from the Town Hall to the VIC area of the Royal Pump Rooms. This primarily enabled changes to the ICT infrastructure and the purchase of equipment.
- 8.6 The 'Arts section' of Warwick District Council's Cultural Services team, which includes the Royal Spa Centre, Leamington Town Hall, the Arts Development Officer and the Leamington Art Gallery & Museum, underwent a service review in 2016. Upon the conclusion of the review it was recommended that those separate areas be amalgamated into one team in order to create a more efficient, consistent service with a combined management team and joint approach to delivery. The final proposals were supported at the Employment Committee in December 2016 and the resulting changes were implemented from 1st February 2017. The subsequent 'at risk' and trial periods ran up until 9th March 2017.
- 8.7 The newly amalgamated Arts section is now also responsible for the wider operation of the Royal Pump Rooms which, as well as the Art Gallery & Museum, also accommodates a range of external organisations that deliver services to the public.
- 8.8 The Arts Manager is now the contract manager for the Royal Pump Rooms catering concessions contract. Kudos Catering Limited operates on a concessionary contract, which generates income for the council, lowering the operational costs of the Royal Pump Rooms. This contract has recently been extended by one year.
- 8.9 The primary purpose of the VIC is to offer visitors to the area a comprehensive, face to-face information service which effectively promotes the District's offering (with an emphasis on Royal Leamington Spa) - including attractions, events, accommodation and transport links- as well as providing promotional material, guides, maps, souvenirs and other items relevant to tourism. Its prominent location at the front of the Royal Pump Rooms is highly advantageous. The VIC team also assist residents seeking out information about local events and services.
- 8.10 In 2016/17 financial year the box office for the Royal Spa Centre & Town Hall sold over 74,000 tickets at a value of £1,024,140.00 It is believed that the extended opening hours and prominent location within the Royal Pump Rooms with high levels of footfall will result in an increase in ticket sales.
- 8.11 The original proposal to integrate the management of the VIC service into the Arts section of Warwick District Council was prompted by concerns raised during the Arts review consultation. During that review the working group consistently received feedback from the AG&M team regarding the VIC and other issues associated with the shared concourse area. The Royal Spa Centre & Town Hall staff also had long held concerns about the location of the daytime box office at the Town Hall and its short opening hours. At the same time as the Arts review was underway WDC's Economic Development team were also reviewing its Tourism offering and it was clear that they were seeking some improvements.

8.12 The issues identified are:

- a) Currently the various services with the Royal Pump Rooms operate independently of each other and are physically divided into different areas of the building off the main concourse area (see Appendix A). To a first time visitor there appears to be no connection between the services and the offer does not appear clear or cohesive. These services also currently promote their activity independently of each other.
- b) The positioning of the AG&M within the Royal Pump Rooms is not beneficial. The main entrance to the AG&M is not prominent and the galleries have no presence within the expansive concourse space, which is believed to have a detrimental effect upon attendance. 30% of the total annual footfall through the Royal Pump Rooms were visitors to the AG&M in 2016/17. The footfall through the AG&M has modestly increased in recent years despite a decreasing trend for the building overall. This is mainly due to the high quality programme of exhibitions and events within the AG&M. Feedback from visitors to the AG&M is consistently and universally positive. However, public awareness of that quality offering is not aided by poor promotion within and without the building. Attracting visitors remains an increasingly difficult challenge, particularly new audiences and hard to reach groups (many of whom currently make use of other services provided within the building).
- c) The largest proportion of the footfall through the main front doors is to Leamington Library. 46% of visitors to the Royal Pump Rooms use the library and a large proportion of those visitors do not visit the other services within the building. The Library Service faces similar challenges to the AG&M in attempting to increase public use of their services and developing new user groups.
- d) Approximately 24% of the footfall through the main front doors of the Royal Pump Rooms makes use of the Visitor Information Centre and/or Café (although in addition to this a proportion of visitors to the AG&M will often make use of these services whilst in the building). Kudos Catering Limited is a commercial company which are seeking to increase the levels of daytime trade in the café. They have limited funds to allocate to the marketing of the café and the restrictions regarding promotional signage on the main Parade and on the building itself limit their ability to effectively advertise their offering to passing trade. WDC benefits financially from any increase in income from the café, as the contract is let on a sales commission basis. This income significantly contributes to the lowering of the operational costs of the building.
- e) It is apparent that the two sets of doors at the entrance to the AG&M act as a psychological barrier to entry and do not encourage visitors to enter and explore the space freely. The view of the high quality, but somewhat formal art gallery, that can be partially seen through the glass of those entrance doors can discourage some members of the public from entering. In actual fact the AG&M offers a welcoming, family friendly experience as well as an engaging and fascinating insight into the history of the building and Royal Leamington Spa. This is not adequately represented at the entrance to the gallery or within the wider building.
- f) The VIC service has a significantly large footprint within the public concourse area, taken up by a large reception desk and poster displays. These furnishings were installed as part of the original refurbishment of the Royal Pump Rooms in the 1990s and have now begun to look dated. The pull-up banners and poster 'rotunda's are highly visible through the main windows and do not entice visitors into the building.

