



Place Scrutiny Commission

8th December 2016

Report of: Strategic Director - Place

Title: Performance Report for 2016/17 Q2

Ward: Citywide

Officer Presenting Report: Barra Mac Ruairi, Strategic Director - Place

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Recommendation

To note:

– The Place Performance Report for 2016/17 Q2

Summary

The report and appendices are a summary of the main areas of progress towards the delivery of the Corporate Plan 2014–17.

The significant issues in the report are:

The most significant highlights, milestones and performance issues are contained within the Place 2016/17 Quarter 2 Performance Report (Appendix A) and Management reports on BCP measures with performance at “Well below Target” (Appendix B).



Policy

1. Not applicable

Consultation

2. **Internal**
Directorate Leadership Team and Senior Leadership Team
3. **External**
Not applicable

Context

4. The Performance report for quarter 2 of 2016-17 has been reset in the context of the new Key Objectives in the draft Corporate Strategy (2017-22) which is under consultation. The suite of measures of success (including both performance indicators and key projects) currently agreed have been re-aligned against the new Key Objectives as an illustration of how they might continue to determine progress towards delivery of the new Corporate Strategy and business plans. There is also work in progress to review and develop measures of success that may better reflect aspirations of the new Corporate Strategy and business plans.

Appendix A. (Place 2016/17 Quarter 2 Performance Report) reports on key measures in delivering the Corporate Plan and the current position can be summarised as follows:

- 13 indicators; 5 of which are reported quarterly, one biannually, and 7 annually.
- Of the 5 quarterly indicators for which data was due in Q2:
 - 2 are showing as 'above target', with both giving an improved direction of travel when compared to the same period in 2015-16.
 - 2 are showing as below or well below target, with both showing worse performance when compared with the same period in 2015/16 (See further comments below and Appendix B management note.)
 - 1 is showing as on track, despite targets not having been set.
- 1 measure is reported twice a year (biannual) – this is showing as 'on track', however also has markedly diminished performance when compared to the same period last year.
- The seven annual measures are generally reported at year end or as soon after as possible once data is available. In-year narrative is provided to give an indication of activities in progress that are planned to have a positive contribution to achieving targets.
 - The one annual measure which remained outstanding at 2015-16 year end (BCP091 – net additional homes) is now available and reported on in Appendix A – please note that the year-end outturn was above target and also had an improved direction on travel on 2014-15.

- One further metric had its annual update during quarter 2; BCP 124 - CO2 emissions (for 2014). This showed as both above target and with an improved performance compared to the previous year.
 - The five remaining annual measures had four showing an improving direction of travel when compared with the previous reporting period, with one measure having a declining direction of travel.
- 3 projects
 - These summarise areas of activity where a number of projects and initiatives are contributing to the realisation of objectives in the Corporate Plan. They range in size and scope from relatively small-scale work to develop and sustain high streets and local centres to the city-wide strategic activities needed to deliver the Strategic Economic Plan.

Headline findings for quarter 2 reporting:

