



**MOUNT EDGCUMBE JOINT  
COMMITTEE**

**Joint Clerks**

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Published Thursday, 20 February 2014

**MOUNT EDGCUMBE JOINT COMMITTEE**

**DATE: FRIDAY 28 FEBRUARY 2014**

**TIME: 10AM**

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

**Committee Members–**

**Plymouth City Councillors-**

Mrs Beer, K Foster, Mrs Foster, Haydon, Penberthy, Peter Smith (Co-Chair) and Vincent.

**Cornwall Councillors-**

Councillors Austin, Candy, Ellison, Frank, Hannaford (Co-Chair), Hobbs and Trubody.

**Co-opted Members-**

Sir Richard Carew Pole Bt, Cdr Croker, Mr D L Richards and Mr T Savery.

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

Tracey Lee and Andrew Kerr  
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 19 July 2013 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 2013/14 (Pages 5 - 12)**

The Joint Committee will receive a report on revenue budget monitoring 2013/14.

#### **6. MOUNT EDGCUMBE REVIEW 2013-2014 (Pages 13 - 20)**

The Joint Committee will receive a report on the Mount Edgcumbe Review 2013-2014.

#### **7. MOUNT EDGCUMBE MEANS BUSINESS (Pages 21 - 36)**

The Joint Committee will receive a report on Mount Edgcumbe Means Business.

#### **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 paragraph 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 REPORT (E3) (Pages 37 - 50)**

The Joint Committee will receive a report on the revenue budget monitoring 2013/14.

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**Mount Edgcumbe Joint Committee****Friday 19 July 2013****PRESENT:**

Councillor Peter Smith, Joint Chair in the Chair.

Councillors Austin, Mrs Beer, Ellison, K Foster, Mrs Foster, Haydon, Hobbs, Penberthy and Trubody.

Co-opted Representatives: Cdr Crocker, Mr D L Richards and Mr T Savery.

Apologies for absence: Councillors Candy, Frank, Hannaford and Vincent and Co-opted Representatives Sir Richard Carew Pole Bt and Mrs Spring.

Also in attendance: Ian Berry (Park Manager PCC), David Bennett (Accountant PCC), Nick Butcher (Head Gardener/Ranger PCC), Paul Martin (Principal Strategic Partnership and Policy Officer CC), Peter Marsh (Interim Assistant Director for Environment CC), David Marshall (Business Development Mount Edgcumbe House and Country Park, Plymouth City Museum and Art Gallery PCC), Nicola Moyle (City Curator Museum and Archives PCC), Leigh Parker (Accountant CC), (Stephen Pickering (Consultant CC) Mark Porter(Public Transport Officer PCC) and Helen Wright (Democratic Support Officer PCC).

The meeting started at 10.00 am and finished at 11.00 am.

*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.*

**Welcome**

The Joint Chair took the opportunity to welcome new members to the Joint Committee.

**1. APPOINTMENT OF THE JOINT CHAIRS**

The Joint Committee noted the appointment of Councillor Peter Smith as Joint Chair and agreed the appointment of Councillor Hannaford as Joint Chair for the municipal year 2013/14.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest made by members in accordance with the code of conduct.

**3. MINUTES**

The Joint Committee agreed the minutes of the meeting held on 14 December 2012.

4. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

5. **REVENUE OUTTURN 2012/13 AND BUDGET 2013/14**

The Director for Place submitted a report on revenue outturn 2012/13 and the budget 2013/14 which highlighted the following main areas –

- (a) 2012/13 revenue monitoring variations;
- (b) 2013/14 budget;
- (c) latest forecast monitoring (high level);
- (d) annual return for the year (31 March 2013) (Audit Commission).

The Joint Chair took the opportunity to congratulate members of staff for the work that had been undertaken to significantly reduce the deficit and continue the good work.

The Joint Committee agreed –

- (1) to note the report;
- (2) that the accounts are recommended for approval for the annual small bodies return;
- (3) that the annual governance statement is recommended for approval for the annual small bodies return;
- (4) the amended 2013/14 budget.

6. **SERVICE REVIEW UPDATE**

The Interim Assistant Director for Environment (Cornwall Council), presented the update on the service review which outlined the following key areas –

- (a) background and journey to date;
- (b) immediate actions;
- (c) next steps.

Stephen Pickering had been appointed by Cornwall Council as a consultant to undertake work for Mount Edgumbe which included sharing expertise, review staffing structures and developing a capital investment plan.

In response to questions raised by the Joint Committee, it was reported that –

- (d) funding streams would be investigated once the plan for the Park had been drafted; it was also acknowledged that there was expertise within both authorities in securing funding;

- (e) discussions had yet to take place regarding improving access to the park, however it was evident from the events held within the park, such as the car rally, that visitors were able to access the location;
- (f) the appointment of Stephen Pickering (consultant) was not being funded from the Mount Edgcumbe budget.

The Joint Committee noted the report.

## 7. MOUNT EDGCUMBE PROGRESS REPORT

The Director for Place submitted a progress report for Mount Edgcumbe, which highlighted the following key areas –

- park and property areas;
- market research, marketing and public relations activity;
- events;
- weddings;
- development;
- commercial;
- staff.

