



30 November 2018

WHITTLE OVERVIEW AND SCRUTINY COMMITTEE – 10 DECEMBER 2018

A meeting of the Whittle Overview and Scrutiny Committee will be held at 6pm on Monday 10 December 2018 in Committee Room 1, Town Hall, Rugby.

Councillor Neil Sandison
Chair of Whittle Overview and Scrutiny Committee

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes

To confirm the minutes of the meeting held on 15 October 2018.

2. Apologies

To receive apologies for absence from the meeting.

3. Declarations of Interest

To receive declarations of:

(a) non-pecuniary interests as defined by the Council's Code of Conduct for Councillors;

(b) pecuniary interests as defined by the Council's Code of Conduct for Councillors;

(c) notice under Section 106 Local Government Finance Act 1992 – non-payment of Community Charge or Council Tax.

Note: Members are reminded that they should declare the existence and nature of their non-pecuniary interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a pecuniary interest, the Member must withdraw from the room unless one of the exceptions applies.

Membership of Warwickshire County Council or any Parish Council is classed as a non-pecuniary interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.

4. Review of Parking at the Queen's Diamond Jubilee Leisure Centre – to approve the draft one-page strategy and outline of the review.
5. World Rugby Hall of Fame – 12-Month Update.
6. Town Centre Heritage – 12-Month Update.
7. Finance and Performance Monitoring 2018/19 Quarter 2 – members are reminded to bring copies of the relevant Cabinet report from 3 December 2018 to the meeting.
8. Overview and Scrutiny Work Programme 2018/19.

Any additional papers for this meeting can be accessed via the website.

Membership of the Committee:

Councillors Sandison (Chair), Bearne, Brader, Douglas, Gillias, Leigh Hunt, Mrs O'Rourke, Roberts and Ms Watson-Merret

If you have any general queries with regard to this agenda please contact Linn Ashmore, Democratic Services Officer (01788 533522 or e-mail linn.ashmore@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

If you wish to attend the meeting and have any special requirements for access please contact the Democratic Services Officer named above.

AGENDA MANAGEMENT SHEET

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|--------------------------------------|--|
| Report Title: | Review of Parking at the Queen's Diamond Jubilee Leisure Centre |
| Name of Committee: | Whittle Overview and Scrutiny Committee |
| Date of Meeting: | 10 December 2018 |
| Contact Officer: | Linn Ashmore, Democratic Services Officer, Tel 01788 533522 |
| Summary: | The committee is asked to agree the focus of the review and approve the one-page strategy. |
| Financial Implications: | There are no financial implications arising from this report. However, the review outcomes could result in financial implications. |
| Risk Management Implications: | There are no risk management implications arising from this report. |
| Environmental Implications: | There are no risk environmental implications arising from this review. |
| Legal Implications: | There are no legal implications arising from this report. |
| Equality and Diversity: | No new or existing policy or procedure has been recommended. |

Whittle Overview and Scrutiny Committee - 10 December 2018

Review of Parking at the Queen's Diamond Jubilee Leisure Centre

Public Report of the Head of Environment and Public Realm

Summary

The committee is asked to agree the focus of the review and approve the one-page strategy.

1. BACKGROUND

At the annual overview and scrutiny work programme workshop a review of the parking at the leisure centre was proposed. The scrutiny committee chairs subsequently agreed that the topic be included in the work programme for the current municipal year.

2. ONE-PAGE STRATEGY

The attached one-page strategy for the review has been prepared using the pattern that is customary for scoping task group reviews. The principles are the same: maintaining a sharp focus on the areas where improvements can be made on the basis of relevant evidence.

3. LIGHT-TOUCH REVIEW

This is a narrow topic to be carried out by the committee as a light-touch review because only one or two meetings are required. It is suggested the first meeting be held in January and consist of a site visit to gather evidence.

A second meeting will be required to consider the evidence and any possible review recommendations. Key officers and representatives from GLL will be invited to attend.

4. INFORMATION GATHERING

Car Park Capacity and Layout

GLL had explored the option of taking over the lease for the original 'overflow' car park, adjacent to the indoor bowls club, but the need for this has diminished over the past two years due to the opening of new warehouse style gyms.

Further consultation with GLL would be required regarding current parking capacity, car park layout and enforcement.

GLL Lease

Some discussions had been held with GLL about reducing a small number of spaces provided for people with disabilities and re-designate them into standard size bays.

The car park forms part of the lease for GLL and any changes to the parking bay marking would be their responsibility.

There are no current plans to provide additional parent and child spaces.

Additional Parking Land

The section of land adjacent to the indoor bowls club forms part of Whitehall Recreation Ground which is the responsibility of the Parks department and is being incorporated as part of the options for the wider refurbishment of the park. It is not connected to the car parking leased to GLL.

Some areas of landscaping that has failed could be considered for conversion into additional parking bays. There may also be scope for creating parking for GLL staff via the original entrance to the old leisure centre from Trevor White Drive. However, it is unclear how feasible this would be.

Parking Enforcement and Regulations

The review will also explore potential parking schemes and enforcement including parking meters, barriers and redeemable ticket arrangements.

Consultation and Feedback

The Committee may wish to consider carrying out some form of parking survey, particularly aimed at leisure centre users.

Name of Meeting: Whittle Overview and Scrutiny Committee

Date of Meeting: 10 December 2018

Subject Matter: Review of Parking at the Queen's Diamond Jubilee
Leisure Centre

Originating Department: Environment and Public Realm

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

| Doc No | Title of Document and Hyperlink |
|---------------|--|
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PARKING AT THE QUEEN'S DIAMOND JUBILEE LEISURE CENTRE REVIEW

LIGHT-TOUCH REVIEW ONE-PAGE STRATEGY

The broad topic area?

To review the availability of parking for users and visitors to the leisure centre and consider whether additional parking spaces or the re-designation of the current spaces is required.

What is the specific topic area?

To review the availability and mix of parking available and consider whether this meets demand.

What should be considered?

The current position and whether there is a lack of capacity.

Is there enough provision of family friendly/parent and child spaces?

Is the land abutting the bowling club or beyond the bus lane available as relief parking?

Is there any other land that could be utilised or re-designated as parking?

Could some form of parking ticket scheme be introduced?

Who shall we consult?

GLL

Legal Services

Regulatory Services

Community Sports and Recreation

Parks Department

Corporate Property

Rugby Disability Forum

How long should it take?

The review could be undertaken as a light-touch review in one or two meetings.

What will be the outcome?

Recommendations, actions or initiatives to improve the amount and mix of parking to accommodate users of the leisure centre and encourage more visitors.

AGENDA MANAGEMENT SHEET

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|--|---|
| <i>Name of Meeting</i> | Whittle Overview and Scrutiny Committee |
| <i>Date of Meeting</i> | 10 December 2018 |
| <i>Report Title</i> | World Rugby Hall of Fame – 12-Month Update |
| <i>Ward Relevance</i> | All |
| <i>Contact Officer</i> | Michael Beirne, Tourism and Town Centre Team Leader, Telephone: 01788 533212, Email: michael.beirne@rugby.gov.uk |
| <i>Summary</i> | This report presents the 12-month progress update against the recommendations set out in the 'Review of the World Rugby Hall of Fame' report. |
| <i>Financial Implications</i> | Delivery of the recommendations in the 'Review of the World Rugby Hall of Fame' is jointly financed by World Rugby, Rugby Borough Council and supported by corporate sponsorship. |
| <i>Risk Management Implications</i> | There are no known risk management implications arising from this report. |
| <i>Environmental Implications</i> | There are no known environmental implications arising from this report. |
| <i>Legal Implications</i> | There are no known legal implications arising from this report. |
| <i>Equality and Diversity</i> | No new or existing policy or procedure has been recommended. |

Public Report to the Whittle Overview and Scrutiny Committee

10 December 2018

World Rugby Hall of Fame Review – 12-Month Update

Summary

This report presents the 12-month progress update against the recommendations set out in the 'Review of the World Rugby Hall of Fame' report.

1. BACKGROUND

In October 2017, Rugby Borough Council published its 'Review of the World Rugby Hall of Fame' report (Appendix). This review is a result of the work of the World Rugby Hall of Fame Scrutiny Group and was drawn up with the support of council officers and in partnership with Visit England, Wasps RFC, Rugby Lions RFC and local clubs in the Borough.

The report highlighted six recommendations to Cabinet (see page 5 of Appendix). These recommendations were approved by Cabinet on 9 April 2018.

