



Wanganui War Memorial Conference and Convention Centre Future Development Plan



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1. Introduction

The Wanganui War Memorial Hall was constructed in 1955 – 1960 as a living memorial to the 375 men and women who lost their lives in the Second World War. Designed in an era when halls formed a pivotal part of the fabric of the community, at the time it was a radical departure from the norm for civic memorial buildings in New Zealand and is now considered to be one of the finest examples of New Zealand modernist architecture.

In 2009 the Hall was renamed the Wanganui War Memorial Conference and Convention Centre in order to give the facility a wider appeal, whilst still acknowledging the value of the building as a war memorial. The Centre now needs to move forward in an era that perceives halls as old hat, cold, cavernous, draughty, of little or no use and a drain on the ratepayers.

As a memorial the Centre is without parallel in New Zealand, however as a facility for public and private functions and occasions, it leaves much to be desired which impacts negatively on its ability to earn and therefore its perception as a drain on ratepayers is reinforced.

1.1 The Facility as a Land Mark – Its History

In the 1940s the Returned Services Association expressed interest in building a war memorial and the Scottish Pioneers began fundraising for a hall which would provide a facility for the Highland Pipe Band. Eventually, the ideas of the RSA and Pioneers were brought together by the Wanganui City Council and the concept of a combined war memorial and community facility was developed in line with Government policy at the time.

The design of the hall and forecourt resulted from a national competition, organised by the New Zealand Institute of Architects in liaison with the Council, which attracted 42 entrants. The winners were Newman, Smith and Greenhough, New Zealand graduate architects who were based in London at the time. Their design includes a large flat-floored hall, a concert chamber and the Pioneer functions room as well as the war memorial stone.

Funding for the hall was provided by a Government grant, local body funding and a significant contribution by the people of Wanganui who were involved in various fundraising activities. The RSA and Scottish Pioneer Society were major contributors.

The commemorative stone for the hall was laid by His Excellency the Governor-General, the Viscount Cobham, on 14 September 1958. The hall was opened on 25 April 1960 by Major General Sir Harold Barrowclough, as Administrator of New Zealand in the absence of the Governor-General.

The War Memorial Hall has become one of the most celebrated examples of post-war modern architecture in New Zealand. In 1961 the building design was awarded a Gold Medal from the New Zealand Institute of Architects and it received a 25 year award from the Institute in 1997. The design, based on modernist concepts, has had a major influence on architectural development in New Zealand and is recognised in architectural and conservation circles, being registered as a Category 1 Historic Building, (registration Number 7442).

As a true New Zealand icon the building has a unique place, however its functionality as a building for public use in the 21st century leaves much to be desired. Moreover, the cost of upkeep and operation is increasing while revenue declines. Simply increasing charges will not solve the issue – the key will be to make the Centre attractive to the modern user.

Clearly we do not want to reduce the centre's importance as a memorial, indeed in this age of increased awareness and gratitude to those who paid the ultimate sacrifice, enhancing the memorial aspect can only be a positive. The trick is to enhance its usability as a public building while leveraging off its status as both a Memorial and nationally iconic piece of architecture.

It is Council's intention to ensure the facility can better contribute to the economic wellbeing of the community, in the same way that a number of other Memorial Halls in New Zealand have made a successful transition from Hall to valued and pivotal community assets – this is the thrust of this development plan.

2. The Future

The Centre has a solid future as a facility for a range of activities, both local and national, these include:

- Auctions
- Award Ceremonies and Dinners
- Balls
- Community Fund Raisers
- Concerts
- Conventions
- Exhibitions – Interest Groups and Trades
- Memorial Services and Funerals
- Shows
- Weddings and 21st Birthday Parties

There is also some scope at the Centre to hold small to medium sized conferences, although this is limited due to the lack of breakout rooms. Essentially the Centre really has to be ALL THINGS TO ALL PEOPLE – an exceptionally big ask.....the fundamental requirement therefore is to enable the building to have as much flexibility as possible, whilst still preserving its role as a memorial and its status as an historic place.