In response to questions raised by the Joint Committee, it was reported that –

- (a) the council's insurance policy would not cover the cost of replacing the lead that had been stolen from the roofs of the Orangery, English Garden House and the French Conservatory; however, the damage caused by the flood to the Cremyll shop would be covered;
- (b) the stolen lead had not been watermarked, however the replacement lead would be identifiable and it would also be secured to the roof differently;
- (c) the Cremyll Ferry operators were working with other boat operators from the Barbican, Mount Batten and the Royal William Yard to provide ferry services to the park.

The Joint Committee wished to formally recognise the valuable contribution that the volunteers made to Mount Edgcumbe and agree to investigate the feasibility of awarding them a certificate in recognition of their work.

The Joint Committee noted the report.

8. **EXEMPT BUSINESS**

Agreed that under section 100(A) of the Local Government Act 1972 to exclude the press and public from the meeting for the following items of business on the grounds that they involved 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.

9. **REVENUE OUTTURN 2012/13 AND BUDGET 2013/14 (E3)**

Further to minute 5, the Director for Place submitted a confidential report on the revenue outturn 2012/13 and budget 2013/14.

The Joint Committee noted the report.

10. **CREMYLL FERRY SUBSIDY REVIEW (E3)**

A report was submitted to the Joint Committee relating to the Cremyll Ferry subsidy review.

Agreed –

- (1) to allow the Cremyll Ferry contract to run until the contract review date in August 2015;
- (2) to undertake a review of the Cremyll Ferry contract and to report the findings at a future meeting of the Joint Committee.



**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Revenue Budget Monitoring 2013/14
<b>Committee:</b>	Mount Edgumbe Joint Committee
<b>Date:</b>	28 February 2014
<b>Joint Chairs:</b>	Councillor Peter Smith Plymouth City Council Councillor Edwina Hannaford, Cornwall Council
<b>Cabinet Member:</b>	Councillor Peter Smith, Plymouth City Council Councillor Edwina Hannaford, Cornwall Council
<b>CMT Member:</b>	Anthony Payne, Strategic Director for Place, Plymouth City Council Peter Marsh, Interim Corporate Director for Environment
<b>Author:</b>	Ian Berry, Mount Edgumbe Park Manager, David Bennett, Senior Accountant Plymouth City Council
<b>Contact:</b>	Tel: 01752 822236 e-mail: ian.berry@plymouth.gov.uk
<b>Ref:</b>	ME
<b>Key Decision:</b>	No
<b>Part:</b>	I

**Purpose of the report:**

This report presents an update of the financial position for the Joint Committee for financial year 2013/14.

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

**The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:****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**

The current forecast in 2013/14 is an overspend of £28,000 which will be divided between the authorities. Management continue to review expenditure and income to reduce this amount, however there are a number of outstanding debts which are likely to be written off which could increase this by approximately £12,500.

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**Other Implications: e.g. 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.

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**Equality and Diversity**

Not applicable.

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**Recommendations and Reasons for recommended action:**

It is recommended that the Joint Committee notes the report.

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**Alternative options considered and reasons for recommended action:**

None.

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**Published papers:**

Mount Edgumbe 2011 budget setting. MEJC report 19/07/201

<http://www.plymouth.gov.uk/mgInternet/documents/s48007/201305%20Mount%20Edgumbe%20Year%20end%20final%20I.pdf>

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**Background papers:**

None.

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**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 This Report has been produced to update the Joint Committee with the monitoring position as at 31 January 2014.
- 1.2 Variations are reported in the attachment and broken down by park operation that reflects 50 per cent of the budget agreed by each constituent authority of £157,000 each.

## **2. 2013/14 MONITORING VARIATIONS - OVERVIEW**

- 2.1 In June the co-chairs of Mount Edgcumbe Joint committee agreed an overspend of £28,000 for this financial year, this is down to reductions in wedding/event income streams and are shown in Appendix A Mount Edgcumbe July Monitoring.

## **3. 2013/14 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 contribute £192,000 towards the running of the park making a total budget of £384,000. These plans included increasing 2011/12's contribution 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 and in 2011/12 the park ran to budget. However some initiatives experienced small delays, particularly the procurement and installation of the Marquee to enable the park to offer a quality wedding venue. In spite of these delays the park almost achieved a balanced budget in 2012/13 with final out turn £390,728 against the £384,000 budget. In January 2013 Cornwall council announced plans to cut the subsidy by 66k a year over next three years which was unrealistic in such a small timescale and senior managers in both authorities agreed a £70k net reduction in budget to £314,000 for this financial year. Steve Pickering has been brought in to look at options for the park to improve current income streams and introduce new ones, using the capital receipt from the sale of Picklecombe Cottage to fund the improvements needed to enable these new income streams.

## **4. 2013/14 REVENUE MONITORING VARIATIONS (to be read with Appendix B)**

- 4.1 **Mount Edgcumbe House Forecast £19,279 pressure (£5,279 in reports as forecasting £14k additional income from Cornwall to cover net 28k pressure) –**  
Main variations are:
  - Increase in employee costs of £2,481, per cent pay rise not budgeted for
  - Increase in premises costs of £4,996 due to a water leak and additional refuse collections.
  - Reduction in supplies and services forecast of (£4,804). This comprises of various savings against equipment purchase and maintenance, and a reduction of catering costs for conferences amongst other various small savings.
  - Transport (£278) saving is net effect of various lines on maintenance, fuel and hire charges.
  - Reduction in income forecast of £2,884. There are various fluctuations within the income lines but variation is mainly down to Weddings which are down by over £17,000 However included in this forecast is the additional £14,000 income that would come from Cornwall to cover their half of £28,000 pressure. Hence only £2,884 difference on this report.