2. UPDATE ON KEY ACTIONS

2.1 Recommendation 1 – Marketing Strategy and Action Plan

There has been a significant push in marketing activity over the last 12 months. These activities are jointly funded by World Rugby and Rugby Borough Council as a part of an agreed plan. Highlights include:

- 121,000 copies of a leaflet have been printed and distributed through the 'Take One Media' network – this includes tourist information centres, service stations, accommodation providers and attractions across the Midlands, the North and South of England and areas of Wales
- Paid social media campaigns and video content involving local rugby clubs, focusing on target markets within a 1.5 hour drive from Rugby
- Radio advertising across the Midlands through the Quidem network
- Direct mailing to groups and local rugby clubs
- Attendance at trade shows to promote Rugby to coach companies and tour operators
- Familiarisation trips to showcase the town and the attraction to the group travel market
- Links with Wasps RFC to deliver advertising, leaflet distribution, e-mail shots and activities to promote the World Rugby Hall of Fame within the Fan Village
- Installation of signs on the platforms at Rugby Station with 'Rugby - Home of the World Rugby Hall of Fame' messaging
- Free admission days – approximately six a year

- Discounts linking to wider marketing opportunities e.g. town centre events and school holidays
- Direct e-marketing to schools to promote the education programme

2.2 Recommendation 2 – Improve Visitor Numbers

Recently the following measures have been introduced to improve visitor numbers:

- ‘The Rugby Pass’ is a new product in development, promoting itineraries incorporating the World Rugby Hall of Fame, Rugby School and town centre walking tours. These passes will replace and adapt the current pricing structure for groups. Links are also being established with Wasps RFC to include add-ons such as matchday experiences and ground tours. Various destination marketing activities will be delivered linking to the ‘The Rugby Pass’. These will be launched in March 2019 during Visit England’s English Tourism Week.
- In addition, an Annual Pass has been launched providing re-entry to the attraction for a year alongside a Corporate Pass for businesses. Annual Pass and Corporate Pass holders will benefit from exclusive offers and early bird tickets for a new ‘*An evening with..*’ talks programme, as well as access to meeting room space and exclusive access opportunities.

2.3 Recommendation 3 – Visitor Experience

The creative organisation ‘The Whole Story’ has been engaged to work with the Visitor Centre Team to enhance the visitor experience at the World Rugby Hall of Fame and to develop a joined-up approach to customer engagement across the whole of Rugby Art Gallery and Museum.

The programme will be delivered via workshops in the New Year and, drawing on customer feedback, will give all members of staff the opportunity to define the ideal visitor experience, feeding into the production of a Visitor Charter.

2.4 Recommendation 4 – Signage for Coach Parking and Drop Offs

Adaptations were made to Westway Car Park ahead of the Rugby World Cup 2015 to provide the provision of a coach parking space. This can be booked in advance via Rugby Visitor Centre.

Warwickshire County Council has developed drawings for the delivery of brown tourism signs on the main vehicle routes into the town. The implementation of this proposal would improve the directional signage for cars and coaches, whilst also promoting the town’s visitor offer. This proposal is currently under consideration by the Visitor Economy Working Party.

2.5 Recommendation 5 – Sponsorship

In November 2017, it was announced that a ‘Presenting Partner’, the luxury watch brand Tudor, had been secured for the World Rugby Hall of Fame, resulting in a £600,000 sponsorship agreement.

2.6 Recommendation 6 – Annual Review

This recommendation is addressed by the production of this progress report.

Name of Meeting: Whittle Overview and Scrutiny Committee
Date of Meeting: 10 December 2018
Subject Matter: World Rugby Hall of Fame – 12-month Update

LIST OF BACKGROUND PAPERS

| Doc No | Title of Document and Hyperlink |
|---------------|---|
| 1. | Cabinet 9 April 2018 Part 1 Agenda Item 5 World Rugby Hall of Fame Scrutiny Review https://www.rugby.gov.uk/meetings/meeting/816/cabinet |



Appendix

REVIEW OF THE WORLD RUGBY HALL OF FAME

October 2017

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TASK GROUP MEMBERSHIP

The task group consisted of the following members:

Councillor **Kathryn Lawrence** (Chair)
Councillor **David Cranham**
Councillor **Claire Edwards**
Councillor **Anthony Gillias**
Councillor **Bill Lewis**

FOR FURTHER INFORMATION

Please contact:

Michael Beirne
Town Centre and Tourism Team Leader
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Email: michael.beirne@rugby.gov.uk

ACKNOWLEDGEMENTS

The Group would like to thank the following organisations for their valuable contribution to this review:

- Visit England
- Rugby Welsh RFC
- St Andrews RFC
- Old Laurentians RFC
- Rugby Lions RFC
- Wasps RC

The Group are also thankful to the following officers who have supported them throughout the review process:

- Rob Back (Head of Growth and Investment)
- Michael Beirne (Town Centre and Tourism Team Leader)
- Matthew Deaves (Communication, Consultation and Information Manager)
- Victoria Gabbitas (Arts Heritage and Visitor Services Manager)

CHAIR'S FOREWORD

The World Rugby Hall of Fame is an innovative and interactive visitor attraction which focuses on the game of Rugby from its birth to the game as it is played today throughout the world. The development of the attraction has meant a considerable financial investment for Rugby Borough Council. Therefore, it is important that a clear marketing strategy and plan for the attraction be devised and recommended to Council for implementation.

After a very successful launch in November 2016 and widespread interest from local residents and tourists, it became apparent that in order to maintain and improve on visitor numbers, there needed to be a review of progress to date.

The decision to charge an entrance fee for all visitors has resulted in a dramatic decline in visitor numbers.

There has been a very positive response from local residents to "free entry" days and the working party has considered and suggested a number of ways to promote the attraction to visitors.

I would like to thank Michael Beirne, the Town Centre and Tourism Team Leader, for his work in advising the scrutiny group, the officers who have contributed their expertise, the members of the scrutiny group for their experiences and ideas and Veronika Beckova, Democratic Services Officer, for managing to produce the minutes of our meetings.

The scrutiny group's recommendations as set out in this report offer a positive marketing plan and strategy which will enable to the World Rugby Hall of Fame to establish its place in the Town Centre and Tourist Economy.

Councillor Kathryn Lawrence
Chair

1. RECOMMENDATIONS

The scrutiny Group proposes the following recommendations to Cabinet:

| | |
|----|---|
| 1. | To adopt the World Rugby Hall of Fame Marketing Strategy and development of a three year action plan. |
| 2. | To improve visitor numbers by introducing incentives to visit the World Rugby Hall of Fame and gift shop, including: <ul style="list-style-type: none"> • Six free admission days per year • Annual visitor passes • Free or discounted tickets for local rugby clubs • Discount vouchers for the gift shop |
| 3. | To review the current World Rugby Hall of Fame visitor experience including: <ul style="list-style-type: none"> • Meet and greet • Customer service • Queue management for large groups • Capturing information about visitors and their feedback |
| 4. | To recommend a Visitor Economy Working Party review of signage for coach parking and drop off points. |
| 5. | To actively seek sponsorship. |
| 6. | To publish an annual report to Brooke Overview and Scrutiny Committee, providing an update on the Marketing Strategy and action plan, including the recommendations provided in the report. |

1.1 Alignment with the Corporate Strategy

The review relates to the following corporate priorities:

GROWTH AND INVESTMENT: Promote and grow Rugby’s visitor economy with our partners

2. OBJECTIVES

2.1 Background

At a meeting of Cabinet on 6 February 2017, it was agreed that Overview and Scrutiny has a clear role in the ongoing operation of the Hall of Fame.

The overview and scrutiny chairs agreed this review should be included in the work programme for 2017/18 and this was approved by Brooke Overview and Scrutiny Committee.

A draft one-page strategy for this review was agreed Brooke Overview and Scrutiny Committee on 6 April 2017. A scrutiny group was appointed and began its work in April 2017.

2.2 The One Page Strategy

The ‘one-page strategy’ is the name given to the scoping document for the review. It defines the task and the improvements being aimed for and how these are going to be achieved. The review’s one-page strategy, revised by the Head of Growth and Investment in June 2017 and agreed by Brooke Overview and Scrutiny Committee on 13 July 2017, is as follows:

What is the broad topic area?

World Rugby Hall of Fame

What is the specific topic area?

For many years it has been an aspiration of the Council to build on the town’s status as the Birthplace of the Game by attracting more visitors to the town. In May 2016 Council agreed the procurement of a four-year license from World Rugby to host the World Rugby Hall of Fame visitor attraction on the 1st floor of the Art Gallery and Museum building in the town centre. The attraction formally opened on schedule on 18 November 2016.

“World Rugby” (formally the International Rugby Board) is the governing body of the game of Rugby Union. The attraction is the first physical embodiment of the Hall of Fame into which greats of the game are inducted.

The Council’s experience in, and operation of, this new visitor attraction is developing and improving however it is necessary to ensure effective ongoing Member engagement with the attraction, specifically with reference to marketing activities and key target markets. The group will be tasked with making recommendations to Cabinet (or the Visitor Economy Working Party) with the overall objective of adopting a marketing strategy and plan for the attraction.

What should be considered?

It is suggested that the group dedicates one meeting to each of the below topics:

1. Community Days – what pattern of free entry days (in line with the decision of Council) should be adopted?
2. Draft Marketing Strategy and Action Plan
3. Partner/Stakeholder Engagement (see “who shall we consult” below)
4. Wrap-up and Recommendations

Who shall we consult?

A selection of the following:

- Head of Growth and Investment/Arts, Heritage and Tourism Team
- Visit England/Shakespeare’s England
- Rugby School
- Wasps RFC
- RFU/Local Rugby Clubs
- Travel and Tour operator(s)
- A comparable visitor attraction to the World Rugby Hall of Fame

How long should it take?

It is suggested that the scrutiny group dedicates one meeting to each of the above topics, taking place in May, July and September.

What will be the outcome?

The scrutiny group will be tasked with making recommendations to Cabinet (or the Visitor Economy Working Party) with the overall objective of adopting a marketing strategy and plan for the attraction.