- The delivery of affordable housing continues to be a challenging area. Following the election of the new administration in May 2016 and ongoing discussions with the Cabinet Member for Homes, the targets for this measure have recently been set (and trajectory agreed), setting out how the Council will build 2,000 new homes – 800 affordable – a year by 2020.
- There continues to be above target performance in respect of bus journeys made, with passenger numbers also 6.9% above the level at the same point in 2015-16. Given the continuing infrastructure works around the city this is encouraging given the potential for congestion and the impact on bus reliability.
- The two culture measures (BCP151 - number of tourists to the city and BSP152 - number of visitors to Bristol Museums, Galleries and Archives) are both below target this quarter and down on the same period last year. However this should be seen in the context of 2015 when, as a direct result of the events offered through the European Green Capital 2015 programme and the Shaun the Sheep sculpture trail, there had been a considerable uplift in performance when compared to 2014.
- BCP152 (number of visitors to Bristol Museums, Galleries and Archives) is well below target with overall performance for the year to date down 22.5% on the same period in 2015-16. However commercial activities and resultant income streams are showing a healthy increase. *A more detailed management note can be seen at Appendix B* which sets out a number of factors which have influenced this lower performance, but which also shows what actions are proposed as part of improving the situation.
- Projects are reported through individual governance arrangements to specific boards; in addition to this there is a regular programmes and projects board (PPP) where an overview is taken of all key projects and initiatives across the directorate. Milestones are reported, and targets reviewed as part of ensuring ongoing delivery schedules are met.
- Appendix A has been amended to show an indicative re-alignment of existing Corporate Plan measures of success to the new Key Objectives in the Draft Corporate Strategy 2017-22 which is currently under consultation. However as noted below there will continue to be ongoing work to review and develop indicators which better reflect the Draft Corporate Strategy 2017-2022 and business plans.

Proposal

5. Place Scrutiny Commission is asked to note the contents of the summary performance report.

It also asked to note that Strategic and Service Directors will continue to be involved in developments to performance reporting arrangements and indicators which better reflect the Draft Corporate Strategy 2017-2022 and business plans. This includes how reporting can most efficiently enable Cabinet Leads, DLTs and scrutiny commissions to carry out their roles.

Other Options Considered

6. Not applicable.

Risk Assessment

7. Not applicable.

Public Sector Equality Duties

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and

those who do not share it. This involves having due regard, in particular, to the need to –

- tackle prejudice; and
- promote understanding.

- 8b) This report is a statement of the progress on delivery of the Corporate Plan objectives and therefore no equality impact assessment been undertaken. Individual workstreams will have undertaken equality impact assessments as part of developing and delivering the work programmes.

Legal and Resource Implications

Legal

Not applicable.

(Legal advice provided by n/a)

Financial

(a) Revenue

Not applicable.

(b) Capital

Not applicable.

(Financial advice provided by n/a)

Land

Not applicable.

Personnel

Not applicable.

(Personnel advice provided by n/a)

Appendices:

Appendix A: 2016-17 Q2 Performance Report against Corporate Priorities

Appendix B: 2016-17 Q2 Management note BCP152

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Place Scrutiny Performance Report for 2016/17 Qtr. 2 (1st April 2016 to 30th September 2016) progress against the Corporate Plan Measures of Success

Key: Direction of Travel in last 12 months

Improved (>10%)			Worsened (>10%)
Improved (<10%)			Worsened (<10%)
Static (0% change)			Greyed out arrow shows last comparable direction of travel (for annually reported metrics)


Homes

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
BCP091	Net additional homes provided to meet the Core Strategy target	Deliver More Homes	Planning	Annual	1,539	914	Not due		<p>This measure is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions. The annual target is determined by the Core Strategy which sets an overall minimum target over 20 years from 2006, therefore resulting in a reducing annual target over the lifetime of the Strategy. Following the completion of the annual survey, the 2015/16 outturn can now be reported. The overall increase of 5.9% in dwelling completions since 2014 (1,454 completions) has mainly come from major housing developments and student accommodation, continuing the overall trend of the last three years.</p> <p>An annual target to reflect the draft Corporate Strategy target of building 2,000 homes by 2020 is being prepared. The draft Corporate Strategy 2017-22 is being consulted on until 5th January 2017.</p>
BCP092	Increase the number of affordable homes delivered in Bristol	Deliver More Homes	Economy	Quarterly	173	250	107 (above target)		<p>This is defined as "Total supply of social rent housing and intermediate housing" - as set out in PPS3 (Planning Policy Statement 3) - New definition being developed, in terms of rent, to include Council Housing; also Shared ownership; but to exclude starter homes. Figure in red relate to the current indicator and used as an indication of the current situation.</p> <p>Annual affordable housing targets are being prepared to reflect the draft Corporate Strategy target. The targets for affordable homes over the next three are expected to be 200 in 2017/18, 350 in 2018/19 and 800 in 2019/20. These targets will be confirmed early in the new year.</p>