**4.2 Mount Edgumbe Park Forecast - £119 pressure**

- Increase in employee costs of £156 and £1331 increase in upkeep of grounds partially offset by savings of (£1,338) on hire and maintenance of equipment.

**4.3 Mount Edgumbe trading Forecast £8,602 pressure – Main variations are:**

- Reduction in income forecast of £7,700, due to reduction in Orangery functions booked of £3,400 and commission received from caterer of £4,300 less than budget.
- Increase in premises costs of £723, payments to caterer for hire of Orangery incorrectly paid to Mount Edgumbe.

**5. BUDGET RISK**

- 5.1 There is a potential write off in respect of income from catering which has a value of circa £12,500.

**RECOMMENDATIONS**

It is recommended that the Joint Committee notes the report.

# MOUNT EDGCUMBE

## JULY 2013 LATEST FORECAST MONITORING (Appendix A)



**PLYMOUTH**  
CITY COUNCIL

Area	CIPFA Classification	Data				Difference Forecast V Budget
		Sum of 2012/13 Actual	Sum of 2013/14 Actual	Sum of 2013/14 Latest Budget	Sum of 2013/14 Forecast	
Mount Edgcumbe House	Employees	370,356	125,213	361,376	361,376	0
	Premises	56,110	29,497	60,296	60,296	0
	Supplies and Services	85,449	39,384	80,568	80,568	0
	Support Services	16,080	0	533	533	0
	Transport	29,327	11,423	25,486	25,486	0
	Income	-444,590	-160,623	-424,488	-420,047	4,441
<b>Mount Edgcumbe House Total</b>		<b>112,731</b>	<b>44,894</b>	<b>103,771</b>	<b>108,212</b>	<b>4,441</b>
Mount Edgcumbe Park	Employees	96,614	32,924	96,772	96,772	0
	Premises	48,898	15,578	49,453	49,453	0
	Supplies and Services	12,765	475	10,402	10,402	0
	Transport	30	0	30	30	0
	Income	-61,020	-24,852	-67,000	-67,000	0
<b>Mount Edgcumbe Park Total</b>		<b>97,286</b>	<b>24,125</b>	<b>89,657</b>	<b>89,657</b>	<b>0</b>
Mount Edgcumbe Trading	Employees	18,457	11,187	23,533	23,533	0
	Premises	292	0	0	0	0
	Supplies and Services	35,723	15,691	35,673	35,673	0
	Transport	291	0	292	292	0
	Income	-69,415	-52,739	-95,926	-86,367	9,559
<b>Mount Edgcumbe Trading Total</b>		<b>-14,653</b>	<b>-25,861</b>	<b>-36,428</b>	<b>-26,869</b>	<b>9,559</b>
<b>Grand Total</b>		<b>195,364</b>	<b>43,157</b>	<b>157,000</b>	<b>171,000</b>	<b>14,000</b>

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# MOUNT EDGCUMBE

## JANUARY 2014 LATEST FORECAST MONITORING (Appendix B)



**PLYMOUTH**  
CITY COUNCIL

Service Area	CIPFA classification	Data				Difference Forecast V Budget
		Sum of 2012/13 Actual	Sum of 2013/14 Actual	Sum of 2013/14 Latest Budget	Sum of 2013/14 Forecast	
Mount Edgcumbe House	Employees	370,356	304,360	361,376	363,857	2,481
	Premises	56,110	55,483	60,296	65,292	4,996
	Supplies and Services	101,529	88,714	81,101	76,297	-4,804
	Transport	29,327	21,454	25,486	25,208	-278
	Income	-444,590	-443,692	-414,590	-411,706	2,884
<b>Mount Edgcumbe House Total</b>		<b>112,731</b>	<b>26,318</b>	<b>113,669</b>	<b>118,948</b>	<b>5,279</b>
Mount Edgcumbe Park	Employees	96,614	80,788	96,772	96,928	156
	Premises	48,898	33,554	51,482	52,813	1,331
	Supplies and Services	12,765	2,649	10,402	9,064	-1,338
	Support Services	0	0	0	0	0
	Transport	30	0	30	0	-30
	Income	-61,020	-52,095	-78,927	-78,927	0
<b>Mount Edgcumbe Park Total</b>		<b>97,286</b>	<b>64,895</b>	<b>79,759</b>	<b>79,878</b>	<b>119</b>
Mount Edgcumbe Trading	Employees	18,457	23,846	23,533	23,733	200
	Premises	292	-5,077	0	723	723
	Supplies and Services	35,723	33,797	35,673	35,673	0
	Support Services	0	0	0	0	0
	Transport	291	0	292	292	0
	Income	-69,415	-98,516	-95,926	-88,247	7,679
<b>Mount Edgcumbe Trading Total</b>		<b>-14,653</b>	<b>-45,950</b>	<b>-36,428</b>	<b>-27,826</b>	<b>8,602</b>
<b>Grand Total</b>		<b>195,364</b>	<b>45,263</b>	<b>157,000</b>	<b>171,000</b>	<b>14,000</b>

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**PLYMOUTH CITY COUNCIL**

**Subject:** Mount Edgumbe Review 2013-2014  
**Committee:** Mount Edgumbe Joint Committee  
**Date:** 28 February 2014  
**Joint Chair:** Councillor Peter Smith, Plymouth City Council/  
Councillor Hannaford Cornwall Council  
**Cabinet Members:** Councillor Peter Smith Plymouth City Council/  
Councillor Hannaford, Cornwall Council  
**CMT Member:** Strategic Director for Place

**Author:** Ian Berry, Park Manager  
**Contact:** tel: 01752 822236  
email: [ian.berry@plymouth.gov.uk](mailto:ian.berry@plymouth.gov.uk)

**Ref:** ME  
**Key Decision:** No  
**Part:** I

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**Purpose of the Report**

This report review key activities during the 2013-2014 year.