3. METHODOLOGY

The scrutiny group met four times between April 2017 and October 2017. Their evidence that the group considered included:

- Introductory briefing setting out the context for the review
- World Rugby Hall of Fame Marketing Strategy and Rugby Borough Council Action Plan 2017/18
- External feedback from Visit England, Rugby Welsh RFC, St Andrews RFC, Old Laurentians RFC, Rugby Lions RFC and Wasps RC
- Past and present service structure
- Breakdown of visitor numbers by borough and out of town residents; national and international; schools and other groups
- An analysis, carried out by World Rugby, on a sample of visitor figures between November 2016 and August 201
- Familiarisation Day on 15 November 2017
- Promotional material for the attraction, group tours and secondary school visits

4. FINDINGS

4.1 Introduction and Background

- 4.1.1 For many years it has been an aspiration of the Council to build on the town's status as the Birthplace of the Game by having a world class visitor attraction here in the town. In May 2016, Council agreed to the procurement of a four-year licence from World Rugby to host the World Rugby Hall of Fame visitor attraction on the 1st floor of the Art Gallery and Museum building in the town centre.
- 4.1.2 "World Rugby" (formally the International Rugby Board) is the governing body of the game of Rugby Union. World Rugby has the intellectual property rights to the Hall of Fame into which greats of the game are inducted. The attraction hosted here in Rugby will be the first physical embodiment of the Hall of Fame.
- 4.1.3 The Hall of Fame opened on Thursday 18 November. The opening day and the first inductions to the new Hall of Fame were hugely successful and created a wide spread media and public attention. The opening weekend incorporated a range of family activities attracting more than 1,000 visitors to the attraction.
- 4.1.4 The entrance and foyer to the Rugby Art Gallery and Museum building has been dramatically improved. The new Visitor Centre and Gift Shop creates a focus for all visitors to the building. Operation of the café will be subject to formal tender later in the year to ensure the best offer for visitors and the best value for money for the Council.
- 4.1.5 The new gift shop has seen a significant improvement in our ability to display merchandise, an increased sales area and a large range of branded World Rugby Hall of Fame stock. The branded stock is supplied by World Rugby with the Council taking a proportion of all sales.
- 4.1.6 The revised external signage to the building has been implemented to now include iconic World Rugby and Hall of Fame branding. The lamppost banners and temporary pedestrian signage in the town centre will remain in place indefinitely. Wider road and tourism signage is being reviewed with relevant sections of Warwickshire County Council.

4.2 Free Community Days

As part of the Council's commitment to the residents of the borough, six free community days were agreed by the scrutiny group to enable residents to enjoy free access to the attraction:

- 1 Sundays during the Rugby Festival of Culture (end of June/beginning of July)
- 1 Sunday during the Heritage Open Days (beginning of September)
- additional Sundays allocated throughout the year

Officers are in charge of producing a detailed calendar.

4.3 World Rugby Hall of Fame Marketing Strategy and Rugby Borough Council Action Plan 17/18

4.3.1 Introduction and content

In November 2016, the World Rugby Hall of Fame opened on the first floor of the existing Rugby Art Gallery and Museum. It required an investment of £1.2 million from Rugby Borough Council and provided a legacy for the town's Rugby World Cup 2015 events programme. The newly developed relationship with the sport's governing body is helping Rugby promote its USP as the birthplace of the game to a greater extent than has been previously possible.

The attraction itself provides a highly interactive experience and uses the latest HD touch-screen technology. Visitors take an inspirational journey through time using the latest HD touch-screen technology, from the game's humble origins to its global present played by 7.73 million men, women and children.

The purpose of this document is to outline ways the Council will promote the attraction through new or existing channels, at varying local, regional and national levels. It is based on and considers a higher level strategy, produced by World Rugby who will also deliver a range of marketing activities through their global channels – for reference, this covers the below:

- PR opportunities such as quarterly announcements surrounding details about induction/events/artefact donations at the WRHOF.
- Bi-annual events in the Art Gallery including the annual induction ceremony taking place in November and other 'talk' series which profiles an inductee and/or panel member.
- The World Rugby Hall of Fame will be the future starting location for all future Men's, Women's and Sevens Rugby World Cup Trophy Tours.
- Integration into larger international event such as the World Rugby Awards and Rugby World Cup.
- Website, World Rugby TV and social media channels to a broad international audience, including paid promotions.
- World Rugby databases will be leveraged to communicate new news to subscribers at least once per quarter.
- Offers for all World Rugby Tournament ticket holders.
- Annual refreshes of the exhibition itself to ensure it remains relevant, newsworthy and entertaining, as well as driving repeat visits.
- The development of a new video promoting the attraction and wider Rugby Town offer.

4.3.2 Mission Statement

To promote an interactive, interactive and immersive state-of-the-art visitor attraction; the only physical place in the world to experience rugby's greats and the moments that defined the sport.

4.3.3 Objectives

The three objectives below each focus on different elements of the World Rugby Hall of Fame; the standard visitor offer, group packages and the education programme. Specific

target markets and marketing tactics are described in more detail throughout this document.

- Increase the number of visitors in to the World Rugby Hall of Fame in the 17/18 financial year.
- Encourage groups and organisations to visit the attraction through structured packages incorporating the wider Rugby Town offer, with the number of people signing up to these representing 20 per cent of total annual visitors.
- Deliver an education programme for all key stages including additional activities within the Rugby Art Gallery and Museum building increasing the number of schools and pupils in the 17/18 academic year.

4.3.4 Target Markets

There are several key target markets to promote the World Rugby Hall of Fame – outlined below. For each of these, marketing activities will be delivered at varying local, regional, national and international levels.

- Rugby supporters and clubs – people interested in the game, fans of neighbouring regional clubs and communities activity engaged with Warwickshire based clubs.
- Families – linking to other events and activities taking place in the town, including specifically within the Rugby Art Gallery and Museum building.
- Tourists – day trips or those visiting nearby locations in the Midlands.
- Groups and organisations – promoting packages incorporating the wider Rugby Town offer.
- Schools – promoting the Education Programme and directly through schools to encourage parents to also visit the attraction.

4.3.5 Tactics

The following integrated marketing activities will be delivered to achieve the objectives of this marketing plan including a full schedule of timescales, budget and catchment areas.

- Promotion directly through the 55 local rugby clubs located in Warwickshire with the support of the RFU and selected regional clubs starting during the 17/18 season. This will include programmes, fixture cards and websites alongside pitch-side opportunities.
- Paid digital marketing campaigns during the start of the 17/18 season, Six Nations and Autumn Internationals. These will target rugby supporters and families within a 1.5 hour drive of Rugby.
- Developing a Community Partnership with Wasps and activation in the fanzone at the Ricoh Arena on match-days (full proposal from the club expected).
- Radio advertising through the Rugby, Coventry and Warwickshire Quidem Group networking covering two six week periods (Six Nations and Summer Holidays).
- Linking to the town centre events programme including Bikefest, St George's Day, Festival of Culture, Food and Drink Festival and the Christmas lights switch-on event. These will provide a number of opportunities including coverage in marketing materials, social media activity, promotion of group tours and special offers.
- Community days – approximately six free days during the year when admission to the attraction is free. Some of these will coincide with the town's heritage open days and wider events (details to be confirmed).

- Leaflet distribution throughout high footfall transport and travel destinations e.g. airports, train stations and motorway services within the Midlands.
- Internal rail or bus advertising on routes across the Midlands – these will cover two six week periods (Six Nations and Summer Holidays).
- Offers and discounts at specific times during the year linked to ‘The Rugby Town’ 17/18 marketing calendar.
- Direct marketing to tour operators – using the Visitor Information Centre as a main point of contact, group packages and the promotional video developed by World Rugby.
- Attending trade shows to establish links with tours operators including Best of Britain and Ireland and Explore GB in addition to the World Rugby Conference and Exhibition.
- Networking events – targeting the local business community to promote group packages and hospitality.
- E-newsletters and direct marketing to schools using existing networks and contacts.

4.3.6 ‘The Rugby Town’ 17/18 marketing calendar

In addition to this document, a separate marketing plan has been developed for the town centre. This includes a new brand, ‘The Rugby Town’, providing modern design elements to be used for a website, offers and promotions, social media activity, offers and promotion, mailshots, events, advertising, printed publications and campaigns associated with the free town centre Wi-Fi network. These activities will be driven by the below 17/18 marketing calendar. In the same way that World Rugby will use a number of existing channels to promote the World Rugby Hall of Fame, the Council will do the same through its wider activities.

| Month | Primary focus | Secondary focus |
|------------------|-----------------------------|--|
| April | St George’s Day | Easter Holiday activities Upcoming @BENN Hall |
| May | Bikefest | Rugby Collection Night at Your Museum |
| June | Festival of Culture | Summer offers Upcoming @BENN Hall |
| July | Summer Holiday activities | - |
| August | | - |
| September | Food and Drink Festival | Autumn offers |
| October | Autumn Half Term activities | - |
| November | Lights switch-on | Rugby Open Hall of Fame induction |
| December | Christmas | Winter offers |
| January | Rugby Open | ‘The Year Ahead’ |
| February | Valentines | Spring Half Term activities |
| March | Mother’s Day | Spring offers |

In addition to the town centre marketing plan, a number of projects are being delivered to develop Rugby as a visitor destination – this includes:

- The development of a Destination Management Partnership involving organisations, businesses and attractions with an interest in promoting Rugby’s tourism offer.

