

**MOUNT EDGCUMBE JOINT
COMMITTEE**



Joint Clerks

Kevin Lavery
Chief Executive
County Hall
Truro
Cornwall TR1 3AY
Truro 01872
322000

Tracey Lee
Chief Executive
Civic Centre
Plymouth
Devon PL1 2AA
Plymouth 01752 668000

Please reply to:

Helen Wright, Democratic
Support
01752 304022
helen.wright@plymouth.gov.uk

Thursday, 06 December 2012

MOUNT EDGCUMBE JOINT COMMITTEE

DATE: FRIDAY 14 DECEMBER 2012

TIME: 10AM

**PLACE: BELVEDERE ROOM, BARROW PARK COMPLEX,
MOUNT EDGCUMBE HOUSE, CREMYLL, CORNWALL**

Committee Members-

Plymouth City Councillors-

Councillors Mrs Beer, Mrs Foster, Jarvis, Penberthy, Mrs Pengelly, Peter Smith (Co-Chair) and Vincent.

Cornwall Councillors-

Councillors Austin, Flashman, Holley, Pearn MBE, Preston, Toms and Trubody (Co-Chair).

Co-opted Members-

Sir Richard Carew Pole Bt., Cdr Crocker, Mr D L Richards, Mr T Savery and Mrs B Spring.

Members of the Committee are invited to attend the above meeting to consider the items of business overleaf.

Please note that prior to the start of the meeting there will be a presentation of a tractor to the Joint Committee by Cdr G Crocker, Chair of the Friends of Mount Edgcumbe Country Park.

Tracey Lee and Kevin Lavery
Joint Clerks

MOUNT EDGCUMBE JOINT COMMITTEE

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES

To receive apologies for non-attendance submitted by Joint Committee Members.

2. DECLARATIONS OF INTEREST

Members will be asked to make any declarations of interest in respect of items on this agenda.

3. MINUTES (Pages 1 - 4)

To confirm the minutes of the meeting held on 27 July 2012 as a correct record.

4. CHAIR'S URGENT BUSINESS

To receive reports on business, which in the opinion of the Chair, should be brought forward for urgent consideration.

5. REVENUE BUDGET MONITORING 2012/13 (Pages 5 - 12)

The Joint Committee will receive a report on revenue budget monitoring 2012/13.

6. BUSINESS PROGRESS REPORT (Pages 13 - 28)

The Joint Committee will receive a progress report on its business plan.

7. MEDIUM TERM SERVICE REVIEW (Pages 29 - 36)

The Joint Committee will receive a report on the medium term service review.

8. EXEMPT BUSINESS

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II (PRIVATE COMMITTEE)

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

that under the law, the Panel is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

9. REVENUE BUDGET MONITORING 2012/13 (E3) (Pages 37 - 52)

The Joint Committee will receive a report on revenue budget monitoring 2012/13.

10. MEDIUM TERM SERVICE REVIEW (E3) (Pages 53 - 100)

The Joint Committee will receive a report on the medium term service review.

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Mount Edgumbe Joint Committee

Friday 27 July 2012

PRESENT:

Councillor Peter Smith, Co Chair in the Chair.

Councillors Austin, Mrs Beer, Holley, Jarvis, Pearn, Mrs Pengelly, Kate Taylor, Trubody (Co Chair) and Vincent.

Co-opted Representatives: Sir Richard Carew Pole Bt, Cdr Crocker and Mr D L Richards.

Apologies for absence: Councillors Double, Mrs Foster and Preston.

Also in attendance: Ian Berry (Park Manager PCC), David Bennett (Accountant PCC), David Draffan (Assistant Director for Economic Development), David Marshall (Business Development Mount Edgumbe House and Country Park, Plymouth City Museum and Art Gallery PCC), Paul Martin (CC), Nicola Moyle (City Curator Museum and Archives) and Helen Wright (Democratic Support Officer PCC).

The meeting started at 2.30 pm and finished at 3.25 pm.

Note: At a future meeting, the committee will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

1. **WELCOME**

The Co Chair took the opportunity to welcome new councillors to the Joint Committee.

2. **APPOINTMENT OF THE JOINT CHAIRS**

The Joint Committee noted the appointments of Councillor Peter Smith and Councillor Trubody as Co Chairs for the forthcoming municipal year 2012/13.

3. **DECLARATIONS OF INTEREST**

Sir Richard Carew Pole BT declared a personal interest in accordance with the code of conduct as he owned chalets along the coast.

4. **MINUTES**

The Joint Committee agreed that the minutes of the meeting held on 24 February 2012 are confirmed as a correct record.

5. **CHAIR'S URGENT BUSINESS**

The Co Chair advised that Mr Michael Collins, a committee member for the Friends of Mount Edgumbe had died after a short illness on Tuesday, 24 July 2012.

He had been a staunch supporter of the park and would be sadly missed. As a mark of respect the Joint Committee stood for a minute's silence.

With the permission of the Co Chair, the Accountant advised that the Annual Statement of Accounts 2011/12 and the Annual Governance Statement for 2011/12 needed to be signed, in order to be submitted to the Audit Commission within the prescribed deadline.

The Joint Committee agreed to sign the Annual Statement of Accounts 2011/12 and the Annual Governance Statement for 2011/12.

(In accordance with Section 100(B)(4)(b) of the Local Government Act, 1972, the Co Chair brought forward the above item for urgent consideration because of the need for a Member decision).

6. **REVENUE OUTTURN 2011/12**

The Director for Place submitted a report on the revenue outturn for 2011/12, which highlighted the following main areas –

- monitoring variations 2011/12;
- monitoring variations 2012/13;
- budget risks.

The following responses were provided to questions raised by councillors –

- (a) the delay in purchasing the marquee had been due to the procurement process and the suppliers not being able to deliver the marquee earlier in the season;
- (b) changes to the procurement process used in Plymouth City Council had recently been changed to allow for more flexibility in procuring goods and services; the Assistant Director for Economic Development undertook to champion any issues that arose.

