

## INCOME GENERATION SCRUTINY COMMITTEE RECOMMENDATIONS & PROPOSED ACTIONS

NB. A project group is being formed to ensure that these recommendations are being actioned

Recommendations	Currently	Actions and anticipated completion dates	Notes	Lead
<b>Data collection &amp; usage</b>				
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.	<p>Most site/operations managers can produce their own financial data using SAP, including costs, and most are using their data to drive, at least, some of their business decisions.</p> <p>There are some exceptions, often caused by using historic catch-all SAP coding, where our data is not yet good enough but these are being addressed by the SAP rationalisation project – see below.</p>	That, where they are not already doing so, Service heads stress the need for site managers to generate and use their business data to drive their decision making.		John Tickle
That an income generation spreadsheet is regularly updated, with contributions from all services and facilities, so that performance can be monitored and reviewed on a systematic basis	<p>Income spreadsheets are now being produced regularly, but it remains difficult and time-consuming for HQ and the DFU (Devolved Finance Unit) to access financial information via SAP, because there is little standardisation of SAP codes being used by sites.</p> <p>A project to rationalise our use of SAP codes for main income streams is underway, but sites' activities are very diverse and it may not be possible to fully rationalise all our codes.</p>	<p>We are meeting the DFU to explore how HQ can produce IG data as simply and accurately as possible in the future without involving busy site staff (Feb).</p> <p>After consultation with services &amp; sites we will publish a list of SAP codes for sites to use from April 2012.</p>	Treasurer's Consultancy are also working on a bigger project to rationalise SAP codes for sold services & we are working with them to ensure our coding recommendations for CCBS income streams fit within the larger piece of work.	Penny Ward
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).	<p>Most sites already capture visit numbers through admissions charges or people counters.</p> <p>Visitors signing up for our monthly Showcase emails tell us which of their cultural interests they wish to receive information about.</p> <p>Data about where people are visiting using their Culture-all Passports is also</p>	<p>There is a Marketing project underway with all the cultural services to audit their existing customer data (Phase 1 - due for completion by end of March 2012).</p> <p>After that we will make recommendations and work with service staff to help them understand the benefits and</p>	It is intended to use Salesforce to generate regular reports for sites to reinforce the benefits to them of collecting customer's Passport data.	Gareth Miller

	<p>being collected &amp; entered into our Salesforce CRM (customer relationship management) system.</p>	<p>implement suggestions for future data collection (Phase 2 - to implement new solutions by end of March 2013).</p> <p>Salesforce training was recently undertaken by the Marketing team to facilitate better usage of our Passport customer data, including better targeted campaigns and more informed decision making. Salesforce-generated reports about Passport usage have just started being made available to sites.</p> <p>We are also working with IT to develop a loyalty card/leisure card platform - ongoing.</p>		
<b>Social and online media</b>				
<p>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.</p>	<p>Visitors are already encouraged to sign up for monthly Showcase emails about the services they are interested in. Currently approx 25,000 people are signed up - see <a href="http://www.showcase.hants.gov.uk/tricia.trott">www.showcase.hants.gov.uk/tricia.trott</a></p> <p>Sites are encouraged to use Facebook and Twitter to market their sites and many do.</p> <p>Work is underway to redesign our Top 10 visitor attraction websites to compete in the market and attract more visitors (and thereby increase our secondary spend)</p>	<p>We are redesigning our Top 10 visitor attraction websites, starting with Hilliers' website (due to be completed end Feb/early March). It will provide a template for the other websites to follow.</p>		<p>Gareth Miller</p>

<b>Staff</b>				
<p>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.</p>	<p>Income generation training has been available to CCRA sites &amp; Services for the past 6 years, upon request.</p> <p>The Countryside senior management team are currently organising a workshop to generate and share business ideas with Property Services.</p>	<p>The Learning &amp; Development team's new Welcome Host Gold training course has been developed with Marketing to help site staff develop their sales skills. It has just started to be rolled out to sites.</p> <p>Most people now understand the importance of IG, but Managers need to be encouraged to use targets and IPP's to encourage staff to apply learning.</p> <p>Mystery shoppers are also currently being sought to visit sites so we can feed back to sites how they are perceived by the public.</p>		<p>John Tickle + Gareth Miller</p>
<p>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.</p>	<p>There have been a number of schemes in the recent past but they have not been particularly successful.</p> <p>Now the drive is to encourage staff to share their good ideas with their Managers in the first instance and, if successful, Managers to be encouraged to share the good ideas/practice with other sites via Service meetings.</p>	<p>Mechanisms to promote this message:</p> <ol style="list-style-type: none"> <li>1) Karen Murray's briefings with Senior Managers (end of March)</li> <li>2) Karen Murray's key messages emails</li> <li>3) showing examples of good income generating ideas and the people who generated them on the CCBS Hantsnet front page</li> </ol>		<p>John Tickle + Jenny Larby</p>
<p>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.</p>	<p>This is a communications issue to ensure that managers are aware of the system.</p>	<p>We will publicise via Karen Murray's Senior Managers briefing</p>		<p>John Tickle + Jenny Larby</p>

<b>Services</b>				
<p>That joint ticketing and discounted multi-entry to attractions is explored as a method of income generation for cultural and communities services.</p>	<p>This is already happening: Culture-all Passport Discovery Pass local discounting scheme (Staunton, Manor Farm &amp; Hilliers), Army discount card New Citizen's discount card Voucher cloud discounts.</p>	<p>A leisure/loyalty card is also being developed to reward high levels of visits. IT are investigating solutions for larger sites, including the possible use of EPOS technology (possible additional costs £35K+) &amp; will report back.</p>		<p>Gareth Miller</p>
<p>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).</p>	<p>We already do this through our personalised monthly emails, where people select the subjects they want to be kept informed about.</p> <p>Further integration of data is also planned.</p>	<p>The loyalty card that we are developing will use a CRM platform to register usage and provide us with data to enable us to target visitors more specifically - ongoing.</p> <p>We are currently also in discussion with Staunton Country Park and Hilliers about integrating their membership data with the Passport data.</p>	<p>This could be potentially expensive to implement. Scoping is also complex but there is an allocation of IT time to scope and find the most practical solution.</p> <p>We expect Salesforce data will lead to better data integration with other Services.</p>	<p>Gareth Miller</p>
<p>That services have the tools to be able to encourage donations, bequests and legacies from members of the public, organisations and philanthropists.</p>	<p>Councils have been reluctant to look at donations &amp; legacies until recently because of potential criticisms from taxpayers. However the economic climate means that we can now make the case.</p> <p>We recently successfully introduced donation boxes into community museums and some Countryside sites.</p> <p>We are particularly keen to encourage our Friends to consider leaving us a legacy or bequest.</p>	<p>We will be developing a system for encouraging bequests &amp; legacies that:</p> <ol style="list-style-type: none"> <li>1) allows us to operate within the legal advice we have received from Legal Services</li> <li>2) allows us, within our staffing capacities, to effectively create and manage donor relationships which require encouragement and nurturing to be successful (by Summer).</li> </ol> <p>Our new visitor attraction websites will also have a <b>Getting Involved</b> page to encourage practical involvement with sites: volunteering/joining the Friends/ donating/leaving bequests or legacies (Spring).</p>		<p>Penny Ward</p>