

30 November 2016

## **BROOKE OVERVIEW AND SCRUTINY COMMITTEE – 8 DECEMBER 2016**

A meeting of the Brooke Overview and Scrutiny Committee will be held at 5.30pm on Thursday 8 December in Committee Room 1, Town Hall, Rugby.

Councillor Claire Edwards  
Chair of Brooke 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 13 October 2016.

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. Finance and Performance Monitoring 2016/17 Quarter 2
5. Benn Hall – Two Year Marketing and Business Plan – 6 Month Update
6. Committee Work Programme

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

**Membership of the Committee:**

Councillors Claire Edwards (Chair), Mrs A'Barrow, Cade, Mrs Garcia, Miss Lawrence, Mrs New, Mrs O'Rourke, Sandison and Dr Williams

*If you have any general queries with regard to this agenda please contact Veronika Beckova, Democratic Services Officer (01788 533591 or e-mail [veronika.beckova@rugby.gov.uk](mailto:veronika.beckova@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**

<b><i>Name of Meeting</i></b>	Brooke Overview and Scrutiny Committee
<b><i>Date of Meeting</i></b>	8 December 2016
<b><i>Report Title</i></b>	Finance and Performance Monitoring 2016/17 Quarter 2
<b><i>Ward Relevance</i></b>	All
<b><i>Contact Officer</i></b>	Mannie Ketley, Head of Corporate Resources and Chief Financial Officer
<b><i>Summary</i></b>	This is the second of the quarterly finance and performance monitoring reports for 2016/17, which combines both finance (revenue and capital) and performance monitoring.
<b><i>Financial Implications</i></b>	As detailed within the report.
<b><i>Risk Management Implications</i></b>	There are no risk management implications arising from this report.
<b><i>Environmental Implications</i></b>	There are no environmental implications arising from this report.
<b><i>Legal Implications</i></b>	There are no legal implications arising from this report.
<b><i>Equality and Diversity</i></b>	No new or existing policy or procedure has been recommended.

**Public Report to Brooke Overview and Scrutiny Committee**

**8 December 2016**

**Finance and Performance Monitoring 2016/17 Quarter 2**

**Summary**

This is the second of the quarterly finance and performance monitoring reports for 2016/17, which combines both finance (revenue and capital) and performance monitoring.

**1. INTRODUCTION**

The Brooke and Whittle Overview and Scrutiny Committees alternately consider quarterly finance and performance reports that are submitted to Cabinet. The Whittle considered the first quarterly report for 2016/17 at its meeting on 12 September 2016.

Cabinet considered a report concerning the Council's financial and performance position as at the second quarter of 2016/17 at its meeting on 28 November 2016. Copies of the report were circulated to all Members as part of the Cabinet agenda and committee members are requested to bring this to the meeting.

The Head of Corporate Resources will give an introduction at the meeting, concentrating on the financial indicators that have been consistently red and providing additional detail where requested.

**2. CHANGES IN REPORTING TO OVERVIEW AND SCRUTINY COMMITTEES**

Following the retirement of the Scrutiny Officer on 24 July 2016 and the subsequent disestablishment of their post, a number of changes to officer roles in relation to scrutiny are being implemented. Essentially it means that much of the work of supporting overview and scrutiny activity will be carried out by the relevant service officers without a scrutiny officer acting as an intermediary or facilitator.

In the case of Finance and Performance reporting, the Head of Corporate Resources will report direct to OSCs. Members will be asked to use the Cabinet Finance and Performance reports rather than being provided with the exception reports that the Scrutiny Officer had previously produced by selective extraction of data from the Cabinet reports and the RPMS (Rugby Performance Management System).

For 2016/17 the quarterly monitoring Cabinet reports have been restructured and slimmed down from previous year's reports, with removal of the detailed Portfolio analysis that was previously presented as appendices to the report. However, all service variances in

excess of £10,000 have been presented in the report and therefore this change has removed some of the information that was previously duplicated. This change will enhance the accessibility of the key information the committee to scrutinise.

### 3. FINANCIAL MONITORING

Throughout the Cabinet report from a financial perspective adverse variances to budget, expenditure overspends and income shortfalls, are shown as positive values. Favourable variances, such as expenditure underspends and additional income, are shown as negative values.