The Joint Committee agreed to note the report.

(see also minute 10 below).

7. **STRATEGIC SERVICE REVIEW OF MOUNT EDGCUMBE**

The Director for Place submitted a report on the strategic service review of Mount Edgumbe, which highlighted the following main areas –

- (a) due to the current economic climate and the expected reduction in the government grant to local authorities in the next four years, it was considered prudent to undertake a strategic service review of both the house and the park;

- (b) the review would initially focus on establishing the true costs of operating and managing the business; followed by comparisons of Mount Edgcombe with other similar venues, local authorities and organisations, benchmarking locally and nationally;
- (c) the review would also provide possible options for future funding and governance models that could be explored and developed;
- (d) the current business plan would be refreshed following the findings of the strategic service review;
- (e) the findings of the review would be presented to the Joint Committee at its meeting scheduled for 23 November 2012.

The following responses were provided to questions raised by councillors –

- (f) the findings of the strategic service review would inform the refresh of the business plan (there were items within the existing plan that would need to be retained, such as the weddings and the marquee);
- (g) the existing business plan would help to deliver a balanced budget for 2012/13.

The Joint Committee agreed that officers are mandated to carry out a strategic service review and table its findings at its meeting scheduled for 23 November 2012.

8. **TIME OF THE MEETING**

The Co Chair advised that a proposal had been put forward to hold future meetings of the Joint Committee at 1pm and not 9.45am.

Councillor Mrs Beer raised concerns regarding the short notice given to the change of time of this meeting. Due to her work commitments, it was not possible to change her working hours to accommodate this change and as such, she had taken a day's leave to attend the meeting. She had also planned in the Joint Committee meetings for the remainder of the year starting at 9.45am.

The Co Chair apologised for the oversight in not notifying councillors earlier of the change in time of the meeting and gave an assurance that should the times of future meetings need to be changed sufficient notice would be given.

The Joint Committee agreed that all future meetings would be held at 10am.

9. **EXEMPT BUSINESS**

Agreed that under Section 100A(4) of the Local Government Act, 1972 the press and public are excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part I Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

10. **REVENUE OUTTURN 2011/12 (E3)**

Further to minute 6, the Director for Place submitted a confidential report on the revenue outturn for 2011/12.

The Joint Committee agreed to note the report.

PLYMOUTH CITY COUNCIL

Subject:	Revenue Budget Monitoring 2012/13
Committee:	Mount Edgcumbe Joint Committee
Date:	14 December 2012
Joint Chairs:	Councillor Peter Smith, Plymouth City Council Councillor Trubody, Cornwall Council
Cabinet Member:	Councillor Peter Smith, Plymouth City Council Councillor Armand Toms, Cornwall Council
CMT Member:	Anthony Payne, Director for Place, Plymouth City Council
Senior CC officer	David Owens, Assistant Head of Service, Waste and Environment, Cornwall Council
Author:	Ian Berry, Mount Edgcumbe Park Manager, David Bennett, Senior Accountant Plymouth City Council
Contact:	Tel: 01752 832226 e-mail: ian.berry@plymouth.gov.uk
Ref:	ME
Key Decision:	No
Part:	I

Purpose of the report:

This report presents an update of the financial position for the Joint Committee for financial year 2012/13.

Members' attention is drawn to the confidential information referred to in agenda item 9 which is considered to be commercially sensitive.

Corporate Plan 2012-2015:**Plymouth City Council:**

This monitoring report links to delivering the priorities within the Council's corporate plan.

Cornwall Council:

Business Plan Immediate Priorities: Use of resources and performance management

Environment, Planning and Economy Directorate Plan priorities:

Creating a Green Cornwall

Creating Better Places to Live

Delivering Excellent Services

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

Current monitoring has highlighted an operating shortfall of £10,000. This is no change since last joint committee however the pressures identified are now in different areas of the operation.

There is also a high probability in both current and future years of further shortfalls as the on-going rent review on Treninnow Chalets is now looking at a new annual rent of between £800-840 per chalet when original budget was set at £1,033 per chalet after recommendations from an independent report from GVA Commercial Property and Property Management. Based on the mid-point of current recommendations of £820 this would be a further £17,620 pressure in current and future years. Officers are currently working on ways of mitigating this potential shortfall.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:

Increased risk management will need to take place to manage the impact of the challenging financial position.

Recommendations and Reasons for recommended action:

It is recommended that the Joint Committee notes the report.

Alternative options considered and reasons for recommended action:

None

Background papers: Mount Edgcumbe 2011 budget setting

Sign off:

Fin		Leg		HR	N/A	Corp Prop	N/A	IT	N/A	Strat Proc	N/A
Originating SMT Member David Draffan											

1. **INTRODUCTION**

- 1.1 The report has been produced to update the Joint Committee with the monitoring position as at 30 October 2012.
- 1.2 Variations are reported in the appendices and broken down by park operation. The agreed budget for each constituent authority in 2012/13 is £192,000.

2. **2012/13 MONITORING VARIATIONS**

- 2.1 The June report to the Joint Committee forecast that Mount Edgcumbe would overspend by £10,000 for this financial year mainly down to drops in wedding and event income streams. This has been addressed by management in recent months and some savings have been found. However due to the poor weather both Car park and trading income has been reduced so there is still a £10,000 adverse forecast reported for the year with pressures now mainly in the trading part of the operation.

3. **2012/13 BACKGROUND**

- 3.1 After large overspends in financial years 2009/10 and 2010/11 the Mount Edgcumbe Officers Working group planned various initiatives to bring the budget back to the original plans that each authority is to contribute £192,000 towards the running of the park making a total budget of £384,000. These plans included increasing last year's contributions by £45,000 per authority on a one-off basis to give the park management time to implement these initiatives. The majority of these initiatives have come to fruition but some have experienced small delays, particularly the procurement and installation of the Marquee to enable the park to offer a quality wedding venue. Due to this delay income targets for weddings are unlikely to be met which is why we are forecasting a 10k potential short fall this year which management are working at ways of reducing to enable the park to run to budget this year.