- Customer service programmes to enhance the visitor experience at the World Rugby Hall of Fame, Rugby Art Gallery and Museum, Visitor Centre, gift shop and café.
- Improvements to signage in and around the town alongside better promotion of coach parking facilities.
- Volunteer opportunities to support the town centre events programme and World Rugby Hall of Fame group packages.

4.3.7 Schedule

The Council will oversee the delivery of the below marketing activities in partnership with World Rugby (including financial contributions). Because most of the tactics in this marketing plan are focused on local and regional audiences, with some exceptions, it also provides a clear distinction between the promotional remit of for the Council compared to World Rugby's activities on a global scale. Importantly, the World Rugby Hall of Fame brand and asset guidelines will need to be adhered to at all times.

| Tactic | Target market | Catchment | Timing |
|---|--|--------------------------------------|---|
| Promotion through rugby clubs | Rugby supporters and clubs | Warwickshire and region | August – April |
| Digital marketing activities | Rugby supporters and clubs, families, tourists | 1.5 hour drive of Rugby | Start of the 17/18 season, Six Nations and Autumn Internationals |
| Unpaid social media campaigns | Rugby supporters and clubs | Warwickshire and region | August – April |
| Wasps community partnership | Rugby supports and clubs, families | Coventry and wider fan base | August – April |
| Radio advertising | Rugby supporters and clubs, families | Rugby, Coventry and Warwickshire | Six Nations and start of 17/18 season |
| Rugby Town Events programme | Rugby supporters and clubs, families, tourists | Rugby and Warwickshire | See 'The Rugby Town' 27/18 marketing plan |
| Leaflet distribution | Rugby supporters and clubs, families, tourists | Midlands | Ongoing |
| Rail or bus advertising | Rugby supporters and clubs, families, tourists | Midlands | Six Nations and stars of 17/18 season |
| Direct marketing to tour operators | Tourists | Regional, national and international | Ongoing |
| Trade shows and exhibitions | Tourists | Regional, national and international | Best of Britain and Ireland, Explore GB, WR Conference and Exhibition |
| Networking events | Groups and organisations | Local Businesses | Ongoing |
| E-newsletters and direct marketing to schools | Schools | Rugby and Warwickshire | Key schedule planning periods |

4.3.8 Monitoring and key performance indicators

The success of the marketing plan will be measured and evaluated in a number of ways – outlined below.

- Visitors will be asked ‘how did you found out about us’ at point of sale, either online or at the Visitor Information Centre. Options on Sports Booker, the customer relationship management system, will need to be updated and reflect the different tactics being delivered.
- Further consideration of how to evaluate the impact of specific tactics will be needed, each time a campaign is developed, include unique discounts or offers.
- Methods for collecting and monitoring customer feedback will also need to be established.
- Weekly reports on visitor numbers broken down by demographics and type of visitor will be provided by Rugby Borough Council.
- On a quarterly basis, a more detailed report, evaluating the effectiveness of specific campaigns and providing recommendations for future marketing activities will be produced.

4.4 External feedback

4.4.1 Visit England – opportunities for promotion/collaboration

Visit England are happy to consider targeted promotion of the World Rugby Hall of Fame, subject to appropriate campaign themes and alignment with current objectives at the time. Support could include social media and online support, inclusion in “What’s new” documents and PR campaigns, and pitching to relevant media at meetings and appropriate briefings.

Visit England’s response is supportive but illustrates the difficulties in establishing a potential collaboration. Visit England campaigns are generally thematic and we would need to demonstrate alignment with a campaign in order to feature. This approach was very successful during Rugby World Cup 2015, culminating in an accompanied visit of approximately 90 international journalists.

4.4.2 Local Rugby clubs

On Thursday 24 August, the Tourism and Town Centre Team Leader met with local rugby clubs. Four clubs attended the meeting - Rugby Welsh, St Andrews, Old Laurentians RFC and Rugby Lions. A number of opportunities for joint promotion were discussed and can be summarised as:

- Local rugby clubs would appreciate the opportunity to be involved more widely in the annual induction ceremony.
- In particular the opportunity for rugby communities to interact with players and personalities at the event was highlighted.
- Other ideas included holding other events within the town on the same day of the induction, for example a skills session on The Close with a famous player or inductee.

- Rugby clubs would welcome free admission days during the year for their supporters or players. Additional activities could be organised in the building such as registration days to increase footfall.
- Club secretaries are the best route to engage with opposition teams and supporters who may be visiting the town during the season. Rugby-based clubs would be happy to communicate promotional materials or special offers to attract this target market.
- Programmes or pitch side advertising could be offered in exchange for some of the above activities.

4.4.3 Wasps RFC

For the 17/18 rugby season, a community partnership has been established with Premiership rugby club, Wasps RFC, who are based at the Ricoh Arena. The team have experienced high levels of success since their relocation to Coventry in 2014 and are attracting a growing fan base in the region. The agreement with the club provides the following benefits:

- Access to big screens in the stadium and match-days fanzone to screen the Rugby FM film for the World Rugby Hall of Fame. Match-day attendance during the 16/17 season was 323,000 with an average of 5,000 people visiting the fanzone for each game.
- Leaflet distribution through a Community School Program which has so far reached 10,000 school children in 2017.
- Inclusion in two e-shots during the season to a databased of 60,000 supporters.
- A partner in the Wasps Buzz Points loyalty programme. This allows fans to gain credit points through purchasing season tickets, attending games, purchasing additional tickets and making purchases at the club store. These points can then be redeemed via discounts with attractions such as Warwick Castle and Sea Life Centre.
- Inclusion in the suggested itinerary for groups visiting the stadium for tours and match-day experiences.

4.5 Analysis on a sample of 5,186 visitor figures between November 2016 and August 2017

Admission

75% = Free Admission

14% = Paid Admission

11% = Unknown (no date provided)

Gender

49% = Male (also includes those who said Mr and Mrs)

30% = Female

21% = Unknown (first initial or no/invalid name provided)

Country of Residence

72% = UK

9% = International (top three countries = New Zealand, Australia and South Africa
*opportunity for future tours)

19% = Unknown (although based on postcode, majority UK)

How did they hear about us?

29% = Live in area

26% = Unknown (did provide response)

16% = Word of Mouth

10% = Local Press

<1% = Street Signs, Website, Social, Other, Leaflet, Building Signs, RAGM attractions, Other, Search Engine, TripAdvisor

Promo Information via email?

4926 = No

259 = Yes

4.5 Travel Trade and Group Tours

Group Visits

- *Bronze Package* – cost: £5 per person, minimum: 15 people per group, duration: 45 to 60 minutes – this is a self-led visit to the WRHOF.
- *Silver Package* – cost: £10 per person, minimum: 15 people up to maximum of 35 per group with groups of more than 35 people being met by two Town Guides, duration: 2 hours 30 minutes – the package includes the tour of the WRHOF, the Webb Ellis Rugby Football Museum and a historic walking tour of Rugby.
- *Gold Package* – cost: £22.50 per person, minimum: 15 people up to maximum of 35 per group with groups of more than 35 people being met by two Town Guides, duration: 4 to 5 hours – the package incorporates the Silver Package and a Tour of Rugby School and is operational during term time if booked in advance.

Secondary School Visits – Key stage 4, 5 and 6

- *World Rugby Hall of Fame Visit* – maximum of 35 students bookable on the day. £45 per group or £5 per student for small groups.
- *World Rugby Hall of Fame Museum Tour* – advanced booked tour with a staff member and activities. £45 per class. Maximum of 35 pupils per tour. Duration: 45 minutes.

5. CONCLUSIONS

The scrutiny group drew the following conclusions from the evidence that it gathered:

- *The following incentives and offers are to be considered:*
 - *'one off' purchase of an entry ticket with free return for a year*
 - *10 per cent off at the gift shop vouchers*
 - *2 for 1 on the back of an admission ticket*
 - *rugby football clubs to receive free admission tickets on occasions such as an induction or match games*
- *The gift shop and the local offer is currently under review. The Hall of Fame stock will remain the same as per the agreement with World Rugby.*
- *Continue to actively engage with tour operators to promote the attraction. A familiarisation event will be held in mid-November for tour operators to visit Rugby and to see what is on offer.*
- *Following a meeting of the Tourism and Town Centre Team Leader and local rugby clubs, the feedback will be presented to World Rugby.*
- *Explore opportunities to align promotion with an upcoming Visit England campaign, and host familiarisation visits as required.*
- *Monitor the impact of the Wasps community partnership and look at further opportunities to work together in the future.*
- *A recommendation will be made to the Visitor Economy Working Party to look at the signage for coach parking and drop off points for the Hall of Fame.*
- *Lamp posts' signage to be reviewed each year following an induction.*
- *Signage to the Hall of Fame and the visitor welcome to be reviewed to improve the overall visitor experience.*
- *Rugby Art Gallery and Museum has introduced a project to encourage new volunteers, a new way of managing them and measuring their value. Appropriate training for volunteers is required to improve operation of the attraction.*
- *A way of capturing information about visitors and feedback, other than the visitor book, is to be considered. This could include an electronic device with a short questionnaire or a push button customer feedback device.*
- *The sponsorship position remained unchanged during the review. It's important to continue pursuing sponsorship.*
- *Recommendations and related actions will also be uploaded to the Rugby Performance Monitoring System to allow members to monitor ongoing progress.*
- *A report on the outcomes of the review will be submitted for consideration to Brooke Overview and Scrutiny Committee in December 2017 and to Cabinet in January 2018.*

AGENDA MANAGEMENT SHEET

| | |
|--|---|
| <i>Name of Meeting</i> | Whittle Overview and Scrutiny Committee |
| <i>Date of Meeting</i> | 10 December 2018 |
| <i>Report Title</i> | Town Centre Heritage – 12-Month Update |
| <i>Ward Relevance</i> | All |
| <i>Contact Officer</i> | Michael Beirne, Tourism and Town Centre Team Leader, Telephone: 01788 533212, Email: michael.beirne@rugby.gov.uk |
| <i>Summary</i> | This report presents the 12-month progress update against the recommendations set out in the 'Review of Town Centre Heritage' report. |
| <i>Financial Implications</i> | Delivery of the recommendations in the 'Review of Town Centre Heritage' is subject to available finances, as per Cabinet's recommendation on 5 February 2018. |
| <i>Risk Management Implications</i> | There are no known risk management implications arising from this report. |
| <i>Environmental Implications</i> | There are no known environmental implications arising from this report. |
| <i>Legal Implications</i> | There are no known legal implications arising from this report. |
| <i>Equality and Diversity</i> | No new or existing policy or procedure has been recommended. |

Public Report to the Whittle Overview and Scrutiny Committee

10 December 2018

Town Centre Heritage – 12-Month Update

Summary

This report presents the 12-month progress update against the recommendations set out in the 'Review of Town Centre Heritage' report.