Our Transport

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
BCP061	Increase level of cycling across Bristol (baseline 2008/09 = index 100)	To produce a comprehensive Bristol Transport Plan with a particular focus on the steps required to deliver against the key objective of tackling congestion.	Transport	Annual	182	210	Not due	↑	<p>New signage for cyclists in the city centre has now been completed. Designs have been completed and statutory consultation commenced for extending the Baldwin Street cycle path and installing a new segregated cycle route on Wapping Road/Prince Street. The recent Shared Use consultation highlighted key areas in the city centre where there is conflict between people who walk and cycle. A plan is now being developed to create improved legibility. The bugbears website is now closed and prioritisation of schemes to overcome 'pinchpoints' is now taking place. The cycle count is reported annually (usually at Q1 the following year) and is informed by cordon counts in defined locations and by automatic counters on new cycle infrastructure.</p> <p>The 2016 National Highways and Transport Survey (NHT) has seen improvements with the overall Key Indicator of "Satisfaction with Cycle Routes and Facilities" (55% in 2016, up 3 % points). Of the nine secondary level indicators, 7 increased between 2 and 4 %points over the 2015 result, whilst the remaining 2 remained static (cycle route information and cycle facilities at place of work.)</p>
BCP062	Improvement in air quality in the Bristol Air Quality Management Area	To secure the best available technology and innovation for Bristol so that all buses and, over time, other vehicles, are not polluting the city or adding to global warming	Transport	Annual	40.9(ug/m3)	40.0(ug/m3)	Not due	↓	<p>Current and planned improvements in transport are expected to contribute to improved air quality. More specifically, under new Government guidelines the City Council will be developing a new Air Quality Action Plan including plans for a Clear Air Zone, as part of Devolution. This will be steered by the newly formed Mayoral Air Pollution Working Group that meets monthly. Two air quality funding bids have been submitted to DEFRA for a study to design the Clean Air Zone and a Communications and Engagement Project. New indicators will be developed to inform the CAZ. This indicator measures nitrogen dioxide readings taken monthly from a range of over 20 locations across the city from background and roadside sites.</p>
BCP063	Bus services running on time (punctuality of scheduled departure times)	To have a fully integrated ticketing and journey planning system in place across all public transport, which improves bus journey times and reliability and enhances cross-city connectivity	Transport	Annual	1.12 <small>(last reported 2014/15)</small>	See comment	Not due	n/a	<p>This data is only collected once per year. Bus patronage is up which means boarding time has significantly increased and smart ticketing is being introduced is a direct response to that challenge. We are also working with First Bus through the formal Punctuality Improvement Partnership to prioritise capital investment where it will make the greatest difference to evidenced delays, however the data is being distorted by the current construction programmes which means that this is a challenging indicator at present in any case. On some of our main corridors there is an increased frequency of buses that means that this indicator is no longer so relevant, and we are considering whether to focus on the non frequent services where punctuality is more important. Feedback is welcomed on this move.</p>

Our Transport (contd.)

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
BCP064	Increase the number of passenger journeys on buses	To have a fully integrated ticketing and journey planning system in place across all public transport, which improves bus journey times and reliability and enhances cross-city connectivity	Transport	Quarterly	36,779,218	37,000,000	18,867,323 (Q2 target 18,130,000) (Above target)		Passenger numbers were up 6.9% on the same period (April to September) in 2015-16, and up 4.7% over the summer months of July to September. Performance is 4.1% over target and has held up well despite there not being the high profile events of 2015, such as the Global Green Capital programme, and Shaun the Sheep sculpture trail and related bus usage associated with these.