Narratives on the variances to budget are provided within the Cabinet report, but the key points for the committee to consider are:

- The report recommends a number of adjustments to budgets, including virements to corporate savings, carry forward requests to 2017/18 and supplementary requests that are wholly or largely funded from external contributions.
- Overall, General Fund revenue is currently anticipated to have a favourable variance of around **£390,000** at year-end and General Fund balances are anticipated to be just above **£2.2m**.
- Included within this forecast is an expectation that **£350,000** of corporate savings will be realised in 2016/17, representing a surplus of £150,000 against the annual £200,000 target
- The Housing Revenue Account is currently forecast to have a favourable variance of about **£332,000** at year-end, with balances around **£1.4 million**.
- General Fund capital is expected to have a favourable variance of approximately **£380,000** at year-end, but this largely relates to a proposed carry forward to 2017/18 for the Solar Panel scheme.
- HRA capital is forecast have a favourable variance of **£1,241,000**, largely relating to proposed carry forward to 2017/18 for a number of schemes.

### 4. PERFORMANCE MONITORING

In an effort to make performance data easier to digest the performance indicators have been grouped into Data Sets and presented in Appendix 4 to the Cabinet report. This brings focus and clarity to the performance indicators and where they sit within the organisation. Whilst the Data Sets are not split into portfolio segments, the portfolio is identified at the end column.

Quarter 1 Summary:

- There are several measures with negative trends that actually when you compare them quarter for quarter instead of against the previous month it tells a good story and not a bad one.

- Q2 performance data is showing a negative trend overall and commentary is attached to indicators in **Appendix 4** to the Cabinet report from the relevant officers.

Given the changes to scrutiny arrangements, it will become even more important for members to use RPMS to delve deeper into the information, for example to identify trends, make comparisons between time periods and to understand the stories behind the data.

Members are reminded that Christopher Trezise, Corporate Performance Management Officer, will be pleased to provide members with one-to-one tuition on the RPMS. Please contact him by email or on 01788 533516.

Name of Meeting: Brooke Overview and Scrutiny Committee

Date of Meeting: 8 December 2016

Subject Matter: Finance and Performance Monitoring 2016/17 Quarter 2

#### **LIST OF BACKGROUND PAPERS**

There are no background papers relating to this item.

**AGENDA MANAGEMENT SHEET**

<b><i>Name of Meeting</i></b>	Brooke Overview and Scrutiny Committee
<b><i>Date of Meeting</i></b>	8 December 2016
<b><i>Report Title</i></b>	Benn Hall – Two Year Marketing and Business Plan – 6 Month Update
<b><i>Ward Relevance</i></b>	All
<b><i>Contact Officer</i></b>	Rob Back, Head of Growth and Investment Tel: 01788 533 720
<b><i>Summary</i></b>	This paper reports on the initial six month operation following the approval of a two year marketing and business plan for The Benn Hall.
<b><i>Financial Implications</i></b>	There are no financial implications arising from this report.
<b><i>Risk Management Implications</i></b>	There are no risk management implications arising from this report.
<b><i>Environmental Implications</i></b>	There are no environmental implications arising from this report.
<b><i>Legal Implications</i></b>	There are no legal implications arising from this report.
<b><i>Equality and Diversity</i></b>	No new or existing policy or procedure has been recommended.



## Report to the Brooke Overview and Scrutiny Committee

8 December 2016

### Benn Hall – Two Year Marketing and Business Plan – 6 Month Update

#### Summary

This paper provides a progress review on the initial six month operation following the approval of a two year marketing and business plan for The Benn Hall.

#### 1. BACKGROUND

On 10 March 2016, the committee received a presentation by the Head of Planning and Culture (now Head of Growth and Investment) on the performance, budgets and business plan for the Benn Hall.