4. **2012/13 MONITORING VARIATIONS**

- 4.1 **Mount Edgcumbe House Forecast £720** the £720 pressure is a combination of Income shortfall of £22,386 partially offset by savings in expenditure of £21,666.

Last year the budget included up to 4 weddings in the marquee but due to the delay in installation it is unlikely there will be any weddings in the Marquee this financial year so we are forecasting a £15,000 adverse variation on events income. House admissions are down by over £5,000 and room bookings are also lower than budgeted.

After analysing the detail in the budget we identified savings of £10,000 on a combination of Purchase and Maintenance of equipment, fuel, and some pest control work of almost £6,000 against budgeted spend thanks to corporately negotiated savings on insurances and cash collection and by not building a contingency fund there will be an annual saving of £5,896.

- 4.2 **Mount Edgcumbe park Forecast £700 pressure** The £700 pressure is a combination of Income shortfall of £8,000 partially offset by savings in expenditure of £7,300.

We are now forecasting a drop in car park income of £8000. The budget was set on the same amount of visitors as last year and assumed that they would pay the 50% increase in car park charges that were raised from October 2011.

It is fair to say that a very wet summer has reduced the number of visitors this year which in turn has affected the car park.

This is almost all offset by expenditure savings on maintenance costs. These savings can be achieved by only carrying out essential maintenance on roads and paths for the rest of this financial year.

- 4.3 **Mount Edgcumbe trading Forecast £8,580 pressure** the £8580 pressure is a combination of 3 things. There has been a shortfall of £3,052 in house shop trading figures and estimated at £2,000 shortfall in Cremyll shop income and £4,728 less commission then budgeted for from Estate catering, £1,200 of extra income will be raised by more stores at this year's Christmas fare. The retail shortfall is predominantly down to the lack of visitors to the park and the Catering commission is lower as the amount of Weddings and other functions in the Orangery, house and Marquee where not as many as anticipated. They was a similar amount of weddings but we anticipated 3 or 4 Marquee weddings and there was an expectation that The Treasury would bring more functions to the Orangery.

5. **BUDGET RISK**

- 5.1 There is one projection that has been incorporated within the budgeted figures that has a high risk of change that members should note, that is the Trenninow Chalet rent review. Budget was set on a large rise in rental income based on an independent report that advised market rate would be between £1,000 and £1,100 per chalet. MEOW group based future budget towards the lower end at £1033 per chalet so if new rent is below this there will be a pressure. Below table shows difference depending on final agreed rate, at the moment we are now being advised that the final rent will be between £800 and £840 per chalet representing a pressure of between £15k-19k a year in this and future years.

Potential Settlement	£800	£820	£840
Income at new rate	£64,800	£66,420	£68,040
Budget	£83,680	£83,680	£83,680
Difference	£18,880	£17,260	£15,640

6. **RECOMMENDATIONS**

- 6.1 It is recommended that the Joint Committee notes the report.



Latest Forecast Monitoring High Level

Latest Forecast Monitoring High Level

Year: 2012/13

Period: 7



	Previous Year's Actual	Latest Budget Full Year	Latest Budget Year to Date	Actual Year to Date	Outstanding Purchase Orders	Actual + Outstanding Purchase Orders	Variance Year to Date (Favourable) / Adverse	Latest Forecast Full Year	Variance Full Year (Favourable) / Adverse
	£	£	£	£	£	£	£	£	£
Entity: PCC - Plymouth City Council									
Team 1: GPLADAA - Mount Edgcumbe House									
Detail code level 4-CPFA Standard groups:									
D11 - Employees	382,320	374,710	219,112	226,212	0	226,212	7,100	374,710	0
D12 - Premises	72,400	68,826	46,693	33,480	2,673	36,153	(10,540)	64,535	(4,291)
D13 - Transport	27,969	32,917	21,146	20,174	4,603	24,777	3,631	31,847	(1,070)
D14 - Supplies and Services	81,855	117,025	73,891	31,782	32,655	64,437	(9,454)	100,720	(16,305)
D17 - Support Services	533	533	313	0	0	0	(313)	533	0
D19 - Income	(450,921)	(470,640)	(274,625)	(299,190)	0	(299,190)	(24,565)	(448,254)	22,336
D20 - Capital Financing outside NCS	29,301	0	0	0	0	0	0	0	0
Total for Team 1: GPLADAA - Mount Edgcumbe House	143,456	123,371	86,530	12,458	39,931	52,389	(34,141)	124,091	720
Team 1: GPLADAB - Mount Edgcumbe Park									
Detail code level 4-CPFA Standard groups:									
D11 - Employees	97,671	98,670	57,920	58,022	0	58,022	102	98,670	0
D12 - Premises	52,304	56,453	32,945	29,208	6,879	36,086	3,141	49,153	(7,300)
D13 - Transport	0	30	20	30	0	30	10	30	0
D14 - Supplies and Services	13,931	14,802	8,634	2	5,900	5,902	(2,733)	14,802	0
D19 - Income	(54,108)	(71,400)	(41,668)	(43,163)	0	(43,163)	(1,495)	(63,400)	8,000
Total for Team 1: GPLADAB - Mount Edgcumbe Park	109,798	98,555	57,851	44,098	12,779	56,876	(975)	99,255	700
Team 1: GPLADAC - Mount Edgcumbe Trading									
Detail code level 4-CPFA Standard groups:									
D11 - Employees	32,278	23,533	13,733	17,106	0	17,106	3,373	23,560	27
D12 - Premises	0	292	170	292	58	350	180	292	0
D14 - Supplies and Services	38,736	36,391	21,242	22,685	2,021	24,706	3,464	33,253	(3,138)
D19 - Income	(87,268)	(90,142)	(52,608)	(69,128)	0	(69,128)	(16,520)	(78,451)	11,691
Total for Team 1: GPLADAC - Mount Edgcumbe Trading	(16,254)	(29,926)	(17,463)	(29,045)	2,079	(26,966)	(9,503)	(21,346)	8,580