Place

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
BCP119	Improve energy efficiency from home installations	Ensure Bristol is on course to be run entirely on clean energy by 2050	Energy	Quarterly	938 installations	250	168 installations (On track)	n/a	In the year to date (April to September 2016) a total of 168 installations have been completed. These are for domestic installations realised from the initiatives led by the Energy Service's Investment Team. Since the launch of Warm Up Bristol in 2014 a total of 1,106 installation have now been completed, equating to £3.75m worth of work; 29% of these are for new boilers, 33% external wall insulation with the remaining being double glazing and loft / cavity wall installations. (This measure is shown as "on track" since there are not in-year targets; this is due to the nature of delivery and the difficulty of profiling an annual target across the year in a meaningful manner.)
BCP120	Energy generated by initiatives led by the Energy Service	Ensure Bristol is on course to be run entirely on clean energy by 2050	Energy	Biannual	2,728kW	450kW (generated capacity)	220 kW (generated capacity) (On track)		Three additional roof installations have been completed since April 2016; new installations since the last reporting period include those on corporate sites and other public buildings e.g. Ashton Gate football stadium. This was a new measure in 2015/16 and is specific to the amount of the generated capacity from the Corporate solar PV scheme. (This measure is shown as "on track" since there are not in-year targets; this is due to the nature of delivery and the difficulty of profiling an annual target across the year in a meaningful manner.)

Place (contd.)

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
BCP121	Increase the economic output measured by annual Gross Value Added (GVA) (£m)	Investment, maintenance and building of economic, cultural and environmental infrastructure of the city	Economy	Annual	£13,277m	£13,000m	Not due	↑	There are a wide range of factors which are relevant to the measurement of economic output for Bristol. Economic conditions during the year will then in turn directly influence the number of business registrations which take place. The quarterly Economic Briefing note for the current period ending September 2016 presents information on the local labour market and commercial and industrial development. The briefing also captures recent business news including significant job gains and losses, and major development proposals and can be seen here .
BCP122	Increase the proportion of new business registrations per 1,000 working age population	Investment, maintenance and building of economic, cultural and environmental infrastructure of the city	Economy	Annual	7.83	7.80	Not due	↑	
BCP124	Reduce the total CO2 emissions in Bristol City (k tonnes)	Ensure Bristol is on course to be run entirely on clean energy by 2050	-	Annual	1,968 (k tonnes) (calendar year 2013)	1,829 (k tonnes)	1,777 (k tonnes) (Above target) (calendar year 2014)	↑	NEW data - The outturn reported is for the calendar year 2014; the improved performance shown was helped by general weather conditions over the mild winter. The annual calculation for this measure is due around 18 months after year end. The indicator comprises of an annual amount of end user CO2 emissions across an agreed set of sectors (housing, road transport and business).
BCP151	Number of tourists to the city	Ensure that Bristol maintains its thriving and innovative cultural life	Economy	Quarterly	3,879,014	3,600,000	1,962,879 (Q2 target 1,980,000) (Below target)	↓	Visits to Bristol Visitor Attractions and Bristol Performing Arts Venues for the year to date (April to September) are down 5% on the same period in the previous year, although this should be seen in the context of extra visitors to the city during 2015 resulting from the Green Capital 2015 programme and the Shaun the Sheep sculpture trail. However hotel room sales across all categories of accommodation for the same period were 3.7% up on 2015/16, totalling 912,919 with overall occupancy running at 85.9%.
BCP152	Number of visitors to Bristol Museums Galleries and Archives service	Ensure that Bristol maintains its thriving and innovative cultural life	Economy	Quarterly	1,085,034	1,000,000	481,480 (Q2 target 550,000) (Well below target)	↓	Visits to BMGA sites were 12.5% below target and also down 22.5% on the same period in 2015/16; this can largely be accounted for by there not being the high profile events such as Green Capital 2015 and the "Shaun" sculpture trail programmed for the city in 2015/16 (when BMGA sites hosted two statues) as both of these contributed to the increase in visitor numbers during 2015/16. The target for 2016-17 is lower than the outturn for 2015/16 since it is determined by existing targets set with Arts Council England (ACE) as part of funding agreements.