A task group review on the Benn Hall was conducted and subsequent report was approved by Cabinet on 27 June 2016 with the following recommendations:

- The approval of a two-year marketing and business plan
- A new pricing structure
- Revised corkage charges
- Future consideration of physical improvements to the frontage of the Benn Hall
- A progress review after six months' operation of the plan

#### 2. BUSINESS PLAN

##### 2.1 Performance Review

The business development plan outlined a new priority focus of business hire and private functions due to potential revenue streams it could create. The following business objectives were set:

- Attract 80 hours of meeting room hire monthly for the Rokeby Room and Caldecott Bar, generating an annual income of £16,800.
- Continue to maintain relationships with the core customer base generating £60,000 annually through room bookings for community use.
- Accommodate 24 high income private hire events annually, generating £15,000 in room hire and £35,000 in bar income.
- Organise six of Benn Hall-led events annually, generating £20,000 in ticket sales and £9,000 in bar income.

To meet these objectives, an annual programme of events is promoted across the borough. Outlined below are the collective events delivered by The Benn Hall in the first six months following the new business plan.

## 2.2 Benn Hall Events

The Benn Hall has a small budget for the delivery of promotions that are managed and promoted in-house with an acceptance of risk for the recovery of costs through ticket sales and bar income.

Events	Cost of Hire	Ticket sales	Bar Takings	Staff Costs	Profit	Loss
Festival of Culture	£2,333	£2,385	£2,102	£293	£1,422	
Tea Dance	£76	£75		£32	£103	
60, 70, 80	£515	£610	£1,007	£182	£777	
Syd Lawrence	£2,920	£4,864	£362	£326	£1,040	
Ministry of Science	£4,142	£3,984	£243	£42		£580

**\*\*Table 1** – Benn Hall organised events to date including all fees and income generated.

## 2.3 Private Hire Events

The booking of private hire events reduces the element of risk to The Benn Hall with external hirers carry the risk of low ticket sales having agreed to pay a set room hire fee. Although The Benn Hall will still actively promote the events, the onus of responsibility is on the hirer to drive ticket sales. The Benn Hall aim to maximise the profitability of events through bar income.

Private Hire activity is currently underperforming against its target of £50,000 for year one delivery of the business development plan. Table 2 outlines the private hire events and all associated costs to give a profit/loss record of the event.

Additional events are programmed through November, December and January that will be high profile and should assist The Benn Hall in reaching its target.

Event	Cost of Hire	Tickets Sold	Bar Takings	Staff Costs	Profit
Tribute Night	£650	£205	£830	£219	£1,088
Wedding Reception	£862	£430	£950	£1,022	£359
Dance Show	£650	£265	£827	£143	£1,190
Dance Show	£984	£395	£697	£545	£906
30th birthday party	£265	£96	£616	£391	£490
Soul Night	£945	£370	£1,743	£889	£1,799

**\*\*Table 2** – Private hire events held to date including all fees and income generated

## 2.4 Meeting Room Hire

The hiring of the Caldecott and Rokeby Rooms respectively for meeting room space is currently underperforming against a target of £16,800. The current level of income is approximately 30% of the 12 month target set as a performance measure.

Meeting room hire requests have grown when comparing Quarter 2 2015 to 2016. A total of 17 room bookings were made in that period in 2015 against a total of 23 room bookings with another three weeks to be accounted for.

There is further development for the Benn Hall management team to consider in order to achieve the £16,800 target.

## 2.5 Rugby Performance Management System

The Benn Hall performance is tracked through management indicators using Rugby Performance Management System (RPMS). The total amount of revenue income is outlined against targets in the table below, with current level of performance as of October 2016.

	Target 2016/17	Income to Date – October 2016
Community Use Room Bookings	£60,000 per annum	£34,834
Meeting Room Hire Income	£16,800 per annum	£5,295
Private Hire Events Income	£50,000 per annum	£16,311
Benn Hall Events Income	£29,000 per annum	£27,168

**\*\*Table 3** – Outlines the Target Income v Income to Date recorded on RPMS

## 2.6 Staff Restructure

Following the Benn Hall Development Plan, a review of staffing levels was undertaken. A Cabinet Report was submitted for approval on 5 September 2016 to incorporate a permanent marketing post and the reduction of a full time Duty Manager post. The salary redistribution enabled the restructure at no additional cost to the Council.

A part time Duty Manager post (21 hours) was advertised and successfully recruited in to and the temporary Marketing Officer post made permanent to the establishment by 1 October 2016.