2.1 Addressing the immediate down sides

Currently the Centre is drab and suffers from acoustic and general presentation issues. A key point in addressing these issues is to ensure there is no risk of downgrading the Centre's status as a Memorial. To this end initial work is designed to achieve an enhancement of the memorial status and increase its general image in terms of presentation.

Acoustics Acoustics have been a problem in the past in most areas of the centre. Acoustic panels have been installed in the lower and upper foyers which has improved the situation. The Concert Chamber Acoustics are excellent, while the Pioneer room acoustics do have some issues.

Drabness Overall the Centre is drab and somewhat lifeless. This has been partially addressed with a programme of signage throughout the Centre and the introduction of some image panels in the lower and upper foyers. All images are printed onto acoustic panels to achieve both an acoustic upgrade and a general image upgrade. However existing carpets are worn, furniture is damaged and dated, internal paintwork is chipped and the changing rooms are significantly lacking.

Usability To enhance the usability of the Centre a number of improvements have been completed and/or commenced.

- A new electric Screen has been fitted above the main stage
- Wireless Internet is scheduled to be re-installed by mid May 2011
- A new Digital projector has been installed in the main hall.

2.2 Identifying Key issues

The key issues impacting on future use relate to:

- No toilets upstairs
- Inability to make improvements (wall staining) to the Concert Chamber due to the delay of the seismic upgrade programme
- Single access to the Centre limiting use
- Lack of breakout rooms
- Drabness of internal decor
- Inability to transform the centre to suit varying events – Weddings versus Memorial Services
- Current lack of wireless internet

2.3 The Development Opportunities

The growth of the Centre clearly rests in the area of growing those areas previous identified:

- Auctions
- Award Ceremonies and Dinners
- Balls
- Community Fund Raisers
- Concerts
- Conferences
- Conventions
- Exhibitions – Interest Groups and Trades
- Memorial Services and Funerals
- Shows
- Weddings and 21st Birthday Parties

Clearly some sort of priority is required in addressing growth in these areas. In addition there is a restriction that does limit income, this relates to the policy restricting commercial sales activities. Given that regardless of this policy these activities still proceed in Wanganui and while the reason for the policy was to protect local businesses it fails to do this with the outcome simply being a loss of revenue for the centre.

A further barrier to developing business relates to the specific Condition of Hire: “All efforts will be made to honour the booking; however, Wanganui District Council (WDC) reserves the right to cancel any booking in which event the full deposit will be refunded.” A Condition of Hire such as this is most uncommon and places event organisers in a very risky position.

To Do – Seek a review of the Council user policy relating to itinerant traders, firmly establishing the Centre as a commercial entity with recognition of its role as a community facility.

Outcomes – Balanced policy with the opportunity to increase revenue with the benefit of being able to offer lower rates for community groups.

Budget – Nil – internal staff time.

To Do – Seek a review of the Council user policy relating to the right for WDC to cancel any booking even when a full deposit and confirmation have been received.

Outcomes – The Centre will be on a par with other venues in assuring that a full deposit guarantees a booking.

Budget – Nil – internal staff time.

2.4 The Key to Success.

To be successful the Centre must be all things to all people. To achieve this Centre must have:

USABILITY and TRANSFORMABILITY

Opportunities

- Proactively secure repeat business
- Market the Centre to raise awareness within local communities of the Centre’s significance as a memorial, architecturally and as a venue
- Grow the conference and meeting market
- Provide better services to support users
- Provide better facilities and equipment to appeal to a wider range of users
- Provide a “one stop shop” for users

3.0 ACTIONS

In order to grow the Centre, action is required and this should happen in a number of areas including:

- Promotion and marketing
- Enhanced services
- Provision of new services
- Provision of Equipment
- Improvements to the Facilities

- Addition of new facilities

A summary of the actions proposed in this report is available in Appendix 1.