Latest Forecast Monitoring High Level



Year: 2012/13

Period: 7

	Previous Year's Actual	Latest Budget Full Year	Latest Budget Year to Date	Actual Year to Date	Outstanding Purchase Orders	Actual + Outstanding Purchase Orders	Variance Year to Date (Favourable) / Adverse	Latest Forecast Full Year	Variance Full Year (Favourable / Adverse)
	£	£	£	£	£	£	£	£	£
Total for : Entity: PCC - Plymouth City Council	237,000	192,000	126,918	27,511	54,789	82,300	(44,618)	202,000	10,000
Grand Total	237,000	192,000	126,918	27,511	54,789	82,300	(44,618)	202,000	10,000

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CITY OF PLYMOUTH
MOUNT EDGCUMBE JOINT COMMITTEE

Subject: Business Progress Review

Committee: Mount Edgcumbe Joint Committee

Date: 14 December 2012

Joint Chairs: Councillor Peter Smith, Plymouth City Council/
Councillor Trubody, Cornwall Council

Cabinet Member: Councillor Peter Smith, Plymouth City Council
Councillor Armand Toms, Cornwall Council

CMT Member: Anthony Payne, Director for Place, Plymouth City Council

Senior CC Officer: Assistant Head of Services, Environment and Waste,
Cornwall Council

Author: Ian Berry, Mount Edgcumbe Manager
David Marshall, Business Development Manager

Contact: Tel: 01752 822236
e-mail: ian.berry@plymouth.gov.uk
david.marshall@plymouth.gov.uk

Ref: ME

Key Decision: No

Part: I

Purpose of the report:

This report appraises members of the progress made with actions taken in line with the business initiatives previously reported to the Joint Committee. It confirms the implementation of the quick wins, weddings marketing and improvements to the public offer. There is also a “RAG” rating table which shows progress against the key elements of the business plan.

Corporate Plan 2012-2015:

Plymouth City Council

This report links to delivering the priorities within the Councils Corporate Plan particularly with regard to raising aspirations and providing value to communities

Cornwall Council

Business Plan Immediate Priorities: Use of resources and performance management

Environment, Planning and Economy Directorate Plan priorities:

- a) Creating a Green Cornwall
- b) Creating a better place to live
- c) Delivering excellent services

**Implications for Medium Term Financial Plan and Resource Implications:
including finance, human, IT and land**

None.

**Other Implications: e.g. Child Poverty, Community Safety, Health and
Safety, Risk Management and Equality, Diversity and Community
Cohesion:**

None.

Recommendations and Reasons for Recommended Action:

It is recommended that:-

- a) Members note the report.

Alternative Options Considered & Reasons for Recommended Action:

N/A

Background Papers:

- a) Minutes of the Joint Committee held on Friday 22 July 201

Sign Off

Fin	N/A	Leg	N/A	HR	N/A	AM	N/A	IT	N/A
Originating SMT Member David Draffan									

Background paper: Refreshed Mount Edgcumbe Business Plan 2013-14

1.0 Introduction

On the 25 November 2011 an updated business plan for Mount Edgcumbe House and Country Park was tabled for discussion at a joint committee meeting setting out a number of recommended actions, and this paper provides a progress report against those actions.

In addition this report sets out a refreshed business for 2013-2014 so that the momentum to improve the sustainability of the park is maintained whilst a strategic service review is undertaken.

3. Visitor analysis

Since the original business plan in 2010, a visitor survey was carried out earlier this year, and some of the key findings are set out below:

- 62% of all visitors are local to Plymouth and Cornwall (33% and 29% respectively)
- More than half the visitors (55%) travel to Mount Edgcumbe by car, contributing significantly to income generation via car park fees, with 63% coming from Plymouth and Cornwall (23% and 41% respectively)
- Nearly a quarter of all visitors (24%) access Mount Edgcumbe via a ferry service with nearly 70% coming from Plymouth
- The most popular reason for visiting Mount Edgcumbe was to walk/exercise (48%) followed by visiting the grounds/gardens (37%)
- Only 9% surveyed visited the house
- Mount Edgcumbe has a high number of repeat visits with 6% visiting on a daily basis, 12% on a weekly basis, 17% on a monthly basis, 27% on a quarterly basis and over a third (35%) only once a year
- Of the 6% that visited daily, most (91%) came from Cornwall and over a third (35%) came to walk their dog
- Only 17% surveyed had heard about Mount Edgcumbe from a marketing source with over 80% knowing about the park through word of mouth or local knowledge
- The three most popular things at Mount Edgcumbe are free: the park/coastline, gardens and wildlife

Based on these findings, the key messages that any refreshed business plan needs to take into account are:

- That the greatest percentage of visitors are relatively local with over 60% coming from Plymouth and Cornwall
- That unsurprisingly the three most popular activities are free: walking the park/coastline and enjoying the gardens and wildlife
- That only 17% surveyed had heard about Mount Edgcumbe from a marketing source including the website

3. Revised business plan progress report

3.1 General

What follows in this section is a summary of progress on the revised 2011 business plan recommendations. However please see appendix I for a more detailed breakdown of the RAG rating for each of the business plan recommendations.