1. BACKGROUND

In November 2017, Rugby Borough Council published its 'Review of Town Centre Heritage' (Appendix). This review is a result of the work of the Town Centre Heritage Task Group and was drawn up with the support of council officers and in partnership with key stakeholders in the town centre.

The report highlighted nine recommendations to Cabinet (see page 5 of Appendix). These recommendations were approved by Cabinet on 5 February 2018, subject to available finances.

2. UPDATE ON KEY ACTIONS

Progress has been measured against each of the recommendations and is reported as follows:

2.1 Recommendation 1 – Town Centre Events Programme

Various heritage events were included in the Rugby Festival of Culture in 2018. These included:

- 'Rugby Heritage and Tea in the Park' event which combined a town centre walking tour with afternoon tea at the Toolshed Café
- 'Rugby and Real Ale' which linked to the Real Ale Trail

The Visitor Centre Team continued to support the annual Heritage Open Days programme, coordinating and promoting activity across the borough. Events included a 'Rugby In Bloom Walk and Talk', guided tours of St Andrew's Church, a tour of Cemex and a World Rugby Hall of Fame free admission day, plus others.

2.2 Recommendation 2 – Heritage Publications and Branding

Leaflets to promote the visitor economy have been updated using 'The Rugby Town' brand identity. These include those relating to the town centre walking tours, the Pathway of Fame and Blue Plaque Trail. A new Real Ale Trail has been developed in partnership with

CAMRA (Campaign for Real Ale). The 2018/19 Rugby Visitor Guide was also published, including information about the town's history, attractions and places to explore.

The above publications were launched during Visit England's England Tourism Week in March 2018 and at the same time exhibited at travel trade conferences.

2.3 Recommendation 3 – Mobile App

Research is ongoing into the potential use of a mobile app to help bring some of the existing town trails to life and engage new audiences. Examples of good practice, risks, benefits and cost implications will be presented to a future meeting of Visitor Economy Working Group.

2.4 Recommendation 4 – Town Guides and Marketing Plan

In 2018, the volunteer Town Guides provided town centre walking tours every week between March and November. The tours take place at 11am on Wednesdays and 2pm on Saturdays. There are approximately 15 guides in total. Various marketing activities have taken place to improve the promotion of the walking tours as detailed below.

- Pop-up flags and a notice board placed at the Visitor Centre
- Regular social media posts through 'The Rugby Town' Facebook, Twitter and Instagram channels
- Promotion to tour operators at travel and trade exhibitions
- Specific walking tours have been developed to link to the town centre events programme, also partnering with businesses
- Daily promotion on a digital screen and leaflets in the Visitor Centre
- Distribution of leaflets to town centre venues including pubs, restaurants and cafes
- The personalities of the Town Guides have been represented online via photography, video, blogs and social media

2.5 Recommendation 5 – Heritage Lottery Fund

Officers are exploring opportunities to expand and develop Rugby Art Gallery and Museum. This proposal aims to increase and diversify the cultural offer in the town. As well as increasing public access to Rugby's rich heritage, the proposal seeks to attract more visitors to Rugby and to generate greater town centre footfall. As demonstrated successfully elsewhere, this measure is intended to benefit the wider economy of the town centre, encouraging a longer stay in the town and increasing capacity for income generation in the long-term.

As well as liaising with the Heritage Lottery Fund, the team are mapping other available sources of external funding which could be accessed for future town centre projects. The results of this work will be presented to the Visitor Economy Working Party at a future meeting and any future bid will require Cabinet approval to progress.

2.6 Recommendations 6 and 7 – Blue Plaque Scheme

Discussions are ongoing in relation to the enhancement of the Blue Plaque Scheme. It is proposed that this initiative is explored further as a part of a strategic public realm enhancement proposal in the town centre. A paper will be presented to a future meeting of the Visitor Economy Working Party.

2.7 Recommendation 8 – Register of Public Buildings and Monuments

This recommendation has not been progressed further at this stage. It is proposed that a ‘fact finding’ exercise is undertaken by Development Strategy to compare the work of neighbouring local authorities and to fully understand the risks and benefits of introducing a register in the borough. This will be presented to a future meeting of the Visitor Economy Working Party.

2.8 Recommendation 9 – Annual Review

This recommendation is addressed by the production of this progress report.

Name of Meeting: Whittle Overview and Scrutiny Committee
Date of Meeting: 10 December 2018
Subject Matter: Town Centre Heritage – 12-Month Update

LIST OF BACKGROUND PAPERS

| Doc No | Title of Document and Hyperlink |
|--------|---|
| 1. | Town Centre Heritage Task Group https://www.rugby.gov.uk/meetings/committee/61/town_centre_heritage_task_group |
| 2. | Cabinet 5 February 2018 Part 1 Agenda Item 5 – Scrutiny Review of Town Centre Heritage https://www.rugby.gov.uk/meetings/meeting/814/cabinet |



Appendix

REVIEW OF TOWN CENTRE HERITAGE

November 2017

CONTENTS

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TASK GROUP MEMBERSHIP

The task group consisted of the following members:

Councillor **Kathryn Lawrence** (Chair)
Councillor **Tina Avis**
Councillor **Sally Bragg**
Councillor **Anthony Gillias**
Councillor **Neil Sandison**
Councillor **Jill Simpson-Vince**
Councillor **Ramesh Srivastava**
Councillor **Carolyn Watson-Merret**

FOR FURTHER INFORMATION

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ACKNOWLEDGEMENTS

The Group would like to thank the following for their valuable contribution to this review:

Aftab Gaffar, Managing Director, Rugby First Limited
Chris Stanley, Unlimited Communications
Amber Merrick-Potter, Events Manager, St Andrew's Parish Church
Dr Rex Pogson, Open Door Programme, St Andrew's Parish Church
Martin Stahel, Sales Director, Zappar

The Group are also thankful to the following officers who have supported them throughout the review process:

- Rob Back (Head of Growth and Investment)
- Victoria Gabbitas (Arts, Heritage and Visitor Services Manager)
- Michael Beirne (Town Centre and Tourism Team Leader)
- Matthew Deaves (Communication, Consultation and Information Manager)
- Linn Ashmore (Democratic Services Officer)

CHAIR'S FOREWORD

I would like to thank all the members of this group for their passionate interest in Rugby's Heritage. During our meetings, members shared their in-depth knowledge of the town's heritage covering not only historical aspects but also highlighting our proud industrial, scientific and technological heritage.

Members also shared their experiences of participating in heritage and cultural events like the Rugby Festival of Culture, the Bikefest and their experiences of the Rugby Art Gallery & Museum. They expressed their appreciation for the partnership working of Rugby Borough Council with Rugby First and the Rugby Festival of Culture.

The five former Mayors contributed their experiences in hosting guests from neighbouring towns. Members were also motivated to participate in some of the visitor experiences on offer by following the Blue Plaque Trail and touring the town with one of the volunteer Town Guides.

We had some excellent presentations from officers and members of the wider community which focused the group's attention on potential ideas that could be explored to improve and enhance the experience of both residents and visitors exploring our town's heritage and culture.

The motion from Councillor Sandison to Council regarding the introduction of a Green Plaque Scheme was explored in detail. The members of the group took notice of the advice from English Heritage on Plaque Schemes and considered in depth the current Blue Plaque Scheme in the Town Centre. The group's conclusion was to recommend that the current Blue Plaque Scheme be modernised and enhanced and that consideration be given to new additions to the plaques.

The group was particularly interested in the session which explored the use of technology and software to enhance the visitor experience. Other towns and cities have already moved into this area and developed Apps that can be used on mobiles and tablets. This is a key area of our recommendations and although will entail an initial outlay, will replace the variety of leaflets currently available and be more appealing to our younger residents and visitors.

A special thank you to Linn Ashmore in her role as Democratic Services Officer for producing excellent minutes from our discussions.