3.1 Promotion & Marketing

The Book of Remembrance and Krupp Field Gunn continue to be on permanent display for public viewing and the new RSA Memorial Plaque will be in place from April 15th 2011 offering an additional focal point to the memorial. However, there are additional opportunities to promote the Centre locally and nationally through wanganui.com, public relations and by hosting a range of exhibitions which do not require security or a temperature controlled environment.

The Centre already features as a venue promoted by the Wanganui Conference Bureau and in the Wanganui Conference Guide.

To move forward the Centre needs to develop its own identity in the market and in particular in the “e” space and media generally.

To Do - Develop a Marketing Communications plan and brochure for the Centre

Outcomes – Communications will leverage off work to date and repeat business, and will integrate with the ongoing development of the Wanganui brand.

Budget - Nil – In house staff – likely budget for effective marketing collateral and media campaign - \$4,000

To Do - Develop Centre Web site as part of Wanganui.com with venue information/images and links to the Alexander Turnbull Library webpage e.g. Company diaries – therefore promoting the Centre as a unique venue and at the same time, reinforcing the Centre as a living memorial.

Outcomes – Integrated web presence, “e” space presence

Budget - \$2,500

To Do - Develop a series of small exhibitions that will generate local and national interest for example, the history of Wanganui, the building and architectural significance of the Centre, and stories of the men who lost their lives in WWII.

Outcomes – a reason to visit the Centre and the opportunity to expose the Centre as a potential venue for a range of events

Budget – internal staff time and \$10,000 for hanging system, signage and displays

3.2 Enhanced Services

Options in respect to enhanced services for clients include:

- Provide a complete event organisation service to clients

- Provide information on services and equipment from other providers to enable users to design their own events
- Provide a venue only

The first option would be costly to sustain if one staff was dedicated to this role and experience suggests that the majority of Centre users prefer to organise their own events. A combination of the latter two options is favoured as additional staff are not required, and the emphasis is on utilising the resources and expertise of others where possible, with Economic Development/Centre Staff developing a resource inventory and acting as an agent for providers to the benefit of clients.

3.3 New Services

A range of services could be provided, these might include;

Provide:

- Pre/Post Event Promotion Packages
- Accommodation and Partnership Packages
- Online Event Marketing via the wanganui.com Events Calendar
- Ticketing Service – option to work in partnership with The Opera House ticketing system
- Internet / Wireless Access – this was installed but later removed. Additional licences have now been purchased and wireless broadband should be fully functional again by mid-May 2011
- Full organisation and management functions

Provide preferred links to / or contract (casual on call):

- Conference/Event Planner
- Expo Planner
- Wedding Planner
- Funeral Planner
- Officiates
- Fund Raiser Personnel
- OSH & Insurance Advisor
- Caterers
- Accommodation / Travel Coordinator
- Administration Provider
- Recruitment Provider
- Media / Promotion Provider
- Transport Coordinator
- Interpreters
- Lighting & Stage Technicians
- On-Site Technical Support Providers
- Security Services
- Hireage Services
- Merchandise Suppliers
- Printing & Collateral Suppliers
- Tour Operators
- Florists
- First Aid Providers

To Do - Develop an up-to-date information pack comprising local suppliers, equipment hirers etc.

Outcomes – Increased level of service to users.

Budget – Nil – internal staff time

or

To Do – Develop an up-to-date information pack comprising local suppliers, equipment hirers etc., for use by clients as well as one-on-one advice on set up and organization of functions. This could be a revised and focused function of the Centre Supervisor or be integrated into the work of the Wanganui Conference Bureau.

Outcomes – Integrated and focused management of the Centre and of the conference and event functions as well as a significant increase in the level of service to users.

Budget – Anticipate a change in the current Centre management with an increased cost to the Centre; or increased cost to the Conference Bureau. Exact amount is unclear at this time.

3.4 Provision of Equipment

For the Centre to compete on the national stage there is a clear need to upgrade the offering in respect to equipment. In order to increase this offering there is a need to both upgrade current assets and acquire newer, more appropriate assets. A summary of current equipment is listed below with comment on status and appropriateness.