3.2 A new wedding offer

- A new marquee was purchased, installed and handed over in September 2012.
- High quality promotional photographs have been acquired following a photo-shoot for the interior layout of the marquee
- A new commercial website has been developed to support Mount Edgcumbe's new wedding package, and is now live: exclusive use of the Earl's Garden, reception in the marquee, exclusive fireworks display in the garden and private parking for guests in the Barrow Centre car park.
- The new wedding package has been designed to provide a comprehensive and complete solution for couples: an easily understood and straightforward offer with fixed catering and travel arrangements in a simple package
- The new wedding package has also been benchmarked with a revised pricing policy and an increase in the site hire levy for the Orangery to a single tariff of £1,200 plus VAT for any wedding reception. This is an increase from the previous rates of £400 (low season), £600 (mid season) and £800 (high season).
- The licensed caterer for Mount Edgcumbe (Estates Catering) has been secured to provide all catering for wedding receptions in the marquee. As part of the agreement the caterer will fit out the marquee kitchen facility at no cost to the park.
- The impact of this work has seen a total of 38 wedding ceremonies at Mount Edgcumbe during 2012-13 with a revenue contribution of £36,430, compared to a total of 21 ceremonies for 2011-12. For 2013-14 there are currently 22 confirmed wedding ceremonies generating an income of £20,000 with a further 10 pencilled in, which represents a small increase in numbers when compared to the total numbers for 2012-13 at the same time of year.
- For 2012-13 there have been a total of 30 Orangery receptions compared to a total of 19 receptions for 2011-12. For 2013-14 there are a total of 18 confirmed Orangery receptions, 2 marquee receptions and 3 firm pencil bookings, which represents an increase in numbers when compared to the total numbers for 2012-13 at the same time of year.
- Please see appendix 2 for some example web pages and photographs of the wedding offer

3.2 Stock ranges

- A new guide book was developed and partially sponsored by the Friends of Mount Edgcumbe at a cost of £4,200 for a 4,000 print run.
- It was launched in May 2012 with over 350 copied sold to date
- The net profit is £900 on current sales
- This guidebook provides the park with a modern and good quality 'ambassador', and fills a gap where for three years the park has not offered the public any printed interpretation of the history, landscape and buildings of Mount Edgcumbe

3.3 *Events and fairs 2012-13*

- A total of 33 workshops, talks and walks were organised and led by Mount Edgcumbe during 2012-13 brining in 360 clients to the park and generating revenue of approximately £3,500.
- In addition there have been a number of major events on the estate, and include: the Fairy Festival in June, the Classic Car Rally in August, which attracted over 12,000 people, the Military Vehicle Trust Rally in August and the Sealed Knot weekend in September. In total these events have generated the park an income of around £7,000
- The two-day Christmas Fair welcomed 4,000 visitors in December 2011 and earned a total of £7,000 for the park. Projections are higher for the December 2012 event, particularly as it has been increased by 12 stall holders, and will be held inside the new marquee.

3.4 *Reduction of operating costs*

- Staff costs have been reduced: the relocation of the house, shop and ticket office and the installation of CCTV has reduced the need for house staff by 1.2FTE, and has therefore reduced salary costs by £14,579
- To provide capacity, the number of volunteers recruited across the park has increased to over 50 individuals
- The capital loan was paid off with an interest free loan of £241,000 from Cornwall Council, removing a £30,000 pressure from the annual operating costs. The interest free loan from Cornwall Council will be paid by through the sale proceeds of Picklecombe Cottage.

4. **Revised business plan actions for 2013-14**

4.1 *Weddings*

- A targeted marketing and advertising campaign is being launched to support the new wedding offer in Southwest Brides magazine, Dream Wedding magazine, the Wedding Directory, Cornish Brides, magazine, Wedding Venues & Services magazine (Southwest) and the Western Morning News Wedding Supplement. It has been estimated that these publications will have a readership of 1 million people during the life of the campaign.
- We will be negotiating with accommodation providers to include in the wedding offer additional accommodation from local hotels and the larger

B & B operators to allow couples the options of securing overnight accommodation for their guests. This has been welcomed by the Rame Traders Association and will enrich the wedding offer from Mount Edgumbee House & Country Park. We are also seeking a reciprocal arrangement with Rame Traders to gain exposure for our weddings offer through their website and leaflet distribution

- Development work will continue on the new weddings website, including the creation of two-way links with: weddingvenues.com, gettingmarriedincornwall.com, wedmagazine.co.uk, cornwall.gov.uk, swpp.co.uk, forbetterworse.co.uk and visitplymouth.com. These websites are the most popular sites for couples getting married in the Southwest and between them they receive 285,000 unique visits a month.
- Although the increased profiling of the wedding offer will have the greatest impact during 2014-15 with an estimated additional income of £20,000 through the marquee hire, we are projecting a minimum of £10,000 additional income for 2013-14 on top of the £20,200 from the confirmed 22 wedding ceremonies and the £6,430 from the confirmed Orangery receptions.

4.2 *Conferences & corporate hire*

- 2012-13 has seen a total of 13 conference bookings generating an income of £4,794.
- With the purchase of the new marquee, work is planned for 2013-14 to grow this area and realise its potential. To date a major two-day international conference has been booked in September using the marquee, house and other buildings that will yield an income of £10,000 plus catering. Moreover there are a number of additional enquiries being pursued for 2013, including a further international conference and a series of training days, which could generate a further £5,000.

