



Agenda item:



Title of meeting: Culture Leisure & Sport Decision Meeting
Subject: Portsmouth Cultural Trust Annual Update Report
Date of meeting: 11 October 2013
Report by: Head of City Development and Cultural Services
Wards affected: All wards
Key Decision: No
Full Council Decision: No

1. Purpose

1.1 The purpose of this report is to inform the Cabinet Member on the work carried out by the Portsmouth Cultural Trust during their second year of operation from April 2012 - March 2013.

2. Recommendations

- 2.1 That this update report on the operation and delivery of services by Portsmouth Cultural Trust 2012/13 be noted including the delivery in excess of the key performance targets as outlined in the Partnership Agreement.**
- 2.2 That congratulations be given to Portsmouth Cultural Trust for achieving the year's successful delivery.**

3. Background

- 3.1 A new not for profit distribution organisation was established to deliver the operation of Portsmouth Guildhall. The operation transferred in April 2011 and the service has been delivered since by Portsmouth Cultural Trust.
- 3.2 This report forms part of the annual reporting mechanism of the Partnership Agreement which was requested by the Cabinet Member in October 2012.

4. Full Year Report 2012/13

- 4.1 Having established the operation of the service through their first year of operation the next year 2012/13 presented the Trust with the opportunity to define their Strategic Priorities and direction of travel with more certainty. Their annual plan stated their intention as follows:

Portsmouth Cultural Trust (PCT) are creating a values based organisation which will allow the Trust to embrace its unique role within the city of Portsmouth. The Trust's priorities are:

- To focus on the delivery of high quality cultural services within its current operations.
- To create a charitable organisation which reflects our values and vision.
- To improve revenue and to increase efficiency.
- To manage change and to create an environment of inspirational leadership and effective communication.

4.2 The Key Priorities for PCT 2012-13 were:

- To improve the programme, attracting quality artists and developing our music offer.
- To extend our reach to new audiences within Portsmouth and beyond.
- To improve the quality of our service to all users.
- To develop our people, unlocking their potential and developing our leaders.

A summary of the achievements of the Trust under each of the headings is considered below.

4.3 To improve the programme, attracting quality artists and developing our music offer:

The Trust achieved much of what it set out to do with the re-engagement of a number of music promoters who had not visited the Guildhall for many years e.g. Kennedy Street and Marshall Arts. They visited the offices of many promoters to discuss the venue including Raymond Gubbay, Kilimanjaro and Avalon. They also had several meetings with the BSO and agreed some steps to develop classical audiences.

4.4 To extend our reach to new audiences within Portsmouth and beyond:

The Trust's new website increased in hits and unique visitors throughout the year. The increase in average audience by 18% indicates improved market penetration through improved marketing. Monthly newsletters as well as a number of campaigns help raise the venues' profile to local and regional audiences.

4.5 To improve the quality of our service to all users:

There was significant increase in the Trust's secondary spend throughout the year. The general presentation and demeanour of their people improved through training and consultation on the vision and organisational objectives. It was however felt that there was still room for improvement on the quality of the café and the food offer.

4.6 To develop our people, unlocking their potential and developing our leaders:

The Trust implemented the Managing for Excellence training programme which was key to unlocking the potential within their managers and supervisors. They took a very inclusive approach to staff, making them aware of what they were doing and what part they could and would play in the development. The operational team created 'Team Guildhall', a new approach to team building and development. The team ethic continued to be underpinned with regular 'Colleague Briefing' throughout the year and 'Meet the Chief' sessions.

4.7 Internal restructuring has resulted in a new two layer management structure with Heads of Service and Heads of Department. The former form the core of the senior management team who run the business and along with the CEO deliver the key strategic and business development. The latter report to the Heads of Service and manage frontline services.

4.8 The result of the restructuring enabled the Trust to consider how to deliver greater efficiency, improve service delivery and achieve greater sustainability resulting in some key policy decisions:

- Moving the ticketing function from Blackbaud to Ticketmaster
- Introducing a management training programme 'Managing for Excellence' so providing the managers with the key skills to enable a cascade of training with a focus on customer service and improving revenue
- Change of IT support infrastructure (part of the longer term strategy agreed at the point of original transfer)
- Submission of application to become a charity

4.9 The restructure also enabled the expansion of the cultural offer within the building with the launch of a series of 'Live Lounge' cabaret evenings and the conversion of the Star Room into the Zodiac Gallery to host touring exhibitions. The overarching programme continued to attract a range of musical highlights including The Scissor Sisters, Mumford & Sons and the Stereophonics.

5. Statistical Reporting

5.1 As outlined in the report to CS&L in October 2012 the Trust has a number of targets for delivery as were outlined in the original Partnership & Funding Agreement. It is clear from the quarterly reporting that the number of users has continued to grow significantly even against the background of the reduced amount of activity available to book in the first quarters of 2012 with the Jubilee and Olympics national events.

| | Target | 2011/12 actuals | 2012/13 actuals |
|------------------|---------------|------------------------|------------------------|
| Number of Users | 180,000 | 163,328 | 219,240 |
| Number of Events | 220 | 388 | 301* |

* now excludes the activities in the 3rd floor meeting rooms as it was felt this skewed the statistics

6. Equality Impact Assessment (EIA)

6.1 An Equality Impact Assessment is not required as this is not a change to policy or service delivery.

7. Legal Implications

7.1 The only point of note to make with regard to the operation of the PCT as a charitable organisation is that the Government is carrying out a review of the regulation of charities. This has not been completed but will have to be taken into account in future governance decision.

8. Head of Finance's comments

8.1 The Partnering and Funding Agreement with the PCT was for a two year period from the 1st April, 2011 to the 31 March 2013. The revenue amount payable in each year was £607,000. A grant of £507,000 is payable in 2013/14.
A sum of money has been set aside for capital expenditure and will be spent in accordance with Portsmouth City Council policies and procedures.
A meeting is held every quarter to review the financial performance of the PCT and to provide advice and guidance in a supporting capacity as required

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Signed by
Stephen Baily
Head of City Development and Cultural Services

Appendices: None

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

| Title of document | Location |
|-------------------|----------|
| None | |

The recommendation(s) set out above were approved / approved as amended / deferred / rejected by Cabinet Member for Culture, Leisure and Sport on 11 October 2013.

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Signed by: Cabinet Member for Culture, Leisure and Sport