3.4.1 Existing Equipment

- Sound System – Pioneer Room and Concert Chamber adequate, but lapel microphones required; Main Hall sound system and speakers are owned by a user who allows the Centre to use it free of charge at this stage however, it is old and inadequate for that space
- Electrical Components – old and in some cases not appropriate
- Lighting - limited
- Kitchen appliances – limited (no oven) but adequate for heating food; chiller cabinet available as well as gas hobs, sinks and preparation surfaces
- Seating – in a state of disrepair (Concert Chamber); plastic seating only elsewhere
- Tables – an odd assortment of tables which are old and damaged (some tables have been replaced)
- Bar – owned by a user who allows the Centre to use it free of charge at this stage however, it is very ‘tired’ and does not compliment the look and feel of the Centre
- Trestle Tables – old, damaged and heavy – requiring two people to move them which incurs additional staffing costs
- Projectors – Main Hall has a newly installed fixed projector and there is an additional portable projector for use in the Concert Chamber and Pioneer Room
- Projector Screens – Main Hall screen has been replaced; Concert Chamber screen is old, badly marked and hangs down permanently which can be a distraction for some functions
- Lecterns – badly damaged or broken

- White Boards – 2 new ones
- Screens / Dividers – recently introduced to the Centre but some are already damaged and because they do not have rollers, damage the floor unless carried by two people; do not compliment the look and feel of the Centre
- Cleaning equipment – recently upgraded/repaired

Issue – there is a major shortfall in the facilities usability and transformability due to the general state or lack of resources, services and equipment. As some existing electrical equipment requires replacing and a good deal of the equipment does not provide the level of service we require - there is an option to hire equipment. This cuts back on compliance issues and ensures hirers are responsible for damage / replacement. It also negates having to attempt to keep up with the fast moving technology required by customers.

To Do –

- a. Identify equipment that should be hired or purchased in order to enhance the service offering and grow the Centre
- b. Identify providers and suppliers of appropriate hire equipment and services

Outcomes – Increased offering at no direct cost to the Council

Budget – Nil, internal Staff Time. However in some cases it may be desirable to own the resource, approximate costs are provided at the end of this report.

3.4.2 Recommendations for Hiring Option

- Cold Storage
- Temporary Eftpos facilities (Expo's etc.)
- Stage extensions / equipment
- Audio Visual / Computers
- Tiered Seating
- Drapes (Decor)
- Linen
- Additional lighting
- Crockery and Cutlery

3.4.3 Facility Enhancements

The facility is not the multifunctional, well-equipped facility that modern users require. Whilst pursuing the hire option provides financial and compliance advantages, there is a general expectation from users that specific equipment and furniture is 'standard' to all venues and available at short notice. To compete with other venues in the District, it is therefore necessary to purchase or replace specific items of equipment to bring the Centre up to standard.

Main Hall

- Upgrade changing / toilet facilities at rear of stage(s) – needs to be considered if wanting to attract performers etc. (return business could be dependent on facility standards)
- Consider repaint of main hall – existing colour is cold and lifeless. Consider feature wall(s).
- Consider having a curtain rail installed between the columns and dance-floor from which curtains can be hung to create a less cavernous atmosphere
- Purchase and install a new sound system with speakers and lapel microphones
- Replace lecterns

Concert Chamber

- Repairs and maintenance required to Wall in Concert Chamber – proposed but awaiting completion of earthquake strengthening
- Upgrade changing rooms
- Consider frame around existing screen on stage – looks ‘unfinished’ - or replace with new
- Purchase lapel microphones
- Replace / reduce number of seats
- Recarpet
- Replace piano stool
- Repair/replace piano covers
- French-polish 3 x pianos

Pioneer Room

- Ability to divide into separate ‘Break Out Rooms’.
- Recarpet
- Repaint
- Purchase lapel microphones