4.3 *Creation of a children's play area*

- The lease of the land to the Friends of Mount Edgumbe has been completed
- The bid to SITA Cornwall Trust by the Friends has been submitted and will be considered at the meeting of SITA trustees on the 12th February 2013. If successful and approved, work on site will be completed in time for Easter 2013
- Alongside the development of the children's play area and the adjoining picnic area, there will be a comprehensive review of the Cremyll Shop. It will concentrate initial on improving the coffee and snack offer, and a properly benchmarked price strategy will be introduced for Easter 2013.
- A marketing and communication plan is being developed to open the children's play area in anticipation of a successfully completed project
- We anticipate that the impact of the play area should increase the turnover by about £2,5000 per annum

4.4 *Segway tours 2013-16*

- This development comprises an operating license, overnight storage and charging for nine electric two wheeled off-road adventure vehicles that will be used to take visitors on safaris through the amphitheatre and round the Deer Park.
- Negotiations are nearing completion with a local operator to run the Segway Tour from the Barrow Centre. The operator will bear the capital and liability risk and pay a percentage return on turnover
- We expect this initiative to generate an additional £2,000 per annum

4.4 *Coach operator initiative*

- We will continue to engage directly with the major coach operators for the South West, and in particular the German market. The UK product manager for Wolters Reizens has been for a site visit and is planning to feature Mount Edgcumbe as the 'star property' in their 'Rosamund Pilcher' South West tour for 2013.
- We are contacting all regular operators to offer a special out-of-season package during the winter 2013-14 to increase the house income. This package will include an operator incentive deal.
- We have set a target of growth of 400 visitors from the coach market sector for 2013-14, which is projected to net an increase in ticket yield of £1,720.
- In addition - and in the light of price sensitivities (going forward) - we are introducing a car park incentive scheme where the retained portion of each parking ticket will include an incentive offer for entry to the house (providing those who pay for parking a percentage reduction on house ticket prices).

4.5 *Disc golf (Frisbee golf course)*

- In the summer of 2012 our Park Rangers designed and created a nine 'hole' disk golf course in the lower park. The layout used the treescape, the natural lie of the land with ground level 'fairways' cut through the scrub undergrowth (which also provided the general public with new pathways to stroll through the woodlands).
- Although there was little press interest at the time of its launch, interest has been growing and recently we have been visited by representatives of Disc Sport Southwest, Catch the Spirit and Lion Forty Four who arrange tournaments and local publicity for disc sport initiatives. They are keen to look at the possibility of setting up an annual tournament at Mount Edgcumbe and are also engaging with their wider community to get more people involved here
- There is currently no registered Disc Golf Course in Cornwall, and we will be investigating this possibility with them for 2013-14. The club itself would simply be a collection of enthusiasts who independently arrange events utilising the course – this is could work well to encourage more patronage for our secondary spend opportunities.

- There is already talk of 'battle of the boarder' competitions against Plymouth University teams and against the disc enthusiast group using Central Park in Plymouth

4.6 *Marketing plan 2013-14*

- All activities described in sections 3 and 4 are the result of the original SWOT analysis and business plan completed in 2010 and later revised in November 2011.
- In the context of the medium term strategic service review, a new marketing plan will emerge from one of the work streams being undertaken as part of the viability plan, and will set the direction for the park over the next 8 years
- In the mean time, a new marketing strategy will be developed to support the 2013-14 initiatives to ensure that the full potential of these short term actions can be realise

Appendix I

Item	Description	Rating
Outsourcing catering	Completed – review and strategy required (see 'Review of catering license' below)	GREEN
National Trust ownership	South West NT Board rejected the opportunity	RED
Holiday lets	QS reports and external testing show the five buildings considered were not economically viable	RED
Photovoltaic installation	This was pulled at the last moment due to a change in government policy. With the release of capital money this should be pursued	AMBER
Design and installation of a ticket/merchandise area in House	Completed	GREEN
CCTV installation at entrance and exit to House	Reduction in staff requirement - completed	GREEN
Children's play area and the SITA Cornwall Trust	Requires some liaison to complete the transfer of the land to FOME and support for/creation of the bid – lease and application completed/submitted – considered 12 th Feb 2013	AMBER
Sale of Picclecombe Cottage	Offer rejected – now going to auction	AMBER
Wedding Reception Marquee Purchase	Ongoing – procurement process completed – marquee installed – wedding business strategy to be delivered 2013	GREEN
Marquee events	Looking to develop the new marquee (above) beyond just wedding receptions: for example – a Cookery School (evenings); Line Dancing events; Murder Mysteries; corporate parties and conferences – in time this will require a review of staff resources	AMBER
Cremyll Shop	Overhaul of the offer and installation of kitchen – business case required – to be completed ASAP	AMBER
Circus	They require a general South West itinerary to be tempted – cannot include animals – difficult to arrange	RED
Theatre Company/ Travelling Players	Profit share - arranging for a company (Pantaloons – Sherlock Holmes) for summer 2013 – open air risks (taken by partners)	AMBER
Sculpture trail/weather interactive/evening lighting of selected areas/formal	Currently looking to put together a bid – at concept stage – needs thorough research and consultation – being undertaken. The issue of bat	AMBER

gardens	conservation could prevent the development of the idea of an evening 'attraction' around the Orangery	
Bush craft/survival school	Undertaking this with schools and colleges – can be expanded but requires resourcing (staff time)	GREEN
Film location	ME have hosted a German filmmaker recently - providing considerable income – more potential for future income. Industry connection for ME needs to be made centrally by PCC. ME would benefit as a location of (say) an episode of Dr Who	GREEN
Archery	Has been costed and could be delivered – but will not stand alone – external operator required (seasonal?)	AMBER
Laser Clays	As above with Archery	AMBER
Bike Hire	As above with Archery	AMBER
Segway Tours	To be delivered for Easter 2013 – Heads of terms and operating license being completed	AMBER
Zip Wires; Aerial Assault Courses ; Conversion of Plant Centre into Outbound Adventure Centre	All require a specialist operator and capital investment in equipment – all costed and investigated. Initial surveys complete – there is interest from the private sector (finding the right partner is the issue) – planning should not restrict this. Current – awaiting detailed engineering drawings and costs (exact topographical layout to be provided). This has been put on hold whilst future governance issues are explored.	AMBER
Coastal Kayaking	Requires a motorised safety boat and a minimum of two highly qualified staff - expensive to set-up and expensive to run. The tidal nature of our foreshore makes this problematic (£40k for safety boat alone). Direct competition already exists	RED
Tree Top Tour	Capital outlay is too great - the operating risks are also considerable on an unknown product	RED