Place (contd.)

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
Project	Delivery of a range of projects to support the development and viability of Bristol's High Streets and Local Centres of the city	Investment, maintenance and building of economic, cultural and environmental infrastructure of the city	Economy	Ongoing	n/a	n/a	n/a	n/a	There is on-going work with Business Improvement Districts which incorporate some of Bristol's High Streets and Local Centres. Work has begun on a re-ballot for Clifton Village BID which is due to take place next year. The High Streets and Local Centres Action Plan is being updated, to capture what has already been achieved and which actions are still to be completed. Currently working with Neighbourhoods to develop a consultation for high streets and areas that will benefit from Port Communities Resilience Fund (PCRF). The consultation is continuing at the Neighbourhood Partnership meeting on 20 November. As of October 2016 the retail vacancy rate for the combined Retail Centres and Areas of Bristol was 7.6%. This vacancy rate has now risen for three quarters in a row. However, the vacancy rate for the combined Retail Centres and Areas of Bristol hasn't changed significantly over the last two years. As previously highlighted direct comparative data for core cities is difficult to obtain; the latest update from Springboard in August 2016 reports a national average of 10.1%.
Project	Funding approval for projects promoted as part of the Strategic Economic Plan (Funding, and therefore delivery, does not start until 2015/6).	Investment, maintenance and building of economic, cultural and environmental infrastructure of the city	Place	Ongoing	n/a	n/a	n/a	n/a	The Strategic Economic Plan is the Economic Strategy shared between the four WoE UAs. SEP projects have been prepared seeking funding from each of the three European Structural & Investment Fund (ESIF) priority axes; Business Growth, Innovation and Low Carbon Priorities. Work was undertaken to influence shape of the first calls for projects by DCLG allowing ALL BCC supported projects to be encouraged to be approved following final bid submission around business start-up, early growth and social enterprise support projects in response to the Business Growth call. The Low Carbon call is currently open. Avonmouth Severnside Enterprise Area (phase 1 infrastructure): following approval of funding, work continues on the ecological field surveys and appropriate governance is now in place for the design and development of the flood defence solutions; Filwood Green Business Park occupancy rates continue to outperform forecasts at 81% with a healthy enquiry pipeline.
Project	To reduce household energy demand and make energy production more sustainable	Ensure Bristol is on course to be run entirely on clean energy by 2050	Energy	Ongoing	n/a	n/a	n/a	n/a	The Council is currently delivery a number of projects to meet this outcome, the principle ones being the installation of heat networks, the installation of insulation measures on homes (public and private), facilitating installation of renewable energy generation on our and others land and buildings and supporting Communities through grant funding to undertake a range of projects making the city more sustainable.

Reading Performance Reports

The following notes are provided to help put into context some of the terms used in performance reporting, and how to best interpret them.

Performance Indicators (PIs)

These are the metrics used to help us understand how effectively we are delivering our Corporate Plan, and have been carefully chosen to provide the best possible indication of progress (either directly or indirectly) against our Objectives. It is important that we have consistency throughout the year, so although an annual refresh is a necessary way to keep metrics current and related to strategic objectives, once chosen these measures will be in place for at least 12 months. As we move forward, it would be possible to do this refresh in conjunction with the relevant Scrutiny body.

Annual Indicators - where the out-turn can only be measured once a year, for example PIs derived from questions on the Quality of Life survey, or our annual GCSE results. Related comments on any report during Quarters 1 to 3 are therefore to contextualise what work is being undertaken to ensure that the target will be met at year end (usually in Quarter 4). An understanding of this should help when directing any questions to Officers around the associated PI.

