

**REVIEW OF TOURISM & TOWN CENTRES SERVICE**  
**STAGE 1 REPORT**

**NOTE: FOR THE AVOIDANCE OF ANY DOUBT, THIS REVIEW WILL NOT CONSIDER INTRODUCING PARKING CHARGES AT ANY OF THE COUNCIL'S FREE CAR PARKS AND WILL NOT CONSIDER RAISING THE PRICES OF THE COMMUTER CAR PARKS. THE COUNCIL WILL CONTINUE TO HONOUR ITS COMMITMENT AS STATED IN ITS CONSTITUTION.**

1.0 **INTRODUCTION**

1.1 The review will be undertaken by the Director, Commercial (Emma Grima) and Tourism & Town Centres Manager (Tracey Harding). Councillor Richard Hobbs, Councillor Lis Every, Councillor Carol Sennitt and Councillor [to be updated verbally at committee] will assist the service review team.

1.2 The review timetable is to be agreed by Commercial Services Committee on 22 November 2016. The timetable for the completion of the review is outlined below:

<b>DATE</b>	<b>COMMITTEE</b>	<b>REPORT</b>
22 November 2016	Commercial Services Committee	Terms of Reference Stage 1 Report Statement of Consultation
17 January 2017	Commercial Services Committee	Specific Consultation Strategy
March 2017	Commercial Services Committee	Final Report Draft Improvement Plan

1.3 **Terms of Reference**

The terms of reference are detailed in Appendix 1 for approval by Members. When agreed, these will be incorporated into the final report.

2.0 **DESCRIPTION OF SERVICE**

2.1 **Description of service**

The objectives of the service are:

2.1.1 **Car Parks**

To provide safe and easily accessible parking in Ely, Soham and Littleport and manage the commuter car parks at Ely's Angel Drove and Littleport Station.

### 2.1.2 Town Centres

To carry out initiatives and projects to re-vitalise our three town centres to make them a pleasant place to live, work and visit.

### 2.1.3 Tourist Information Centre

To provide a high quality, unrivalled official Tourist Information Service that is accessible to everyone and promotes Ely and East Cambridgeshire as a key tourist destination.

### 2.1.4 Oliver Cromwell's House

To provide an informative and enjoyable experience for all visitors. To retain part of England's heritage and educate its visitors about one of the most important men in history.

#### Gift Shop

To provide an additional source of income to support the core business and assist in the promotion of Ely and Oliver Cromwell's House, as well as products and ranges to meet visitor expectations.

#### Function Room

To provide an additional source of income to support the core business and provide facilities to enable events and activities to be held.

### 2.1.5 Tourism Development including Events Management

To produce a range of high quality publications and advertising campaigns to promote Ely and East Cambridgeshire as a key tourist destination. To put on key events to promote area's distinctiveness and maximise income potential.

(Tourism & Town Centres; Service Delivery Plan 2016/17).

## 2.2 Links to Service Delivery Plan and Corporate Plan

<b>Corporate Plan</b>	<b>Links to Service Plan</b>
A fantastic place to live	Re-vitalise the three town centres to make them a pleasant place to live, work and visit. Promote Ely and East Cambridgeshire as a tourist destination.
Improving local transport	Provide safe and easily accessible parking in Ely, Soham and Littleport. Manage commuter car parks in Ely

	and Littleport.
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## 2.3 Resources

### 2.3.1 The cost of the service (2015/16) is detailed below:

The service can be broken down into budgets for Car Parks, Oliver Cromwell's House and Tourism (Events/Marketing). The table below shows how the budget is divided:

	<b>Gross</b>	<b>Income</b>	<b>Recharge/Depreciation</b>	<b>Net</b>
Car Parks	£244,354	£216,433	£66,180	£27,921
OCH	£134,378	£115,803	£72,213	£18,575
Tourism	£64,768	£28,499	£43,145	£36,269
<b>Total</b>	<b>£443,500</b>	<b>£360,735</b>	<b>£181,538</b>	<b>£82,765</b>

### 2.3.2 The Council employs 1 Tourism & Town Centres Manager, 1 Car Park Supervisor, 1 Car Park Warden (P/T), 1 Tourism Development Officer (P/T), 1 Marketing Support Assistant (P/T), 4 TIC Assistants (P/T), 6 Casual TIC Assistants, 19 Casual Tour Guides and 1 Casual Car Park Warden.

## 2.4 Service Plan Delivery Targets

<b>Measure</b>	<b>Target</b>
To extend Angel Drove Car Park to provide additional parking spaces to meet the needs of commuters.	100 additional spaces
To extend Littleport Station Car Park to provide additional parking spaces to meet the needs of commuters.	80 additional spaces
To launch a new commercial website for Visit Ely which will form part of the Council's Transformation Programme and bring in a minimum of £5,000 in its first 12 months.	£5,000
To expand on the programme of events and tours available at Oliver Cromwell's House in order to increase income levels by £2,500.	£2,500
To establish a newly constituted group for Ely's Town Team that will be a recognised voice and lead in driving the future city centre's growth and development	December 2016

To look into the feasibility of receiving grant funding in order to continue to develop the work of Littleport's Town Team Action Plan.	December 2016
To establish a new town team for Soham and develop and carry out a one year action plan.	June 2016

### 3.0 THE 4C'S

3.1 The review shall follow the 4C's process; Challenge, Compare, Compete and Consult. A brief outline as to how the process will be followed is outlined below.

#### 3.2 Challenge

This is a non-statutory service.

The purpose of the review is to determine whether the existing service meets the needs of the district.

A review of each element of the service will be carried out and shall consist of the following:

- Cost analysis of the service
- Consider alternative delivery mechanisms for the service
- Identify and recommend opportunities for the Trading Company

#### 3.3 Compare

A review of how other authorities/organisations deliver each element of the service will be carried out. The review will consist of, but may not be limited to, an analysis of the following:

- Who delivers the service?
- How the service is delivered
- How much does it cost to deliver the service?

#### 3.4 Compete

Consider alternative ways of delivering the service. The options to consider are:

- Transfer of service to a third party; for example Trust, Local Council, Trading Company or different department
- Joint Partnerships

- Digital marketing

### 3.5 Consult

The consultation shall be carried out in accordance with the Statement of Consultation (Appendix 3).

## 4.0 OUTCOMES OF THE REVIEW

### 4.1 Potential Outcomes

#### Operation

- i) Alternative ways of delivering the service

#### Performance

- i) Review of current performance and targets in the service delivery plan

#### Resources

- i) Achievement of efficiency savings
- ii) Opportunities for the Trading Company

## 5.0 KEY ISSUES

5.1 The key issues to be considered as part of the Stage 2 Report are as follows:

- Determine whether the existing service meets the needs of the district
- Consider alternative delivery mechanisms for the service
- Identify and recommend cost savings
- Identify and recommend opportunities for the Trading Company