Camping	This is an essential component part of creating a sustainable model for ME. All the current economic drivers and forward trends show this as the growing UK tourism sector. ME is restricted by 28 day planning consents – we need a really good quality summer camp site with showers and toilets (run by a third party) to support the other activities. Planning has put a stop on it.	RED
Conferencing	Looking at the possibility of outsourcing the Belvedere and attached suite of rooms (with the caveat of retaining summer and Christmas holidays for 'community activity'). These needs to be carefully considered in the light of the Strategic Service review. Major issue is lack of connectivity. There may be the need to go to tender?	AMBER
Review of catering license	Review and recalibration of percentage yield, exclusivity, general thrust of the relationship in the light of the Strategic Service Review	AMBER
Provision of licensed pitches (ice-cream bikes etc)	Dependent on license and Strategic Service Review above	AMBER
Large events/concerts	Seek a third party operator/promoter – dependent on Strategic Service Review/Viability Plan and new Business Plan 2013 - 2020	AMBER
General infrastructure	Additional toilets are required as numbers and events increase – especially in the lower Park. Wifi connection is required for the corporate conferencing spaces. Three phase power is needed to facilitate the development of the Barrow Centre. Park wide signage review and reinvention is required	AMBER
General events	Filling in the annual cycle – there is the possibility of creating a May Fayre (Punch and Judy, Maypole dancing, jousting, traditional ales and food). Looking at the possibility of a 'Destination Mount Edgcumbe' motorcycle rally. The 'Worst Dog in the West' Show (don't laugh – a Dog Walkers Breakfast Club and dog friendly events will be well received). Schools lantern parades up the hill.	AMBER

Appendix 2

Example of a wedding advert

This advert ran in *Pure Weddings Magazine* along with editorial and images from the estate.



Mount Edgumbe...

Mount Edgumbe

...where dreams come true

With three licensed rooms and an outdoor summer house for civil ceremonies plus two stunning reception venues the choice is yours

Mount Edgumbe House and Country Park
Tel: 01752 822236 email: mt.edgumbe@plymouth.gov.uk
www.mountedgumbe.gov.uk

New Website Pages

Livelihood WCM Site Manager - You are logged in as 'maunderv' - Microsoft Internet Explorer provided by Plymouth City Council



Mount Edgcombe

Photo Gallery

- About Mount Edgcombe
- Civil Ceremonies
- Receptions
- Photo Gallery**
- Testimonials
- Special Offers
- Contact us



Ceremony Venues



Reception Venues



Out And About



Transport

Applet WizardMasterApplet started

Unknown Zone (Mixed) 100%



Mount
Edgcombe

The Great Hall

This stunning marble floored central room has an imposing staircase - a magnificent entrance for a bride. The seating in the hall is theatre style and will seat up to 80 people. To give you more flexibility and the opportunity to increase your guest list, the gallery is available for hire and can accommodate a further 40 people standing.

The Great Hall

The Drawing Room

The Library

✓ Like You and 732 others like this.



Mount
Edgcombe

The Orangery

Orangery

✓ Like You and 732 others like this.



Marquee Layout



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**PLYMOUTH CITY COUNCIL
MOUNT EDGCUMBE JOINT COMMITTEE**

Subject: Mount Edgcumbe Medium Term Service Review

Committee: Mount Edgcumbe Joint Committee

Date: 14 December 2012

Joint Chairs: Councillor Peter Smith, Plymouth City Council
Councillor Trubody, Cornwall Council

Cabinet Member: Councillor Peter Smith, Plymouth City Council
Councillor Armand Toms, Cornwall Council

CMT Member: Anthony Payne. Director for Place, Plymouth City Council

Senior CC Officer: Assistant Head of Service, Waste and Environment, Cornwall Council

Authors: James Ortiz/Paul Martin, Strategic Waste and Landscape, Cornwall Council

Contact: 01872 326313/01872 224297

Ref: ME

Key Decision: No

Part: 1 and 2

Purpose of the report:

This report presents the final Medium Term Service Review (MTR) document for Mount Edgcumbe Country Park that officers of the two constituent authorities have carried out. This process will take into consideration how Mount Edgcumbe is currently managed, how much it costs to do this, what level the of income generation is and identifies future pressures affecting the way the site is managed.

The document is also set out within the context of future reductions in Government funding and how the implications of this on Local Authority budgets may affect the way Mount Edgcumbe may operate in the future, predicating the need for Mount Edgcumbe to be less reliant on Local Authority support at some point in the future.

Members should note that due to confidential nature of the review it has to be presented on the agenda in two parts for the purposes of the meeting.

Part 1 gives background and highlights the way the review was carried out. It also shows that the MTR for Mount Edgcumbe is only the first phase of a three phased approach which are: undertake a 'state of the nation' type review, use this data to produce various options through a Viability Plan, which in turn sets the strategic direction for a new Business Plan.

Part 2 therefore details the review document in full, including commercially sensitive information.

Corporate Plan 2012 – 2015:

Plymouth City Council:

This report links to delivering the priorities within the Council’s Corporate Plan.

Cornwall Council:

Business Plan Immediate Priorities: Use of resources and performance management

Environment, Planning and Economy Directorate Plan priorities:

Creating a Green Cornwall Council, Creating better Places to Live

Delivering Excellent Services

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

The review document only shows how Mount Edgcumbe currently operates and to what level of financial support it receives from both Local Authorities.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:

None.

Recommendations and Reasons for recommended action:

It is recommended that the Joint Committee notes the report.

Alternative options considered and reasons for recommended action:

Given the ongoing pressure on public service finance and the desire to see Mount Edgcumbe less dependent on financial support from the two constituent authorities it is appropriate that a Medium Term Review of Mount Edgcumbe is undertaken. The review document will provide valuable information for the next phase of work – the Viability Plan, which will look at future governance models and options, which will in-turn give supporting information and strategic direction for the development of a new Mount Edgcumbe Business Plan.

Background papers:

None.