Councillor Kathryn Lawrence
Chair

1. RECOMMENDATIONS

The Task Group proposes the following recommendations to Cabinet:

| | |
|----|--|
| 1. | Include heritage-led events in the town centre events programme, starting with the Festival of Culture in 2018. |
| 2. | Update leaflets for walking tours and town centre trails with 'The Rugby Town' branding, ensuring information is clearly presented, relevant, factually correct and up-to-date. |
| 3. | Develop an 'augmented reality' mobile app to help bring some of the existing town trails to life and engage new audiences. |
| 4. | Continue support for the Town Guides programme and adopt a new marketing plan to promote walking tours more effectively. |
| 5. | Support the redisplay of the Rugby social history collection through a Heritage Lottery Fund bid. |
| 6. | To modernise and enhance the present Blue Plaques scheme to ensure the route is visible and compatible with 'augmented reality' technology, whilst also exploring options for themed routes. |
| 7. | To consider establishing an advisory group regarding new additions to the Blue Plaque scheme. |
| 8. | A register of significant public buildings and monuments should be compiled, to include listed buildings, for the new advisory group. |
| 9. | A report be presented annually to an overview and scrutiny committee providing an update on the progress of the group's recommendations. |

1.1 Alignment with the Corporate Strategy

The review relates to the following corporate priorities:

GROWTH AND INVESTMENT: Promote and grow Rugby's visitor economy with our partners

2. OBJECTIVES

2.1 Background

At its meeting on 19 July 2016 Council referred a motion on the topic of a Green Plaque Scheme, and in accordance with Standing Order 11 the Motion then stood referred to a scrutiny committee.

Whittle Overview and Scrutiny Committee considered the motion referred by Council at its meeting on 12 September 2016 and decided that the proposal should be considered alongside wider work taking place in the town centre and that a task group should be set up to carry out this work.

Whittle approved the one-page strategy at its meeting on 13 March 2017.

On 6 February 2017, Cabinet also decided that a cross-party Visitor Economy Working Party would be established to provide guidance and overview on matters relating to tourism, destination marketing and the town centre.

2.2 The One Page Strategy

The 'one-page strategy' is the name given to the scoping document for the review. It defines the task and the improvements being aimed for and how these are going to be achieved. The review's one-page strategy, revised by the task group at the first meeting in June 2017, is as follows:

What is the broad topic area?

Town Centre Heritage. The broad aims of the review are to encourage local residents and visitors of all ages to explore, to enjoy, and to take pride in Rugby town's heritage.

What is the specific topic area?

Representing Rugby's heritage through initiatives to increase town centre footfall. A number of options are available, based on initial research of initiatives in other places, each with different advantages and disadvantages – broadly these include:

1. Reviewing the extent to which the current town centre events programme focuses on heritage and making initial recommendations on how this can be improved.
2. Enhancing access to information and marketing activities for existing initiatives i.e. the Blue Plaque trail, Pathway of Fame and Town Guides.
3. Green Plaque Scheme – progress with the original proposal of a new trail focusing on heritage sites and places of interest in the town.

4. 'Augmented Reality' mobile apps – this would allow people to view town centre environments through the lens of their camera phones, with additional interesting and engaging content. Examples include interaction with 3D characters, video or visitor interpretation and QR codes.

What should be considered?

The following areas are relevant to the discussion:

- Use of digital and modern technology to provide unique visitor experiences.
- The wider marketing plan for the town centre and opportunities to collect information on our customers, particularly through the free public Wi-Fi network.
- Target audiences – the extent to which initiatives are designed for different local, regional, national or international visitors.
- Promotion of the town's wider heritage links alongside Rugby's unique selling point as the birthplace of the game.
- Ways to increase footfall not only the town centre, but specifically between individual cultural assets.
- Funding opportunities.

Who shall we consult?

The Council's Town Centre and Tourism Team Leader, responsible for overseeing the Town Centre Action Plan 2016 – 2020, will support the Task Group to develop their recommendations.

- Arts, Heritage and Visitor Service
- Representatives of places with current good practice examples
- Local History Groups
- Rugby First Limited
- Rugby School
- Rugby Art Gallery and Museum

How long should it take?

Report to committee in either November or January.

What will be the outcome?

Recommendations on the development of heritage-based initiatives to increase town centre footfall.

3. METHODOLOGY

3.1 Overview

The work of the task group has focused on four main areas:

- Enhancing access to information and marketing activities for existing schemes and initiatives.
- Review the extent the current town centre events programme focuses on heritage.
- Plaque schemes.
- ‘Augmented reality’ mobile apps – to enhance the visitor experience and help tell a story.

The task group met six times between June and November 2017 and built a strong evidence base to support its conclusions, drawing on a variety of sources. This included:

- Scene setting presentation giving background and context for the review.
- Current town centre history and heritage.
- The town centre events programme and how heritage is represented.
- Public engagement and results of an online consultation and questionnaire.
- Feedback from members on their experiences of the Blue Plaque trail and the walking tours carried out by the Rugby Town Guides, and the Rugby Festival of Culture events.
- Enhancing access to information and marketing activities for existing initiatives.
- The role of Rugby First Limited, marketing promotion and town centre events.
- Festival of Culture feedback.
- The future ideas and events programme at St Andrew’s Parish Church, including a scheme to develop St Andrew’s Gardens for wider community use.
- Commemorative plaque schemes and guidance published by English Heritage.
- Use of technology and software to enhance the visitor experience. This included a presentation from a software specialist called Zappar on the use of codes and apps for mobile devices.

4. EVIDENCE

4.1 Call for Evidence

The task group sought the views of a range of different individuals and groups. A public consultation was launched and an online questionnaire was set-up for people to submit feedback to the task group. Physical copies of the questionnaire were also made available in the Visitor Centre. A copy of the questions is attached at Appendix 1. The number of responses was low; however, the following general observations were made:

- There was general agreement that town centre events could include a clearer link to the town’s own heritage. One respondent provided examples of how this could be done.
- No respondents felt the need to provide more blue plaques, though there were various ideas for other sites of very local interest.

- Most respondents had ideas on how to make information about the Blue Plaque trail and other heritage assets more accessible, including using web technologies.
- There was general agreement that smartphone technologies should be used, with various ideas of how this could be achieved.

4.3 Access to evidence

The task group review papers are available online at www.rugby.gov.uk/meetings in the section 'agendas, reports and minutes', and can be found by selecting the Town Centre Heritage Task Group.

5. FINDINGS

5.1 Background

The task group received a presentation setting the scene for the review outlining current initiatives.

The Town Centre Action Plan 2016-2020 focuses on five areas:

- Marketing
- Visitor economy and Destination Management Planning
- Planning
- Physical environment/public realm
- Investment

It was important not to duplicate related work being carried out and maintain distinct work streams. It was acknowledged that matters relating to the town centre economy would be covered by the Visitor Economy Cabinet Working Party.

5.2 Current town centre history and heritage

The Arts, Heritage and Visitor Services Manager gave the task group a presentation on history and heritage in Rugby.

This included history relating to geology, railways, canals, Romans, the town centre market, Rugby School, the game of rugby, Victorian buildings and engineers amongst many personalities associated with literature, invention, innovation and design.

It was important to distinguish between heritage and culture. For the purposes of the review **heritage was defined** as being something tangible from the past that was worthy of preservation, and **culture was defined** as being something much wider and more intangible that related to traditions and the way people live.

There were a number of social history collections within the Rugby Art Gallery and Museum (RAGM).

A large piece of work has just begun on redisplaying items from the social history collections in the museum but this is still at the initial planning stage. Funding is being sought through the Heritage Lottery Fund. Connections could be developed to link the inside exhibits with the wider environment.

5.3 Town centre events programme

Chris Stanley from Unlimited Communications gave the task group a presentation on town centre events and how heritage was represented.

There are a number of well-established annual events taking place in the town centre and there could be opportunities to enhance these that could include:

- Festival of Culture
- Open heritage weekend
- Heritage Open Days
- Bikefest

Rugby has a strong association with authors and this could be one way to encourage a new audience. Other towns have had success with literary events.

Some suggestions for future events could include:

- Connection to the centenary of WWI and war poets
- A literary festival
- Literary walking tours, living history or theatre productions including storytelling authors
- Themed events

Points to consider include:

- Explore ways of promoting events and an improved visitor approach
- Linking the Hall of Fame to written material such as a book launch

5.4 Current Schemes and Initiatives

Members of the task group gave feedback on their experiences of attending the Festival of Culture events, completing the Blue Plaque trail and taking part in one of the Rugby Town Guide walking tours. The following points and comments were made by members of the group:

Festival of Culture

- The brochure was excellent.
- It was delivered to homes but some residents mistook it for a trade magazine and disposed of it.
- One councillor ordered 50 copies which proved very popular across their local community.
- The musical events were fantastic.

- Some events were poorly supported, but this could have been due to clashes with more popular ones.
- There are a number of good venues for musical events due to the excellent acoustics.
- The venue for the performance of the Reluctant Dragon was unsuitable and uncomfortable as it was cramped, meaning it got very hot, and children were expected to sit on the floor rather than with their parents.
- The concerts at the Temple Speech Room were very good and were all sold out.
- There was a good range of events and the outdoor musical events were very popular.