Office

- Reduce size of ‘Tea Room’ – install panel of one way glass to view Foyer
- Increase size of Office / Ticketing / Reception area
- Install Ticket Sales Counter – with computer installation space
- Coat Check Facility (integrate into existing office space or Concert Chamber Changing Room)

Lower Foyer

Create interchangeable exhibition space to create a reason for visiting the Centre and to ‘tell the stories’ of Wanganui, the Centre and those who lost their lives in WWII and subsequent battles
TV screen with video loop showing history of and events at the Centre
Notice board

3.4.4 Additions

In the longer term, a number of additional facilities should be considered:

Main Hall

Possible entrance from top driveway – New Entrance door

Upstairs Lobby

Portable Bar/Reception Facility on wall backing onto Kitchen

Foyer

Install sliding/automate one set of double doors for disabled access

Extra door added before individual entrances to Toilets

Water or some other feature and plantings

General

Replace all chairs and tables

3.4.5 To Upgrade or Not

The proposals set out above do need to be considered in the context that the community does want to see the Centre developed into a top flight facility with national profile as the aim. Currently the Centre does not compare well with similar facilities in other districts and adoption of the proposals will require some policy shift and an increase in budget. To this end it is considered that Council is required to sign off on the proposals within this report in order to embrace the concept of a commercial venture to its fullest extent.

To Do – Provide report to Council setting out options and benefits of an enhanced facility and services.

Outcomes – Council support for implementation of the development plan.

Budget – Nil, internal staff time.

4.0 The Market Sectors – Customers

In developing products and services it is important to understand the Centre's diverse range of Clients. From community groups through to commercial, a summary of these customers is as follows:

Community

Volunteer Groups

Churches and religious groups

National Organisations with community focus

Schools

Sports

Indoor events – Boxing/Wrestling

Individuals

Family Functions

Weddings/Funerals

Events

Commercial

Community
Awards events
Balls and Galas

Conferences and Conventions

Commercial
National Bodies and Organisations – Community focus
National Bodies and Organisations – Interest and Trade focused
Corporates

Commercial – Currently restricted

Auctions
Trade Exhibitions

4.1 The Service Level Dilemma

Each Group may require different approaches in respect to the level of service required and the extent to which the Centre's status as a community facility is focused. There is an expectation from some groups that as the facility is Council/Community owned there should be some sort of subsidy in respect to the charges and services provided and in response to this, changes were made to the charging policy in 2010, so providing a commercial and a community rate.

In respect to services provided there is no issue regarding standards, these must be high, delivered in a timely manner and delivered professionally. Essentially the level of service should not vary between users however, as the expectations may vary it is imperative that those expectations are clearly understood and where necessary users clearly understand the extent and the costs around service and/or resources supplied.

Often clients have difficulty in identifying Centre staff, particularly during large events. This problem could be alleviated by issuing Centre staff with smart-casual uniforms.

Currently, users are required to set up events themselves and after functions, are expected to put away furniture and to clean up, for which they are charged the same room hire rate. If the venue is not left in a tidy condition, then users are charged an hourly cleaning fee by the Centre. Unfortunately, the degree of cleanliness differs across clientele and Centre staff regularly have to repeat the cleaning process to bring the Centre up to standard (especially when the hirers have had too much to drink) – which means that clients pay to clean up themselves and then pay again for Centre staff to clean. This is problematic when clients are quoted a price, but the final invoice is significantly greater due to room hire costs incurred for client clean up. It should also be noted that sometimes clients damage furniture and cause marks on the floors by dragging chairs etc.

To Do – Change the booking requirement that clients should clean up the area used, to *'clients are responsible for removing rubbish and returning the Centre to a tidy condition'*.

Outcomes – The Centre will still recoup cleaning costs by charging clients an hourly rate for cleaning however, but as cleaning would be undertaken by Centre staff, this would be completed more quickly and professional cleaning standards maintained.

Budget – internal staff time, some of which is charged to the client anyway.

To Do – Develop and maintain an Operations Manual; Health & Safety compliance procedures; professional cleaning schedule; provide protective clothing/overalls for Centre staff; customer service and compliance training programme; customer database; more efficient booking procedures; introduce uniforms for events and protective clothing.