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**The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:****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:**

Not applicable.

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

Not applicable.

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**Equality and Diversity:**

Not applicable.

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**Recommendations and Reasons for Recommended Action:**

Members note the report.

**Alternative Options Considered and Reasons for Recommended Action:**

Not applicable.

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**Published work/information:**

Not applicable.

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**Background papers:**

Not applicable.

**Sign Off**

Fin	N/A	Leg	N/A	HR	N/A	AM	N/A	IT	N/A
Cornwall Council			N/A						

## **1. Introduction**

- 1.1. This report gives a review of the 2013/2104 season and covers Park usage, events, visitor surveys and general information about the year.

## **2. Events**

- 2.1. As well as our events programme of walks, talks and workshops, a number of successful major events have been held at Mount Edgcumbe, culminating in the Christmas Fayre.
- 2.2. The key events have been:
  - 2.2.1. The Three Wishes Faery Festival
  - 2.2.2. Classic Car Rally
  - 2.2.3. Cornwall Military Vehicles Trust Annual Rally
- 2.3. These three events were organised by third parties with support from Mount Edgcumbe. We are working with all three parties to build on the success of these events.
- 2.4. The 2013 Christmas Fayre was the most successful to date; 6,004 people came through the door which was 1,000 more than last year. The footprint and range of activities offered was increased and included Living Statues, Dr Who and a Dalek, wood turners, a magic lantern show and musical entertainment.
- 2.5. There were 80 stallholders selling a range of crafts and food.
- 2.6. Local businesses were given the opportunity to promote themselves and stall holders from Plymouth Pannier Market joined the Fayre for the first time.
- 2.7. As well as the usual advertising, TV advertising was used which had a noticeable impact.
- 2.8. Feedback from the public has been positive, particularly with regard to the increase in children's activities and entertainment.

## **3. Filming in the Park**

- 3.1. Mike Leigh Turner film, David Dimbleby, Two Hungry Sailors.

## **4. General Park Usage**

- 4.1. Orienteering. The orienteering course was used by 30 organised groups with approximately 600 participants.
- 4.2. Talks; five external talks were given.

- 4.3. School Use; 29 individual schools booked to use the Park for a range of activities. They brought at least 2000 students to the Park. As is the case every year, not every school informs us that they are visiting, so the actual numbers of schools and students using the Park are much greater.
- 4.4. Other Use; 39 other groups mainly Charities carrying out sponsored walks used the Park.

## **5. Friends of Mount Edgcumbe Country Park**

- 5.1. Park staff continue to work closely with the Friends. The Friends have sponsored the following works this year:-
  - 5.1.1. Repairs to the Shell Seat - £3,500
  - 5.1.2. The installation of the play area in the Cremyll Shop garden - £9,206
  - 5.1.3. Purchase of a tractor - £19,500
  - 5.1.4. Fountain Pump - £672
  - 5.1.5. Camellia bulbs - £3,616
- 5.2. The Friends of Mount Edgcumbe have used Mount Edgcumbe for a variety of fund raising events. These have included:-
  - 5.2.1. Lunch in Marquee
  - 5.2.2. Curry Lunch in the Marquee
  - 5.2.3. Halloween Event
  - 5.2.4. Gilbert & Sullivan Concert
  - 5.2.5. Black Tie Dinner

## **6. Volunteers**

- 6.1. Our use of volunteers has continued to grow. In addition to local volunteers, we have had three placements from Europe who have worked full time with the gardeners and rangers. Their presence has been invaluable and a great help to staff.
- 6.2. We now have 55 volunteers on our books who work in a variety of jobs including gardens, park, research, education, stewarding, admin and bus driving.
- 6.3. Before the start of the season we had reviewed how volunteers are looked after. As a result, volunteer handbooks were revised, a more robust recruitment process introduced and a thorough induction process implemented. At the start and end of the season a staff and volunteer meeting was held. We now have one point of contact for a volunteer, who is herself a volunteer. This person works closely with us to ensure the system works.

## 7. Weddings

7.1. Wedding and reception bookings are slightly down on the previous year.

Year	Weddings	Orangery	Marquees
Apr 2012 – Mar 2013	35	25	1
Apr 2013 - Mar 2014	27	23	3

7.2. Meetings and Conferences

### Room Hire

Date	Client	Facilities	Extras
11 May 2013	Karen Osbourn – Naming Ceremony	Belvedere 1/2 day hire - £250	
15 May 2013	PCC	Folly 1/2 day hire for 9 pax £150	Tea/Coffe on arrival @ £1.50 p.
04 June 2013	Peninsula Arts Plymouth University	Folly 1/2 day hire for 10 pax - £150	Tea/Coffee/Juice & Pasty @ £3 + Tea/Coffee/Juice @ £2
27 June 2013	Cornwall Care	Folly full day hire - £300	Tea/Coffee on call off
19 September 2013	Marie Curie	Folly 1/2 day hire £150	Tea/Coffee on arrival @ £1.50 p. + Light lunch @ £7.95p.p.
16 October 2013	CHAT	Great Hall	
October Half Term	Drawn to the Valley	Belvedere – 10 day hire £850	
30 October 2013	Plymouth University	Belvedere 1/2 day hire £250	
29 November 2013	RenewableUK	Great Hall/Marquee £1500	Tea/Coffee & Biscuits at 60x£2

