

# The Riverside Civic Hall

## Globe Report: Action Plan



Date: 7<sup>th</sup> March 2011



Strategic Objective	Action Required	lead	Start Date	Completion Date	Resource	What has been achieved
Increase focus on profitable activity	Target events that bring it's own inherent mobile audience	Lisa McDowell	1 <sup>st</sup> March	Ongoing		<ol style="list-style-type: none"> <li>1. Hosted Boxing Night Bar takings &gt;3K Addition Booking for October</li> <li>2. Revitalise Friends of CLAW Whitworth for increased public support</li> <li>3. We currently hold 2 boxing comps per year – target audience/followers high attendance, high bar takings, need to attract more of this type of event.</li> </ol>
	Consolidate focus of activity on cash generating weekend events...weddings etc	Lisa Mc Dowell	1 <sup>st</sup> March	Ongoing		<ol style="list-style-type: none"> <li>1. No further Explanatory Events planned 2011/2012</li> </ol>
	Explore / target business use during the daytime core hours	Lisa Mc Dowell	13 <sup>th</sup> July	13 <sup>th</sup> July		<ol style="list-style-type: none"> <li>1. Attending &amp; advertising at a forthcoming business conference with best of Rossendale</li> </ol>
			May 2011	Ongoing		<ol style="list-style-type: none"> <li>2. Approaching all funeral directors stating that we can also hold the funeral service here too and have photos to use</li> </ol>
May 2011			Ongoing			
			May 2011	Ongoing		

						<ul style="list-style-type: none"> <li>3. Approach Schools for revision days (like WCHS already do)</li> <li>4. Target businesses off the rateable value list provided by Globe (whether to hold conferences here or attend our Christmas party nights) depending on the their own facilities</li> </ul>
	Move towards self sustaining catering arrangements	Lisa McDowell/ C Rowan	1 April	ongoing	Commercial Deep Fat Frier	<ul style="list-style-type: none"> <li>1. Cut-off Date 1 August no further external Buffet Catering for Events &lt;100 Guests</li> <li>2. Cut-off date 1 November no External Buffet Catering all bookings</li> </ul>
<b>Reduce operational cost</b>	Review financial management processes/ take a baseline and monitor direction of travel + or -	CLAW Board /C Rowan/ Christine Ashcroft	1 <sup>st</sup> April	1 <sup>st</sup> July	Lancashire Audit Report	<ul style="list-style-type: none"> <li>1. Monthly Management Accounts versus Budget review every Board Meeting</li> <li>2. Monthly Meeting with Hall Manager to discuss same</li> </ul>
	Carry out a process reengineering exercise	Board/Lisa Mc Dowell	1 <sup>st</sup> May	1 <sup>st</sup> September	Globe Report	<ul style="list-style-type: none"> <li>1. Re-Education of Hall Management team to extract all financial opportunities from all events/functions.</li> </ul>

						2. Root to branch review + wash-up of all events to explore further opportunities
	Reduce overheads such as utility costs	Board /Lisa McDowell	1 <sup>st</sup> April	1 <sup>st</sup> June	Globe Report	<p>1. Relocation and reduction in operating hours of reception making a reduction in utility cost for that area</p> <p>2. Increase usability of Heating System by updating operating software / hardware</p> <p>3. Utilise Cooler single storage vessel method in Bar area</p>
<b>Re-focus the Marketing Strategy</b>	Produce marketing strategy for Riverside					
	Review marketing material	Board /Lisa McDowell	April 11	May 11		1. Providing a generic brochure that isn't in favour of weddings. If this format works then will only update as & when we feel necessary so may not be annually therefore saving money
			April 11	May 11		

						2. Produce individual price lists so they are for more cost effective if we need to change prices mid way through the year. Also helps that we only send a price list relevant to the type of booking
	Optimise website	Board /Lisa McDowell		Ongoing		1. Added additional meta tags. The Riverside now feature on pages 1, 2 or 3 depending on what is placed in google. Free listing sites have also been added
	Develop a customer focused organisation – customer care policy - survey feedback – focus groups etc			Ongoing  14 <sup>th</sup> June		1. We send a tell us more type leaflet out with all final invoices and have received some nice comments back  2. Set up an excel spreadsheet to capture evidence
<b>Consolidation of staffing structure</b>	Review staffing structure	Lisa McDowell/ Board	1 <sup>st</sup> March	1 <sup>st</sup> June		1. Event Staffing Matrix in development taking into account guest expectancy/function type

						<p>2. Reduction in reception opening hours reducing staff hours</p> <p>3. Following ratio is used when planning staff for a function/event</p> <p>Low = funerals, christenings, 70<sup>th</sup> plus birthdays  Med = 50<sup>th</sup> /60<sup>th</sup> birthdays  High = Weddings, Christmas, dinners, boxing Very Good</p> <p>Low ratio 1:70</p> <p>Med ratio 1:50</p> <p>High ratio 1:30</p>
	<p>Improve working practices including work programming - performance monitoring – 1-2-1s - Annual Reviews</p>	J Dodman	1 <sup>st</sup> June	1 <sup>st</sup> Sept		PDR system under development