## 2.7 Pricing Structure

A new pricing structure was formulated by the Benn Hall Development Group to provide clarity to the customer on all fees and charges. The following principles were implemented with the new charges shown in Table 4:

- Minimum increase in room hire charges of 30% for customers, per hour
- Removal of categorised pricing for different types of event
- Determined by hourly rates rather than pre-determined booking slots

Day	Main	Rokeby Room	Caldecott Room	Whole building
Sunday – Thursday	£30 per hour	£20 per hour	£15 per hour	£50 per hour
Friday – Sunday and bank holidays	£60 per hour	£35 per hour	£20 per hour	£100 per hour

**\*\*Table 4** – New Room Booking Costs

### 3. MARKETING STRATEGY IMPROVEMENTS

Following the appointment of a Marketing Officer, there has been significant concentration on making essential improvements to the marketing systems at The Benn Hall. These have all been low-cost but high-impact and include:

#### 3.1 Website

- Total re-design and re-writing of web content making the venue more attractive to online visitors
- Specific event information and home page banners to be more visible to the customer.

**Result:** Increased dwell time on wedding and venue hire pages

#### 3.2 Weddings

- A priority focus on the marketing of weddings via dedicated website pages.
- The creation of a new wedding brochure highlighting the individual packages and associated costs.
- Removal of the ceremony licence following analyse of bookings

**Result:** 18 receptions booked for 2016/17 v 8 weddings delivered 2015/16

#### 3.3 Miscellaneous

- The introduction of an email marketing system that enables the sending of professional quality, highly targeted emails to a growing database.
- Increase usage of social media platforms (Facebook and Twitter), including the use of paid adverts targeting post codes.
- Re-design of The Benn Hall events guide.
- Development of a digital version of the events guide, now being used in emails, social media and on the website.
- Duty Manager training focusing on event management including financial growth and profitability.
- Creation on an Event Calculator – full analysis of the profitability of past/present events in order to inform future business and marketing planning.
- Bringing a marketing perspective to event planning to align supply and demand to ensure that events are relevant and attractive to audiences.

**Result:** Increased social media presence with 200 additional Facebook page 'likes' since June 2016.

**Result:** Membership database has grown to over 1900 contacts receiving a quarterly event brochure.

### 4. THE NEXT SIX MONTHS

The next six months will see The Benn Hall management team look to new opportunities and promotions that can attract existing and current users in to the facility in order to reach the target of £15,000 room hire and associated £35,000 bar income.

Meeting room and private hire income is currently below 50% at the six month point of the Year 1 delivery target. However, a busy November and December period will see an X Factor finalist perform in partnership with the Rugby Christmas Light switch on and further private hire events over the festive period.

Promotions for the next six months and the current ticket sales are outlined in Table 5 below:

<b>Name</b>	<b>Date</b>	<b>Responsibility</b>	<b>Ticket Cost</b>	<b>Ticket Sales To Date</b>
<i>Union J</i>	20 November 2016	Private Hire	£12	138
<i>Rat Pack at Christmas</i>	30 November 2016	Private Hire	£20	103
<i>The Searchers</i>	2 December 2016	Benn Hall	£18	174
<i>Christmas Party and New Year's Party</i>	16, 17 and 31 December 2016	Private Hire	£19 - £21.50	349
<i>Aladdin</i>	29 and 30 December 2016	Private Hire	£8.95 - £10.95	97

**\*\*Table 5 – Advertised Events for phase 2**

#### **4.1 Identified Actions**

In order to attract additional events, The Benn Hall management have outlined the following actions and proposals to achieve its objectives:

1. To host a Benn Hall Wedding Fayre – promotion and discounted weekday bookings.
2. Promotion of 'Friday Night' private hire events including discounted rate.
3. Additional promotional photography for the website regarding meeting room hire.

#### **5. SUMMARY**

Since the approval of the two-year development plan there has been a focus on achieving new income targets in order to increase the viability of The Benn Hall. This has included a new marketing strategy, implementing staffing and pricing re-structures to come in line with other local competitors and to raise the profile and profitability of the facility. A new wedding brochure has resulted in particular success in comparison to 2015/16 bookings.