**Day Delegate Hire**

<b>Date</b>	<b>Client</b>	<b>Facilities</b>	<b>Extras</b>
27 February 2013	Plymouth Cabinet Members	Bronze Day Delegate Belvedere	
23 April 2013	Highfields Awarding Body for Compliance (Doncaster)	Bronze Day Delegate Belvedere	
12 July 2013	Plymouth University	Silver Day Delegate Marquee	Belvedere & Folly
25 July 2013	PCC Green Infrastructure and Street Scene	Bronze Day Delegate Belvedere	
5 and 6 September 2013	Plymouth University – International Conference	Silver Day Delegate Marquee + Drinks Reception	Belvedere (inc)
26 and 27 September 2013	PCAD – International Making Futures Conference	Bronze Day Delegate Belvedere	Folly, House and Marquee
11 October 2013	PCC Learning and Development	Bronze Day Delegate Belvedere	
22 October 2013	PCC Learning and Development	Bronze Day Delegate Belvedere	
23 October 2013	DCH Group	Bronze Day Delegate Belvedere	Octagon
26 November 2013	PCC Learning and Development	Bronze Day Delegate Belvedere	
27 November 2013	PCC Learning and Development	Bronze Day Delegate Belvedere	
10 December 2013	PCC Learning and Development	Bronze Day Delegate Belvedere	
28 January 2014	PCC Learning and Development	Bronze Day Delegate Belvedere	
7 January 2014	PCC Learning and Development	Bronze Day Delegate Belvedere	
11 February 2014	PCC Learning and Development	Bronze Day Delegate Belvedere	

**8. Adverse Weather Conditions**

- 8.1. Mount Edgumbe has not been immune to the adverse weather that has been experienced throughout the year.
- 8.2. Buildings have not suffered but the Italian Garden has flooded. This was caused by high spring tides backed by strong winds and heavy rain.

- 8.3. The biggest impact of the storms has been the effect on trees and woodland. At least 100 mature trees have blocked footpaths. Efforts to clear them are being hampered by wet ground and continuing high winds and heavy rain.

## **9. Metta Catharina Exhibition**

- 9.1. Members will recall that this exhibition of the story of the wreck of the Metta Catharina was supported by HLF, FOMECP and The Metta Catharina Trust and opened at the beginning of this season.
- 9.2. The exhibition was officially launched by the television presenter Monty Halls in June and generated a significant amount of publicity. We will continue to run the exhibition through the 2014 season.

## **10. Higher Level Stewardship**

- 10.1. In October 2013 197.91ha of parkland was entered into a High Level Stewardship Agreement through Natural England. This is a 10 year Management Parkland Plan and enables the Park to claim £26,853.20 annual management payment for each year of the 10 year agreement.
- 10.2. Part of the project requires the Park to produce a Conservation Plan. The aim of this report is to pull all the previous reports, plans and any other relevant information into a single usable plan. Once this report is produced it will enable the Park to access around £425,000 of capital grant for the restoration of historic features within the Park. This Conservation Plan would also be used for any future Heritage Lottery Bid.

## **11. Recommendations and Reasons for Recommended Action**

- 11.1. That members note the report.

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**PLYMOUTH CITY COUNCIL**

**Subject:** Mount Edgumbe Means Business  
**Committee:** Mount Edgumbe Joint Committee  
**Date:** 28 February 2014  
**Joint Chair:** Councillor Peter Smith, Plymouth City Council/  
Councillor Hannaford, Cornwall Council  
**Cabinet Members:** Councillor Peter Smith Plymouth City Council/  
Councillor Hannaford, Cornwall Council  
**CMT Member:** Strategic Director for Place  
**Author:** Steve Pickering  
**Contact:** tel: 07730075946  
e-mail: [steve.pickering@plymouth.gov.uk](mailto:steve.pickering@plymouth.gov.uk)

**Ref:** ME  
**Key Decision:** No  
**Part:** I

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**Purpose of the report:**

This report gives an update on the Mount Edgumbe Transformational change review originally reported in July 2013.

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**The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:****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:**

Not applicable.

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

Not applicable.

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**Equality and Diversity:**

Not applicable.

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**Recommendations and Reasons for Recommended Action:**

Members note the report.

**Alternative Options Considered and rejected:**

Not applicable.

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**Published work / information:**

Not applicable.

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**Background Papers:**

Not applicable.