Quarterly Indicators - where there is a performance update available each quarter. The comments here will in general relate to this revised outturn, and should also indicate why the metric is above/below target for the period. If the PI is below target, any associated comments should be specific as to what course of action is planned to get performance back on track. You may feel that any questioning here should focus on the validity of any proposed action(s).

Targets

Targets should always be set based on SMART principles – Specific, Measurable, Agreed, Realistic, Time-related. This includes the imperative that our targets should be stretching but achievable - if this is enacted correctly a true reflection of performance will be forthcoming each quarter.

The performance of our PIs is RAG rated as shown below:

Red – well below target - of high concern

Amber – below target - of concern

Green – above target - performing well

Clearly the main focus should be on those PIs rated in **Red** – performing well below target.

Direction of Travel (DoT)

This shows the how well the PI is performing in relation to how it was doing 12 months ago. It may be, for example, that the DoT shows improvement from last year (↑), however is currently performing below target (say **Amber**). This usually means that stretching targets have been set, and helps to give the performance of the PI greater context. This added information will doubtless assist when asking any related questions, however only quarterly metrics have a DoT each quarter; annual measures will have this just once a year.

Management Report BCP152 - Number of visitors to Bristol Museums, Galleries and ArchivesExplanation of performance (why is it well below target):

The number of visitors to Bristol Museums, Galleries and Archives (BMGA) this quarter was 259,275, with the year to date total being 481,480. This was 12.5% below the half year target of 550,000 and 22% below the same period in 2015/16 when there were 621,466 visits. The main reasons for this were:

- a. Our average annual visitor figure fluctuates by up to 20% based on weather, tourism trends and exceptional activity. All City indoor venues reported, via Destination Bristol, a drop in visitor figures largely due to the warmest summer, after 2013, since 2006 [Met office summer summary 2016].
- b. As a hot summer was expected we proactively focused on conversion of commercial activity and are pleased to report an increase for exhibitions, retail, cafe, donations and private hire. In July, Aug & Oct, at Bristol Museum & Art Gallery donations from visitors (Welcome Desk and donation boxes) exceeded £10k each month. Collectively for these three months this is a 540% increase in visitor donations (£31,548 for 2016-17 compared to £4,926 for 2015-16). Our retail saw Average Transaction Value increase to £6.69/ £6.22 up from £4.90/£4.19 last year with M Shed sales up 26.2% on last year.
- c. 2015 was an exceptional year for activity including Green Capital 2015 which presented a wide ranging programme across the year which BMGA was involved with, particularly over the summer period. The "Shaun the Sheep" sculpture trail also took place in 2015 and with BMGA sites hosting two statues this inevitably gave an uplift to visitor numbers of well over 100,000 which would not be repeated in 2016.
- d. There was also no major exhibition over the summer; instead there was a re-focus of working with young people (14-25) to develop their own events and activities. This included an increase in city-wide outreach work to improve awareness and activity in the community instead of just in the museum buildings.
- e. Opening days and hours at the historic houses were changed from April 2016 (the impact of this will be reviewed) and we now exclude dedicated school visits from the general visitor figures for clarity.
- f. Visits generated from Easter holiday activities were lower as during 2016 there was less of the school holidays during the reporting period; a later or earlier Easter will have a greater or lesser impact on Q1 reporting and Q1 2016 was marginally down on Q1 2015. This deficit then carries forward into Q2.

Planned actions to bring metric back on target:

1. A strong programme for the remainder of the year is planned, including the Wildlife Photography 2016 Exhibition.
2. Work is underway on assessing the outreach programme and impacts will be reported.
3. New mechanisms (data points etc.) are being tested to inform how feedback and conversations can be captured in order support future plans.
4. We will be working with our volunteers and interns specifically to improve our marketing effort.
5. At M Shed we will be investigating how we might best improve the visibility of the museum to the new foot traffic from the Wapping Wharf site which is now open to the public. It is hoped that this will help counterbalance the reduced visibility/ease of access currently resulting from the closure of Princes Street bridge.