Outcomes – This will enable Centre Management to be more pro-active in securing repeat and new business; improved customer relationship management; more knowledgeable, skilled and trained staff; improved customer service; more ‘professional look’ for staff; safer, compliant environment for customers and staff.

Budget – internal staff time, training budget and uniform budget - \$3,000

5.0 Schedule of Actions and Responsibilities

| Actions | Responsibility | Completion date |
|---|---|------------------------|
| Provide report to Council setting out options and benefits of an enhanced facility and services. | Assistant ED Manager seeking approval from Council | May 2011 |
| Seek a review of the Council user policy relating to the right for WDC to cancel any booking even when a full deposit and confirmation have been received | Assistant ED Manager with approval of Council | May 2011 |
| Review requirement for users to clean up following an event | Assistant ED Manager with approval from Council | May 2011 |
| Develop position on the incorporation of the Conference Bureau with the Centre's management. This could be a revised and focused management function. | ED Manager, Assistant ED Manager, ED Manager, Visitor Centre Team-leader, members of ED team | May 2011 |
| Identify providers and suppliers of services and resources and determine opportunities | Assistant ED Manager, Centre Supervisor Conference Bureau, local operators | June 2011 |
| Identify the extent to which new services, equipment and material should be provided to grow the Centre | Assistant ED Manager, Centre Supervisor, Conference Bureau | Ongoing |
| Develop Centre brochure and webpage as part of Wanganui.com | Assistant ED Manager in collaboration with Kiwi-webs, local designers, members of the Community and Cultural team, Alexander Turnbull Library | August 2011 |
| Complete level of service review | Assistant ED Manager, Centre Supervisor, Community and Cultural team and ED team | Annually |

APPENDIX 1 Summary of Actions

To Do – Seek a review of the Council user policy relating to itinerant traders, firmly establishing the Centre as a commercial entity with recognition of its role as a community facility.

Outcomes – Balanced policy with the opportunity to increase revenue with the benefit of being able to offer lower rates for community groups.

Budget – Nil – internal staff time.

To Do – Seek a review of the Council user policy relating to the right for WDC to cancel any booking even when a full deposit and confirmation have been received.

Outcomes – The Centre will be on a par with other venues in assuring that a full deposit guarantees a booking.

Budget – Nil – internal staff time.

To Do - Develop a Marketing Communications plan and brochure for the Centre

Outcomes – Communications will leverage off work to date and repeat business, and will integrate with the ongoing development of the Wanganui brand.

Budget - Nil – In house staff – likely budget for effective marketing collateral and media campaign - \$4,000

To Do - Develop Centre Web site as part of Wanganui.com with venue information/images and links to the Alexander Turnbull Library webpage e.g. Company diaries – therefore promoting the Centre as a unique venue and at the same time, reinforcing the Centre as a living memorial.

Outcomes – Integrated web presence, “e” space presence

Budget - \$2,500

To Do - Develop a series of small exhibitions that will generate local and national interest for example, the history of Wanganui, the building and architectural significance of the Centre, and stories of the men who lost their lives in WWII.

Outcomes – a reason to visit the Centre and the opportunity to expose the Centre as a potential venue for a range of events

Budget – internal staff time and \$10,000 for hanging system, signage and displays

To Do - Develop an up-to-date information pack comprising local suppliers, equipment hirers etc.

Outcomes – Increased level of service to users.

Budget – Nil – internal staff time

Or

To Do – Develop an up-to-date information pack comprising local suppliers, equipment hirers etc., for use by clients as well as one-on-one advice on set up and organization of functions. This could be a revised and focused function of the Centre Supervisor or be integrated into the work of the Wanganui Conference Bureau.

Outcomes – Integrated and focused management of the Centre and of the conference and event functions as well as a significant increase in the level of service to users.

Budget – Anticipate a change in the current Centre management with an increased cost to the Centre; or increased cost to the Conference Bureau. Exact amount is unclear at this time.