**Sign Off**

Fin	N/A	Leg	N/A	HR	N/A	AM	N/A	IT	N/A
Cornwall Council			N/A						

## I. Transformational Change

### I.1 Background

The purpose of this project was to develop and commence implementation of a programme of change. By carrying out a review of the following main operational areas;

- Review existing staffing structures and identify/implement any necessary changes that will meet the future requirements and priorities of Mount Edgcumbe;
- Review existing commercial opportunities and identify/implement improvements that will provide Mount Edgcumbe with the best possible net return (e.g. current catering contract, longer term catering plans, new opportunities);
- Identify and develop a capital investment plan for Mount Edgcumbe that supports the future business and commercial priorities of Mount Edgcumbe and that is in accordance with any restrictions on listed buildings;
- Identify and develop any potential funding sources and bids that may assist and/or deliver some or all of the identified priorities within the capital investment plan;
- Review existing governance arrangements and identify options that will provide Mount Edgcumbe with the most effective way of managing its business in future and if changes are required, draft an implementation plan for their delivery;
- Ensure that all key stakeholders are fully aware and have been consulted on any proposed changes to the operational management of the house and country park;

### I.2 Initial observations -

- I.2.1 First impressions indicated many consultants had made suggestions and recommendations over years with a recurring theme of empowering management to act as a commercial arm within the existing framework of local government.
- I.2.2 Management and local stakeholders had numerous suggestions for improvements and excellent knowledge of the park.
- I.2.3 Suggestions for initiatives had tended to be treated in isolation and consequently not considered financially viable for increasing overall income.

1.3 Starting point for change –

1.3.1 Collate ideas and suggestions from stakeholders and develop a vision statement with an action plan to deliver a whole package of improvements.

1.3.2 The programme of change should be designed to make the park commercially viable whilst retaining the historic significance of the house and grounds, and recognising the positive contribution the service makes to life in the local area.

1.3.3 The completion of the vision statement and action plan will be significant in the review of the existing staff structure and discussion of future governance.

**2. Vision statement – Mount Edgcumbe Means Business**

2.1 Please see attached Mount Edgcumbe Means Business vision document and action plan.

2.2 Local stakeholders that have contributed informally to the vision so far -

Friends of Mount Edgcumbe

Earle of Mount Edgcumbe

Rame Traders Association

Maker Heights

Maker Junction

Rame Conservation Trust

Point Europa

Rame School of Artists

Drawn to the Valley

Mount Edgcumbe tenants

All Mount Edgcumbe Staff

Cremyll Keel Boats

Local residents/users of the park

Conservation officer and planning officer from Cornwall CC

Rame Parish Council

**3. Phase One Business Plan**

3.1 Utilising capital reserves from the sale of Picklecombe Cottage and re-allocation of existing revenue budgets the main objectives for phase I are:

3.1.1 To create a number of commercial letting spaces at the Barrow Centre which will generate new employment opportunities and create additional income for the park.

**Update:** At the time of writing this report, we have applications from approx 15 operators wishing to occupy spaces at the Barrow centre, with potential to create an estimated 20 – 25 jobs.

3.1.2 Refurbish the Cremyll lodge into a holiday letting

**Update:** Work is in progress to deliver this scheme, with an anticipated revised completion date of June 2014.

3.1.3 Create a certified caravan site on Dry Walk car park

**Update:** Currently discussing the initiative with Caravan and Camping Club UK.

3.1.4 Improve the visitor experience and increases existing income streams

**Update:** Awaiting formal confirmation for release of capital funding before any purchases can be made. Also, see item two regarding events.

3.1.4 Make the projected income for the phase two investment more sustainable.

**Update:** See item three, phase 2 business plan.

#### 4. Events 2014/15

4.1 Please see attached list of seven major events planned between April – September 2014. This programme builds on existing events and introduces two new events in May.

4.2 Each event will be promoted individually on ITV Westcountry with the purpose of –

4.2.1 Attracting both visitors and participants to the events;

4.2.2 Raising the general profile and kudos of Mount Edgcumbe by regular exposure on television;

4.2.3 Ensuring the sustainability of new commercial tenants at the Barrow centre;

4.2.4 Create a BUZZ and confidence about Mount Edgcumbe!

4.3 The Green Man event in May will celebrate the spirit of rebirth and will compliment the popular Black Prince event taking place on the bank holiday Monday in the villages of Milbrook, Kingsand and Cawsand.

4.4 The Smugglers market is a joint event with Plymouth City Market as part of the national “Love your local market” campaign. This event should receive a lot of publicity both regionally and nationally and benefit traders at Plymouth City market as well as promoting Mount Edgcumbe.

4.5 In addition to the major events, there is a full programme of smaller events planned by the management team in conjunction with volunteers and the Friends of Mount Edgcumbe. All these activities will benefit from the major events and will encourage new visitors to make regular repeat visits to the park.

4.6 The increased event activity will produce opportunities to increase third party income through other streams by stimulating more bookings for weddings, conferences, etc and generating increased income from retail sales and parking fees.

## **5. Phase Two Business Plan**

5.1 Initial reports and draft business plans indicate potential to remove the annual subsidy provisions from Cornwall and Plymouth within two years. This is based on the growth of initiatives stimulated in phase one plus the renovation of a number of properties which will become holiday lettings.

5.2 The timeframe for completion of the project is estimated at two years. However, this may be subject to revision following more detailed surveys and action plans.

5.3 Approximately eight properties have been identified for use as holiday lettings and wedding associated accommodation. Several letting agents have given advice as to feasibility and the potential is exciting.

5.4 Following discussions with Cornwall conservation and planning officers the park has allocated a woodland area for the provision of three "Safari tents" or "Eco pods" with potential to generate additional income. These will be discretely hidden from view of general visitors to the park.

5.5 Detailed analysis of phase two is currently being undertaken and various surveys being commissioned. It is proposed to utilise "invest to save" capital funding to expedite the project to ensure quick delivery.