Blue Plaque trail

- The plaques were not numbered which meant it would be easy for additional plaques to be included.
- The map was not clear and it was difficult to see where the plaques were located.
- Positioning of the plaques was an issue. Some were high up covered by shrubbery or only visible by stepping out into the road.
- There were a number of historically interesting buildings which do not have any form of plaque or signage.
- It could get boring and needs reviewing.
- The information contained in the leaflet was extensive.
- The use of modern technology as a way of bringing the locations or subject matter to life was unanimously supported.
- An enhanced plaque scheme would include a number of other sites of interests and the use of apps would enhance the visitor experience. This could also highlight themes e.g. science, history, industrial heritage and literature.

Heritage walking tours

- Last year's Mayor organised a tour to raise funds for their mayoral charity which included the walking tours, a visit to the Hall of Fame, and afternoon tea at RAGM. This promoted these activities with civic guests from other local authorities.
- Each walking tour held was different and it was suggested that guides could use the same information as a basis for their tour.
- The pace of the tour was very good, time passed quickly, and it was an excellent way of drawing attention to the architecture of the buildings.

5.5 Enhancing access to information for existing trails

Officers were updating the current range of leaflets and creating one for the Pathway of Fame. The Town Centre and Tourism Team Leader circulated draft copies of the Rugby Town re-branded versions of the Blue Plaque trail leaflet, the Rugby Town Guides walking tours and the Heritage Open Days.

The task group reviewed the revised Blue Plaque trail leaflet and made the following comments:

- There is scope to increase the number of local women represented.
- The numbering of the plaques on the leaflet was random and did not reflect a walking route.

- All routes should begin at the Visitors Centre.
- On opening the leaflet to view the map the list of plaques begins at 16 rather than the first plaque.
- The text in the boxes for each plaque was too small.
- A large print version should be made available.
- Different walks or trails could be considered.
- There could be a range of walks. Different routes could be created for different areas of interest, such as sport or literature and colour coded on the leaflet.
- There was a concentration of plaques within a small area and there were other buildings of importance that were not included.
- The plaque tour should focus on the immediate town centre and plaques outside this area could be listed separately.
- To support the local economy visitors should be drawn towards the shopping areas.
- Some ways of identifying the length of the trail, either by distance or time would be helpful.
- Some form of scale on the map and directional arrows would be useful.
- Plaque 31 (Rugby's Third Station) would be better described as Rugby Junction and the wording could be improved to include a reference to Charles Dickens.
- Plaque 1 (Caldecott Park) should include up-to-date information on the Green Flag award.

The Tourism and Town Centre Team Leader met with the volunteer Town Guides in July and one of the agreed outcomes from the meeting was that a new marketing plan was needed for the walking tours. Some ideas included:

- The use of social media.
- Targeting specific community groups such as the Women's Institute or Ramblers.
- To install some form of flag or air board to advertise the walks.
- Businesses and hotels could be targeted and specific offers could be linked, such as afternoon tea.

5.6 Rugby First Limited and Town Centre Events

The task group received a verbal report from the Managing Director at Rugby First concerning the Town Centre programme of events and general introduction:

Rugby First

- A limited company formed in 2005 which operates independently of the borough council and manages the Town Centre Business Improvement District.
- The third mandate was agreed by majority of Town Centre businesses in 2015 and will last for five years. The key aims of the business plan are:
 - BID Rangers
 - Town Centre CCTV
 - Cleaning Service
 - Marketing, Promotions and Events

Marketing, Promotion and Events

Rugby First in partnership with businesses, Rugby Borough Council and other organisations deliver an exciting programme of high quality marketing, promotions and events. These have proved extremely effective in increasing Town Centre footfall, spend, raising the profile of Rugby and local businesses. They have also attracted new customers and businesses to the town. Rugby First wants to build on the legacy of the Rugby World Cup by establishing Rugby as a tourist venue and highlighting Rugby's unique selling points.

When Aftab Gaffar took over Rugby First as the new Managing Director in 2006, there weren't many events taking place in Rugby. It was quickly identified within Rugby First that more events need to take place in the Town Centre. Over 15 events are delivered annually. Most events are a joint effort and without the support of the Council and other partners would not be possible. These included:

- St George's Day – at a weekend, brings in about 2,000 people
- Rugby Bikefest – YouTube videos filmed by bikers of their rides from the A5 truck stop to the Town Centre
- Rugby Festival of Culture – two-week festival in its 7th year packed with activities happening in the Town Centre (covered under a separate agenda item)
- Rugby Food and Drink Festival – festival in its 4th year, 30 – 40 stalls. This year the top end of Regent Street will be closed to accommodate the increase in stalls.
- Christmas Light Switch on – one of the biggest events in the calendar, brings in between 8,000 to 10,000 people. The stage name can make a big difference to the number of people on the day.
- A customer survey was carried out recently asking the customers what Town Centre events they know about. The Christmas Light Switch on came out on the top and the Food and Drink Festival came in second.

The following ad-hoc events have been held in the Town Centre over the years and are available to view online:

- Family Fun Days
- Diamond Jubilee of Queen Elizabeth II
- The Queen's 90th Birthday Celebration
- Godiva Festival
- Fashion Show
- Olympic Torch Relay
- Planting Scheme to help Rugby in Bloom
- Walking With The Wounded
- WWI 1914 Centenary – Rugby Remembers

The Town Centre events do not directly promote heritage. In the past two years, within the Rugby Festival of Culture, an objective has been to encourage people to walk around the town. In terms of ideas, it was identified that Rugby has a lot of beautiful buildings. Some other towns illuminate their key buildings to highlight them. This is something that Rugby First is looking into as part of the Public Realm Strategy. The company that supplies the Christmas lights in Rugby has recently moved into illuminating buildings. This a great way to highlight some of the town's heritage.

During discussion the following comments were made:

- Rugby First did a survey with businesses regarding the Christmas Lights Switch On. Over 90% of businesses stated they would like the event to remain on a Sunday.
- There are at least two iconic buildings in the Town Centre: St Andrew's Church with its steeple and Rugby School Chapel. If illuminated, they would be a beacon for Rugby.
- To place lights in the trees around the Rupert Brooke statue has been reviewed and would be very expensive.
- 'Looking up in Rugby' is a positive message to people out there. Rugby is picking up and moving forward.
- The Town Guides do a brilliant job at making people look up at building when they walk around.

5.7 St Andrew's Church and the public realm

The task group received a presentation from Amber Merrick-Potter (Events Manager, St Andrew's Church) and Dr Rex Pogson (Open Door Programme, St Andrew's Church) concerning the St Andrew's Church and Garden. During the presentation, the following points were made:

- St Andrew's Church is a key part of Rugby's heritage, the town's oldest building with unique architecture and a rich history.
- New lighting has been installed to illuminate the church ceiling.
- The Events Manager is in contact with the Arts Development Officer at the Rugby Art Gallery and Museum with regards to displaying public art collections at St Andrew's and working with Coventry Cathedral on how to bring their Centenary Arts Festival to Rugby.
- St Andrew's will be applying for arts funding from the Council to support a community, culture and heritage programme which will be based around 1918, suffrage and WWI. Part of the programme will also be celebrating Woodbine Willie's life. It will also be a throughout the year project tying in with some of the annual events already taking place in the town centre.
- Working with Warwickshire County Council, Rugby Borough Council and a range of partners, the church aims to develop St Andrew's Gardens as a space for Reflection, Recreation and Renewal at the Heart of the Town.
- The area between the garden and the road, if adapted and modernised, could then be used for anything from drama, music, lectures in the summer through to an ice rink at Christmas.
- The railings are a sensitive issue because they were removed during the war and reinstated as a result of a public campaign.

5.8 Use of digital technology

The task group received a presentation from Martin Stahel, Sales Director for a software specialist called Zappar, on the development of an 'augmented reality' (AR) app and what could be achieved in Rugby.

Zappar is a small global company in AR stakes. It was formed around seven years ago and its aim is to democratise new technology and make it quicker and more cost effective in the hands of the user.

During the presentation the following points were made:

- The technology is based on smartphone technology which is more widespread since phones became more powerful and cheaper to buy.
- This technology is accessible to people of all ages.
- The icon can be attached or printed on physical objects, buildings or leaflets so could be used in a variety of ways.
- Augmented reality apps connect the physical world with experiences and events to offer enjoyment and information.
- Augmented reality can be used to encourage visitors to explore areas and move around points of interest. Fun content can be shared digitally, for example by the taking of selfies.
- Within a town or city environment it could be used to drive wider exploration e.g. Bath City has an icon, similar to Pokemon Go that leads users through a visual pathway targeting particular points.
- Historical content and local stories can be brought to life.
- The apps can be personalised with a range of marketing channels.
- The apps can be used to deliver commercial objectives.
- Incentives and rewards can be built in to offer users news, information on events, tokens or vouchers.
- Some examples of work carried out with known brands was given. These included an example of fitting in a simple video of a sports personality, allowing the user to take a selfie and watching action clips that could be shared on social media
- The AR experience can be easily shared on other social media.
- The app could automatically detect user language, or allow users to select a particular language.
- The app was a simple means of connecting. Care would be needed to select the right message for the right user group.
- There is a need to consider what is interesting or important that would attract someone to scan the app.
- App sizes vary depending on the amount of content. The apps can be accessed quickly and do not use up a lot of data.
- The key to success is targeting the right audience at the right time.

Note 1

The continuation of free wifi availability within the town centre will enable augmented reality to be cost effective for the user. Zappar stated that the app uses the same amount of mobile data as downloading one iTunes.

Note 2

Zappar were the only company who responded to an invitation to address the group. They gave an extensive presentation including a question and answer session. They estimated the cost is to be between £25,000 and £50,000.