To Do –

- a. **Identify** equipment that should be hired or purchased in order to enhance the service offering and grow the Centre
- b. Identify providers and suppliers of appropriate hire equipment and services

Outcomes – Increased offering at no direct cost to the Council

Budget – Nil, internal Staff Time. However in some cases it may be desirable to own the resource, approximate costs are provided at the end of this report.

To Do – Provide report to Council setting out options and benefits of an enhanced facility and services.

Outcomes – Council support for implementation of the development plan.

Budget – Nil, internal staff time.

To Do – Change the booking requirement that clients should clean up the area used, to *'clients are responsible for removing rubbish and returning the Centre to a tidy condition'*.

Outcomes – The Centre will still recoup cleaning costs by charging clients an hourly rate for cleaning however, but as cleaning would be undertaken by Centre staff, this would be completed more quickly and professional cleaning standards maintained.

Budget – internal staff time charged to the client.

To Do – Develop and maintain an Operations Manual; Health & Safety compliance procedures; professional cleaning schedule; customer service and compliance training programme; customer database; more efficient booking procedures; introduce uniforms for events and protective clothing.

Outcomes – This will enable Centre Management to be more pro-active in securing repeat and new business; improved customer relationship management; more knowledgeable, skilled and trained staff; improved customer service; more 'professional look' for staff; safer, compliant environment for customers and staff.

Budget – internal staff time, training budget and uniform budget.

Appendix 2: Summary of Recommended Purchases/Replacement, Approximate Costs and Recommended Timeline:

| Action | Estimated cost | Need to cost | Purchase/Replacement Year |
|---|---|---------------------|----------------------------------|
| Re-install wireless internet | Already purchased awaiting installation | | 2011/12 |
| Training budget | \$2,000 | | 2011/12 & ongoing |
| Uniform/protective clothing | \$2,000 | | 2011/12 |
| Marketing collateral/media campaign | \$4,000 | | 2011/12 |
| Interchangeable exhibition collateral | \$10,000 | | 2011/12 |
| Establish "e-space" | \$2,500 | | 2011/12 |
| Notice board | \$1,000 | | 2011/12 |
| Dressing room upgrade | \$10, 600 | | 2011/12 |
| Cordless microphones | | ÿ | 2011/12 |
| Concert chamber projection screen – enhance/replace | \$12,000 (replacement) | ÿ | 2011/12 |
| Lecterns x 3 | \$2,000 | | 2011/12 |
| Replace blinds in Pioneer Room | \$1,000 | | 2011/12 |
| Repair/replace partition screens | \$4,300 | | 2012/13 |
| Purchase small square tables x 20 | \$2,000 | | 2012/13 |
| Replace piano stool | | ÿ | 2012/13 |
| Replace piano covers x 3 | | ÿ | 2012/13 |
| French-polish pianos x 3 | | ÿ | 2012/13 |
| TV screen/video loop for lower foyer | | ÿ | 2012/13 |
| Main Hall sound system | | ÿ | 2014/15 |
| Projector/screen – Pioneer Room | | ÿ | 2014/15 |
| Upgrade office/reception area | | ÿ | 2014/15 |
| Purchase new trestle tables | | ÿ | 2014/15 |
| Curtain rail/curtains for Main Hall | | ÿ | 2014/15 |
| Recarpet Concert Chamber* | \$58,500 | | 2015/16 |
| Repair timber wall in Concert Chamber* | | ÿ | 2015/16 |
| Refurbish/replace Concert Chamber seating* | \$48,500 | | 2015/16 |
| Replace chairs x 1000 | | ÿ | 2016/17 |
| Disabled access* | | ÿ | 2017/18 |
| Coat - check facility* | | ÿ | 2017/18 |
| Additional toilet door from lower foyer* | | ÿ | 2017/18 |
| Alternative entranceway* | | ÿ | 2018/19 |

* Work which cannot be undertaken until earthquake strengthening is completed.