5.6 Officers are advised that delay in delivery of above initiatives will result in loss of potential income.

## **6. Recommendations**

6.1 That members note the report.

# Mount Edgcumbe means business

A vision document and action plan





The Mount Edgcumbe vision is a 3 year blueprint for the future aiming to substantially develop the visitor experience to the grade 1 listed park and increase awareness of the immense historical significance. Increasing the number of attractions, activities and experiences on offer for all age groups.

In implementing the vision the aim is to sensitively realise the parks commercial potential and present the best possible experience for current and new visitors, generating new and sustainable income to help manage and conserve the historic park into the future. Ensuring profitable use and conservation go hand in hand.

## The vision

The unique selling point for Mount Edgcumbe is the wealth of history and stories of famous historical figures associated with the Estate over the centuries.

The history of Mount Edgcumbe provides a unique opportunity to stand out from the competition.

The vision will focus on celebrating the story of the Earl of Mount Edgcumbe family to highlight local history and develop the park into an anchor attraction for the Rame Peninsula.

**A free to enter historic park with a variety of choice income attractions**





The emphasis on this phase of capital expenditure will be to create a number of facilities for the Barrow Centre making units more attractive to business.

## Phase 1 - To be completed by April 2014

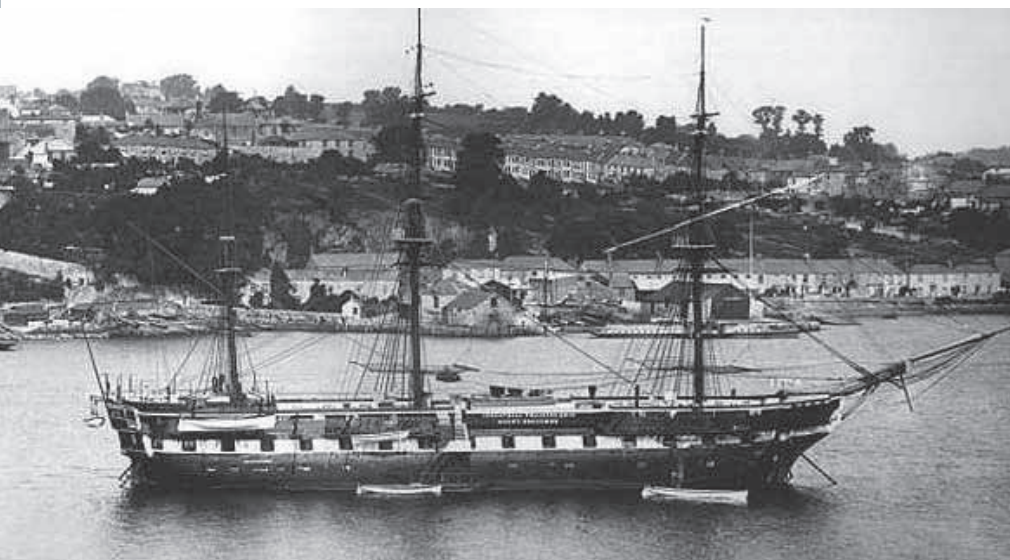
To “create a buzz” aimed specifically to encourage further investment from small businesses, and in turn help attract and secure larger investment for phase two by external funding partners.

Continue to develop the Barrow Centre as a visitor attraction for the park by stimulating commercial lettings and thus reducing the amount of subsidy to the park. Property lettings will provide future sustainable

income and help establish a number of small independent businesses with new employment opportunities.

The emphasis on this phase of capital expenditure will be to create a number of facilities for the Barrow Centre making units more attractive to business.

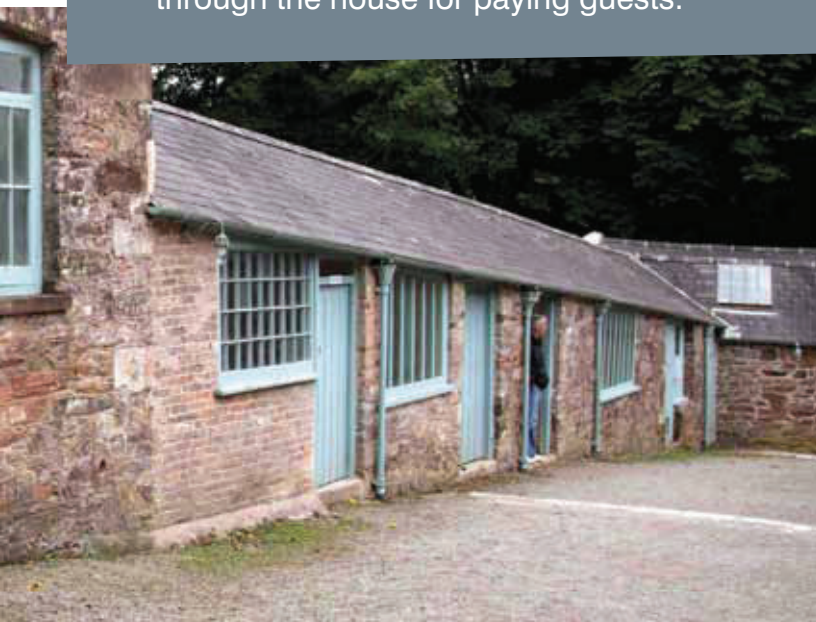
This will be achieved through a combination of small but deliverable initiatives each contributing to an improved visitor experience whilst focussing on the objective of generating income from sustainable commercial lettings.