6. CONCLUSIONS

The task group drew the following conclusions from the evidence that it gathered:

- A redisplay of the museum's social history collection could be made possible through a Heritage Lottery Fund bid – officers are currently in the early stages of looking at the project's feasibility.
- The town centre events programme should be reviewed in partnership with Rugby First and Rugby Festival of Culture to include more heritage-related events.
- To celebrate and enhance the town centre's heritage assets partnership working should be encouraged.
- The positioning of an enhanced commemorative plaque scheme should be reviewed to ensure the route is visible and compatible with AR technology. There is also potential to have different themed routes giving visitors more choice, with a colour coded leaflet.
- Leaflets for walking tours and town centre trails need to be updated with 'The Rugby Town' branding. At the same time, a number of improvements to the design of these marketing materials should be made to ensure information is clearly presented, relevant, factually correct and up-to-date.
- Improvements to the visitor information boards and additional signage in the form of banners should be costed and implemented where possible.
- The Town Guides programme should continue to be supported and promoted more effectively with a new marketing plan.
- Improvements to St Andrew's Church Gardens could have significant positive impacts for the wider town centre.
- The use of AR technology could help bring some of the existing town trails to life and engage new audiences. More detailed proposals and costs are required before a project could be developed.

Online forms: Rugby Town Centre Heritage

Form progress: 0% - Page 1 of 5

A task group of Rugby borough councillors has been set up to encourage local residents and visitors of all ages to explore, to enjoy and to take pride in Rugby town's heritage. The specific topic areas they are looking at are:

- Reviewing the extent to which the current [town centre events programme](#) focuses on heritage and making initial recommendations on how this can be improved.
- Improving access to information and marketing activities for existing activities, for example the [Blue Plaque trail](#), [Pathway of Fame](#) and [Rugby town guided tours](#).
- Reviewing the [blue plaque scheme](#) and whether there should be additional plaques.
- Investigating the use of technology to allow people to view town centre environments through smartphones, with additional content.

The task group would like your feedback on these four topic areas, which they will consider as part of their review. Please click "save and continue" to give your feedback.

Page 2 - Town centre events

The main town centre events are the St George's Day fun day, Rugby Bikefest, Rugby Festival of Culture, Rugby Food and Drink festival, and the Christmas lights switch on.

Question 1: To what extent do you think that the town centre events programme focuses on heritage?

Question 2: Do you think that the town centre events could focus on heritage more than they do? How could this be done?

Page 3 - Access to information

There is a blue plaque trail, a pathway of fame, and regular town guide tours of the town.

Technologies could reuse content from these schemes with additional interesting and engaging content, brought to life through smartphones.

Question 1: In what ways should residents and visitors be able to access information about these schemes?

Question 2: Does the blue plaque scheme cover all of the relevant heritage sites? Should it be supplemented?

Question 3: To what extent do you think that technology could tell the story of Rugby's heritage through smartphones?

Page 4 - About you

The task group may like to contact you to ask you more about your ideas. If you are happy for them to do this please provide your details below.

Question 1: Title

Question 2: First name

Question 3: Surname

Question 4: House number/name

Question 5: Street name

Question 6: Area

Question 7: Postcode

Question 8: Phone number

Question 9: Email

Question 10: If you are responding on behalf of a group, business or organisation, please state its name.

AGENDA MANAGEMENT SHEET

| | |
|--|---|
| <i>Name of Meeting</i> | Whittle Overview and Scrutiny Committee |
| <i>Date of Meeting</i> | 10 December 2018 |
| <i>Report Title</i> | Overview and Scrutiny Work Programme 2018/19 |
| <i>Ward Relevance</i> | None |
| <i>Contact Officer</i> | Linn Ashmore, Democratic Services Officer, Tel: 01788 533522 |
| <i>Summary</i> | The report updates the Committee on the progress of task group reviews within its remit and details the overview and scrutiny forward work programme for 2018/19. |
| <i>Financial Implications</i> | There is a budget of £500 available in 2018/19 to spend on the delivery of the overview and scrutiny work programme. |
| <i>Risk Management Implications</i> | There are no risk management implications arising from this report. |
| <i>Environmental Implications</i> | There are no environmental implications arising from this report. |
| <i>Legal Implications</i> | There are no legal implications arising from this report. |
| <i>Equality and Diversity</i> | No new or existing policy or procedure has been recommended. |

Public Report to the Whittle Overview and Scrutiny Committee

10 December 2018

Overview and Scrutiny Work Programme 2018/19

Summary

The report updates the Committee on the progress of task group reviews within its remit and details the overview and scrutiny forward work programme for 2018/19.

1. PROGRESS ON SCRUTINY REVIEWS

- 1.1 Informing and Engaging our Communities** – the task group is focussing on an advertisement project for the Council’s recycling campaign, but progress has been delayed while the campaign script is finalised between officers and the media company.
- 1.2 Access for People with a Disability** – the inaugural meeting of the task group is being held on 11 December.
- 1.3 Parking at the Queen’s Diamond Jubilee Leisure Centre** – this topic has been covered by a separate item on this agenda.

2. FUTURE WORK PROGRAMME

The scrutiny committee chairs meet on a regular basis to discuss and agree the allocation of work and topics for each scrutiny committee. The current work programme is as follows:

Brooke Overview and Scrutiny Committee

| Topic | Comments |
|---|--|
| <i>Trees and Hedges</i> | Light touch review scheduled for 7 February 2019 |
| <i>Employee Wellbeing</i> | Following approval of the Human Resources Strategy and action plan, officers were exploring ways that scrutiny can add value. The item has been scheduled for 7 February 2019. |
| <i>Special Expenses Scheme – Council Tax</i> | The draft one-page strategy is scheduled for review on 11 April 2019. |

Whittle Overview and Scrutiny Committee

| Topic | Comments |
|--|----------------------------------|
| <i>Access for People with a Disability</i> | As outlined in paragraph 1 above |
| <i>Parking at the Queen's Diamond Jubilee Leisure Centre</i> | |
| <i>Informing and Engaging Our Communities</i> | |

Joint Overview and Scrutiny Committee

| Topic | Comments |
|--|--|
| <i>Commercialisation, Collaboration and Partnerships</i> | Joint meeting to be scheduled toward the end of the municipal year |

A copy of the work programme is attached at Appendix.

- 2.1** A joint meeting of Brooke and Whittle has been arranged on 28 January 2019 with the Leader and Executive Director that will take the form of the usual question and answer style meeting. Members are requested to submit questions to Democratic Services by 7 January 2019.

3. CONCLUSION

The committee is asked to:

- note the progress in the task group reviews; and
- agree the future work programme for the committee.

Name of Meeting: Whittle Overview and Scrutiny Committee
Date of Meeting: 10 December 2018
Subject Matter: Overview and Scrutiny Work Programme 2018/19

LIST OF BACKGROUND PAPERS

There are no background papers relating to this item.

Overview and Scrutiny Work Programme 2018/19

Joint Overview and Scrutiny Meeting 28 January 2019

| Topic | Description |
|--------------------------------------|--|
| Leader and Executive Director | Discussion of performance and future strategy with Leader and Executive Director |

Brooke 7 February 2019

| Topic | Description |
|---|--|
| Finance and Performance Monitoring 2018/19 Q3 | Monitoring of finance and performance |
| Employee Wellbeing | Wellbeing of staff and members including mental health |
| Notice of Motion – Reduce Plastic Waste at the Council | Progress update |
| Trees and Hedges | Light touch review |

Whittle 11 March 2019

| Topic | Description |
|---|--|
| Growth and Investment Portfolio | Discussion with the Portfolio Holder on performance. Members of Brooke will also be invited to attend. |
| Informing and Engaging Our Communities | Draft review report |

Brooke 11 April 2019

| Topic | Description |
|--------------------------------|---|
| Crime and Disorder | Annual review |
| Special Expenses Scheme | Assessment of the scheme - draft one-page strategy for approval prior to commencement of review in 2019/20. |

Joint Overview and Scrutiny Meeting TBC

| Topic | Description |
|--|---|
| Commercialisation, Collaboration and Partnerships | Commercialisation Strategy. Exploring commercial activity, subscription packages of services, collaboration with other public-sector bodies, shared service and trading. RBC relationships with partners and their value. |

Items to be allocated to a committee

| Topic | Description |
|--|--|
| Houses in Multiple Occupation | Understanding of existing issues with HMOs based on licensing and enforcement. New legislation came into effect on 1 October 2018. |
| Materials Recovery Facility | Pre-decision scrutiny of the options. |
| Universal Credit | Update following the implementation of changes to the administration of Universal Credit as reported in April 2018 (to be considered later in the municipal year). Members received an update at the joint meeting on 8 November 2018. |
| Encouraging the Community to Adopt Healthy Lifestyles | To monitor the delivery of priorities and associated costs of initiatives the Council could support. As per the recommendation of Council on 27 September 2018. |
| Affordable Housing Provision in the Borough | Topic identified at the joint meeting on 8 November 2018. |

Items to be carried forward to 2019/20

| Topic | Description |
|--|---|
| Council-led Community Lottery | To monitor progress after a year of operation. |
| Review of Housing Maintenance/Repairs | To focus on customer satisfaction. |
| Special Expenses Scheme | Following the approval of the one-page strategy on 11 April 2019, to carry out the review in time to inform the budget setting process for 2020/21. |