Sign off:

Fin	n/a	Leg	n/a	HR		Corp Prop		IT		Strat Proc	
Originating SMT Member											
Senior CC Officer											

1. Medium Term Service Review

- 1.1 The process for assessing and understanding what will be the most effective way of managing Mount Edgumbe Country Park in the future falls into three phases:
- a. Medium Term Service Review (MTSR): provide a document that captures, as best possible, the business and functions that Mount Edgumbe provides, setting out its financial position (including income opportunities and levels of expenditure) and highlighting future funding challenges, its potential liabilities and what are the 'hidden' costs to both authorities. This provides a better understanding of the true cost of managing the asset.
 - b. Viability Plan: in light of the information gathered from the MTSR, develop a viability plan which will recommend an effective way to sustainably manage Mount Edgumbe for the future and identify the steps that are needed to be taken to achieve this.
 - c. Business Plan: once the vision/direction has been agreed and the appropriate governance model(s) set out through the Viability Plan, a new business plan can be formulated to provide the firm financial basis on which to develop the business or businesses for Mount Edgumbe.
- 1.2 This report covers the first phase of work carried out, as indicated in 1.1 (a) above. This baseline of information gathering is vital part to the overall review process and forms the basis for the next two stages 1.1 (b) & (c).

2. Recommendations

- 2.1 It is recommended that the report is noted.

MEDIUM-TERM SERVICE REVIEW	
FUNCTION:	Mount Edgcumbe
DATE CARRIED OUT:	September 2012
VERSION:	04.12.12
I. Report Introduction (Part I)	
<p>The Mount Edgcumbe Joint Committee (MEJC) requested a process for assessing and understanding the most effective way of managing Mount Edgcumbe Country Park for the future. The first phase of this approach to look at the costs of operating and managing the estate together with some comparative organisational information has now been completed, and is presented to the Committee for discussion.</p> <p>Why carryout a review?</p> <p>Since 1971 Mount Edgcumbe has received a subsidy from both local authorities to offset the operating costs of running the house and country park alongside its earned income. Whilst the subsidies have reduced in recent years, public sector funding in this current economic climate is expected to continue to decrease significantly over the next four years.</p> <p>In order to address this issue Mount Edgcumbe Officers Working Group (MEOWG) decided with the support of the MEJC to undertake a medium term review of Mount Edgcumbe.</p> <p>Aim of the review</p> <p>This work captures the current business and functions of Mount Edgcumbe through an objective and honest assessment of the facts, setting out its financial position (including key income and levels of expenditure) and the future challenges of operating in the same way with reduced budgets taking account of its liabilities and the need to establish the ‘hidden’ costs to both authorities. This will provide a better understanding of the true cost of managing Mount Edgcumbe and inform the process of moving forward any current and future issues.</p> <p>The service review also undertook a visitor survey to enable a greater understanding of Mount Edgcumbe’s customer base. The results are included in Part 2 (appendix 2 on page 24) of the review document. Since the report was completed a further visitor survey was undertaken in October half-term holiday with further surveys to be undertaken next year.</p> <p>The service review also includes some comparative organisational information with other country parks that are managed by various organisations – local authority, trust and private. However, it has been difficult to establish and acquire financial information from all organisations as either they don’t know it fully or will not provide the information. As a consequence, it is difficult to accurately compare on a like for like basis. However it does provide some indicative information, and is included in Part 2 (chapter 13 on pages 17 and 18).</p> <p>It has also been assumed in the service review that future local authority funding from central government will be reduced over the next budget cycle. It is unclear at this stage how this funding reduction will impact upon both local authorities’ support for Mount Edgcumbe. However to help inform the service review a number of financial scenarios have been assessed and their possible impact on both Mount Edgcumbe and Plymouth City Council and Cornwall Council (see Part 2, Chapter 15 on page 19). Also, to assist with the Viability Plan’s key outcomes, it is proposed that a grant reduction budget profile is produced that will identify where possible changes may occur and how this may affect ME’s budget and where any new governance (if any) could be formed.</p>	

The detailed information collected through this service review is to inform the next stage of this work to develop and produce a viability plan that will enable Mount Edgcumbe to become a 'fit for purpose', commercially viable entity that is less reliant on funding from local authorities.

Based on the service review findings the viability plan will look at:

- what is/are the product(s),
- what are the markets,
- who are the competitors,
- what is the best governance model for ensuring the Park can operate most effectively and profitably,
- what may be required by both Authorities to achieve this,
- how can capital be raised,
- what are the liabilities, assets etc.

All this needs to be set out in a methodical way, which will include an appraisal/analysis of the potential future governance models.

This work is to be undertaken by sub-group of MEOWG, whose terms of reference can be read in Part 2 (Appendix 4 on page 44) of the review document. The corresponding work programme is also contained within this section.

Alongside the viability plan an independent 'critical friend' with commercial experience and relevant knowledge and expertise will be brought in to test the thinking. S/he will be engaged to provide guidance and support, and to challenge the outcomes of the work programme. This will ensure that the final viability plan will have been rigorously scrutinised to make it viable and robust.

Once the viability plan has been completed and accepted, a new business plan for Mount Edgcumbe will be developed based on and determined by the findings and agreed governance structure.

In the meantime a refreshment of the current business plan has been undertaken to ensure that existing and immediate business opportunities are pursued and implemented and that momentum is not lost whilst longer term plans are developed. These are set out in a separate report.

How was it carried out?

The Medium-Term Service Review was developed by officers from the two Local Authorities of Cornwall Council and Plymouth City Council. This was agreed and set out through the MEOWG and the MEJC.

Timescales

Work on the review commenced in July 2012 and involved discussions with both authorities with a final draft document to be presented to the MEJC on the 14th December 2012.

Note to Mount Edgcumbe Joint Committee Members

The members of the committee need to note that the information gathered to produce the service review document includes commercially sensitive data. Therefore it is necessary to present the document as a Part 2 report, which will follow this Part 1 introduction in the agenda.

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