- g) The Royal Pump Rooms is an iconic building within the town and its image is often used in promotional material to advertise Royal Leamington Spa itself. The exterior facade and architecture is very appealing and the building attracts a large number of tourists. However, despite its prominence there is clearly some confusion from first time visitors to the town as to the purpose of the building. There is also a lack of awareness locally and many residents anecdotally refer to the Royal Pump Rooms as 'the library'. Residents often express surprise upon visiting the AG&M for the first time, having not previously been aware of its existence (despite having visited the building many times before).
- h) Appendix E – Customer Journey, includes images which illustrate the visitor approach to the entrance of the Royal Pump Rooms. The following issues have been identified with the exterior:
- a. There is a lack of obvious signage and as such the purpose of the building is unclear to first time visitors. The services within are not clearly indicated.
 - b. The point of entry to the building is unclear.
 - c. The large windows facing the Pump Rooms Gardens act as a mirror and reflect the light during the day. As a result the building appears dark and inactive. This is the main view of the building from the Pump Room Gardens.
 - d. Upon entry to the building the 'municipal' modern interior contrasts with the expectation created by the historical exterior. The concourse area does not reflect the cultural aspects of the wider building. There is also a lack of exposition, signage or focus within the concourse and so visitors are often confused by that area and unsure which route to follow.
 - e. When the Visitor Information Centre is closed, being located within the open plan, public concourse, it is currently necessary to secure the area with large, floor to ceiling shutters which are highly visible from the entrance and convey the false impression to the public that the building as a whole is also 'closed'. It is believed that this acts as a significant deterrent which has a detrimental effect on footfall into the building.
- i) The AG&M and VIC both have modest retail ventures which offer a comparable range of high quality merchandise. It was felt by the team that there is an element of duplication as the merchandise is of a similar type - being primarily focused on the Royal Pump Rooms itself or heritage of Royal Leamington Spa. During the 2016/17 financial year the AG&M gift shop generated approximately £10,300 of net income and the VIC shop achieved £15,125 (with approximately 50% of that income being profit after the cost of sales is deducted). It is believed that the customer experience could be much improved and the level of retail sales could be increased significantly if the offering was reviewed and the location was more prominent within the main concourse space.
- j) The supervision of the Royal Pump Rooms and the public concourse is weak. The building has previously been managed as a 'joint operation' with each operator (WDC, Kudos, WCC, VIC) taking equal responsibility for shared areas. However, in practice the Warwick District Council staff based in the AG&M deal with the majority of day-to-day issues. There is no official reception for the building and no staff present in the shared area to welcome customers or respond to queries. Being a public building, anti-social behaviour is also a common occurrence which is challenging to police.

- 8.12 It is anticipated that the Royal Pump Rooms café and Leamington Library would be important partners for this project. Both organisations fully support the proposals and would welcome greater activity within the concourse area – the hope being that they would benefit from increased footfall. It is intended that the Council would work in partnership with the catering provider to bring seating down into that concourse area and incorporate their branding. The current operators, Kudos Catering Ltd have recently accepted a further year extension to the concessions contract which will terminate in February 2019.