**From existing resources the park will strive to deliver most if not all the following items before April 2014:**

- Allocate and let commercial unit spaces.
- Make the Barrow Centre more visible.
- Install a quality wifi system.
- Develop the existing series of events.
- Create an aggressive marketing plan.
- Review overall branding of the park.
- Provide a “bat friendly” scheme of lighting.
- TS Mount Edgumbe – A themed play area.
- Purchase a land train to literally “drive footfall” from the Cremyll gates to the Barrow Centre.
- Develop a pedestrian one way system through the house for paying guests.
- Remove the majority of existing signage.
- Convert the Cremyll shop building to provide holiday accommodation whilst retaining the gift shop at the front.
- Improve fencing along the main road.
- Provide cosmetic improvements to the Triumphal Arch entrance.
- Review on-site car parking arrangements and coach drop off points.
- Consider one way vehicle system into the park.
- Develop Dry Walk car park to accommodate touring caravans as a “certified” location.



## Business Planning

- Establish a funding group of external partners to create a financial strategy for delivery of phase two.
- Develop the business planning for next phase.
- Implement a staffing structure capable of delivering and maintaining the vision for the future.
- Create a Visitor Information Centre and Wedding one-stop-shop facility in the house foyer. (Possible phase two)

# Phase 2 – to be completed by April 2016

## Explore Mount Edgcumbe

- Establish a commercially viable visitor information centre for the Rame Peninsula combined with a one-stop-shop for wedding services.
- Implement a scheme of interpretation across the park including branded signage, heritage trails, identified walks and in particular linking to other attractions on the Peninsula.
- Bring to life a number of listed structures in the park and promote the educational resources available to local schools.
- Renovate the French Conservatory and utilise as a cultural exhibition space and educational workshop.
- Build on the success of the existing catering facilities with a view to offering more choice for visitors.

- Develop additional recreational attractions.
- Provide lighting schemes at various key points in the park.
- Explore invest to save opportunities around sustainable energy sources and waste recycling opportunities.

### Getting to Mount Edgcumbe

Work in partnership with key transport providers to implement a number of improvements for accessing Mount Edgcumbe and encouraging visitors to explore other local attractions.



Renovate the French Conservatory and utilise as a cultural exhibition space and educational workshop.





## Stay at Mount Edgcumbe

Complete a number of property renovations for the purpose of creating holiday accommodation.

### To include:

- Cremyll Lodge
- English Garden house
- Convert existing offices in the main house
- Gardeners lodges x 2
- Develop caravan and camping facilities
- Self contained eco huts in the woods
- The dog kennels building on upper deer park

## Key strategic drivers

1. Review Governance
2. Establish the overall brand
3. Develop overall business plan
4. Barrow Centre as a central hub
5. Holiday and Residential accommodation
6. Events and Functions
7. Existing and new activity
8. Revise staff structure for delivery of the vision
9. Partnership working with Friends of Mount Edgcumbe



Build on the success of the existing catering facilities with a view to offering more choice for visitors.





## We value your comments

Please let us know what you think about Mount Edgcumbe and the proposals for the future.

Email: [Steve.Pickering@plymouth.gov.uk](mailto:Steve.Pickering@plymouth.gov.uk)

Tel: **07730075946**

Write to:

### **Nicola Moyle**

Head of Arts and Heritage  
Economic Development  
Plymouth City Council  
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# Mount Edgcumbe

Page 35

## 2014 Events

Mount  
Edgcumbe  
Britain's historic park by the sea

### Wedding Fair and Open House

Sunday 6 April 11am - 4pm

Entry FREE - Parking £2

Visit Mount Edgcumbe House, the Earl's Garden and Barrow Centre free of charge. The garden marquee will host a wedding fair, showcasing just what is possible at this fabulous venue. See the estate as it was in 1914 populated with Edwardian ladies and gentlemen.

### The Green Man

Sat 3 & Sun 4 May 10 am - 4pm

Entry FREE - Parking £5

Celebrate the spirit of rebirth as Spring arrives. A two day Fayre offers craft stalls, traditional entertainments, Cornish music, food and drink, all woven around the magical central figure of a Green Man.

### The Smugglers Market

Sunday 25 May 10am - 4pm



Entry FREE - Parking £5

The Phoenix tall ship comes to Mount Edgcumbe to celebrate this huge "Love Your Local Market" event with Plymouth City Market and lots of family entertainment.

### 3 Wishes Faery Fest

Fri 20 - Sun 22 June Prices, times and booking visit [www.faeryevents.com](http://www.faeryevents.com)

A magical weekend of Faery activities, music and great food. Including a world record attempt for the largest gathering of fairies in one place! So don't forget your wings, wands and tutus.

### Classic and American Car Rally

Sunday 3 August 11am - 4pm

Entry FREE - Parking £5

Over 500 classic vehicles, from vintage cars and motorbikes to military vehicles and off-road beasts. With lots to do and see for all the family, including licensed bar, live entertainment, car boot, bouncy castles and a wide variety of catering.

### Military Vehicle Trust (Cornwall)

Sat 23 - Mon 25 August

Entry FREE - Parking £2

2nd World War military vehicles and armament will be joined this year by 'Rolling Thunder' - firing howitzers and field artillery. Demonstrating the historical significance of Mount Edgcumbe and the part it played as host and embarkation point for part of the American Army in June 1944.

### Sealed Knot Weekend

Sat 27 & Sun 28 September

Entry FREE - Parking £2

See what the life and times of ordinary Civil War soldiers and their families was really like. The event is free of charge and takes place in the lower park where you will find their historic encampment.



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