With regards financial performance reviews, the first six months' delivery of the two-year business development plan has seen positive progress against two of the four financial objectives. Benn Hall led events and community use room bookings have seen positive trend changes and both are on course to surpass the Year 1 target set.

However, there is further work required in order to achieve set income targets for private hire events booking fees and associated bar income and the booking of meeting room space. The Benn Hall management team will continue to develop new opportunities to maximise the facilities potential.

Name of Meeting: Brooke Overview and Scrutiny Committee  
Date of Meeting: 8 December 2016  
Subject Matter: Benn Hall – Two Year Marketing and Business Plan –  
6 Month Progress Update

**LIST OF BACKGROUND PAPERS**

There are no background papers.

**AGENDA MANAGEMENT SHEET**

<b><i>Name of Meeting</i></b>	Brooke Overview and Scrutiny Committee
<b><i>Date of Meeting</i></b>	8 December 2016
<b><i>Report Title</i></b>	Committee Work Programme
<b><i>Ward Relevance</i></b>	None
<b><i>Contact Officer</i></b>	Veronika Beckova, Democratic Services Officer, Tel: 01788 533 591
<b><i>Summary</i></b>	This report updates the committee on items for future meetings. The content of each committee's work programme is agreed jointly by the Chairs and Vice Chairs but committee members are invited to suggest items for inclusion.
<b><i>Financial Implications</i></b>	There is a budget of £500 available in 2016/17 to spend on the delivery of the overview and scrutiny work programme.
<b><i>Risk Management Implications</i></b>	There are no risk management implications arising from this report.
<b><i>Environmental Implications</i></b>	There are no environmental implications arising from this report.
<b><i>Legal Implications</i></b>	There are no legal implications arising from this report.
<b><i>Equality and Diversity</i></b>	No new or existing policy or procedure has been recommended.

**Public Report to Brooke Overview and Scrutiny Committee**

**8 December 2016**

**Committee Work Programme**

**Summary**

This report updates the committee on items for future meetings. The content of each committee's work programme is agreed jointly by the Chairs and Vice Chairs but committee members are invited to suggest items for inclusion.

**1. PROGRESS OF SCRUTINY REVIEWS**

**1.1 Homelessness**

The sub-group met on 12 October to take evidence from Housing and Regeneration Manager. A workshop was held on 23 November where representatives from voluntary organisations discussed what solutions and support can be provided and how partnerships can be developed. The task group aims to complete the review by April 2017.

**2. WORK PROGRAMME**

The Chairs and Vice Chairs have so far allocated work to future meetings of the committee as shown in the tables below.

It is anticipated for the Draft Corporate Strategy to be released for consultation in January 2017 (exact date to be determined). The strategy will be subject to scrutiny at a scheduled meeting during the six week consultation.

At the Chairs and Vice Chairs Planning Meeting, it was agreed that the meeting of Whittle Overview and Scrutiny Meeting scheduled for 16 January 2017 is cancelled.

**2.1 Joint Meeting of Overview and Scrutiny – 31 January 2017**

Topic	Description
<b>Leader and Executive Director</b>	Discussion of performance and future strategy with Leader and Executive Director

**2.2 Brooke Overview and Scrutiny Committee – 16 February 2017**

Topic	Description
<b>Coventry and Warwickshire Stroke Service Reconfiguration</b>	Public Consultation
<b>Crime and Disorder</b>	Annual review



### 2.3 Whittle Overview and Scrutiny Committee – 13 March 2017

Topic	Description
Finance and Performance Q3	Monitoring of finance and performance
Welfare Reform	Review of impact of reforms
NOM/Green Plaque Scheme Task Group	One-page strategy

### 3. OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18

The annual overview and scrutiny work programme workshop will be held on Wednesday 8 March 2017.

The committee is asked to consider if there are any review topics they would like to put forward for consideration for inclusion in the 2017/18 programme of reviews.

Name of Meeting: Brooke Overview and Scrutiny Committee

Date of Meeting: 8 December 2016

Subject Matter: Committee Work Programme

#### **LIST OF BACKGROUND PAPERS**

There are no background papers relating to this item.