



**Brighton & Hove
City Council**

Overview & Scrutiny

Title:	Culture, Tourism & Enterprise Overview & Scrutiny Committee
Date:	23 November 2009
Time:	4.00pm
Venue	Council Chamber, Hove Town Hall
Members:	Councillors: Randall (Chairman), Davis, Drake (Deputy Chairman), Harmer-Strange, Hawkes, Kennedy, C Theobald and Turton
Contact:	Julia Riches/Karen Amsden Scrutiny Support Officer julia.riches@brighton-hove.gov.uk/karen.amsden@brighton-hove.gov.uk

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34. CHAIRMAN'S COMMUNICATIONS	
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36. BRIGHTON MARATHON - VERBAL UPDATE Presentation by Tim Hutchings, The Grounded Events Company. <i>Ward Affected: All Wards;</i>	
37. VISITBRIGHTON CONTACT CENTRE REVIEW Copy attached. <i>Contact Officer: Suzanne Mantell Tel: 29 - 2613</i> <i>Ward Affected: All Wards;</i>	11 - 28
38. UK CITY OF CULTURE PROPOSAL Proposal and feedback attached. <i>Contact Officer: Paula Murray Tel: 29-2534</i> <i>Ward Affected: All Wards;</i>	29 - 100
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For further details and general enquiries about this meeting contact Julia Riches (email julia.riches@brighton-hove.gov.uk) or email scrutiny@brighton-hove.gov.uk

Date of Publication - Friday, 13 November 2009

Agenda Item 32

To consider the following Procedural Business:

A. Declaration of Substitutes

Where a Member of the Committee is unable to attend a meeting for whatever reason, a substitute Member (who is not a Cabinet Member) may attend and speak and vote in their place for that meeting. Substitutes are not allowed on Scrutiny Select Committees or Scrutiny Panels.

The substitute Member shall be a Member of the Council drawn from the same political group as the Member who is unable to attend the meeting, and must not already be a Member of the Committee. The substitute Member must declare themselves as a substitute, and be minuted as such, at the beginning of the meeting or as soon as they arrive.

B. