

16/12/2011

Councillor Keith Chapman
Executive Member for Culture and Recreation
Hampshire County Council

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Dear Councillor Keith Chapman,

'Income Generation' Light Touch Scrutiny Review

Please find below the outcomes and recommendations of the 'Income Generation' Light Touch scrutiny review, which have been agreed by members of the informal panel convened to review this area of the Culture and Recreation portfolio.

This review was undertaken during the Autumn of 2011, and was prompted by a request at the formal July meeting. As the Culture Communities and Rural Affairs Select Committee were already undertaking a full scrutiny review of Department grants workstreams, it was agreed that this topic would be an informal light-touch review, meeting twice to receive and review evidence.

The aim of this scrutiny was to review plans by the CCBS Department to develop income generation opportunities within cultural and community services, and to assess how future income could be created, with the aim of aiding the Department to plan for future service sustainability. The recurring themes from the evidence submitted to the informal review of income generation were:

- The need of services to increase and sustain visitor and service user numbers;
- The need to maximise secondary spend by visitors to facilities;
- The importance for services of marketing and business development capacity (including access to targeted advertising, social media and improved webpages);
- The ability to be able to encourage donations, bequests and legacies to services from members of the public, organisations and philanthropists;
- The opportunities for cross-promotion and marketing of facilities managed by Cultural and Community services; and,
- The opportunity for cultural and community services to work in greater partnership with each other and to benefit from the commercial expertise in the wider CCBS Department.

Following these themes, the review group have made ten recommendations. These are:

Data Collection

- A That SAP capability for generating management information is fully exploited by all cultural and community facilities and sites, so that future summaries provide a full and accurate picture of income generation. That this tool includes the facility to capture the costs incurred in generating income.**
 - B That an income generation spreadsheet is regularly updated, with contribution from all services and facilities, so that performance can be monitored and reviewed on a systematic basis.**
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- C That the tools are provided to enable services to better capture visitor information data, from a basic level (e.g. how many people are attending the service), to the complex (e.g. where visitors have travelled from, where their cultural interests lie, and what other services they have or are likely to visit).**

Social and online media

- D That the use of email subscriptions and social media are fully explored, to ensure that future events and services are targeted at a public which are more likely to attend and provide income.**

Staff

- E That staff are given access to the relevant training to develop business and commercial skills. That the possibility of cross Department training (i.e. utilising the skills of property, business and regulatory services staff) is explored.**
- F That a scheme is introduced across cultural and community services which enables on-the-ground staff to contribute to the development of initiatives to increase visitor numbers and/or income.**
- G That managers are encouraged to promote and make use of the existing special recognition policy where staff have initiated and delivered ideas and schemes that generate significant income for cultural and community services.**

Services

- H That joint ticketing and discounted multi-entry to attractions is explored as a method of income generation for cultural and communities services.**
- I That a piece of work is undertaken to explore the potential of fully leveraging membership and user data across the services, with a view to better understanding and exploiting the known interests of service users (e.g library users regularly loaning books on gardening) to facilities and services provided by the County Council (e.g. events held at Sir Harold Hillier Gardens).**
- J That services have the tools to be able to encourage donations, bequests and legacies from members of the public, organisations and philanthropists.**

We therefore would like to invite your views and response to the above recommendations, as the Executive Member for Culture and Communities.

I look forward to receiving your response.

Yours sincerely

Councillor Elaine Still

**Chairman: 'Income Generation' Scrutiny Review group
Chairman: Culture Communities and Rural Affairs Select Committee**

Cc 'Income Generation' Scrutiny Review group
'Income Generation' Scrutiny Review witnesses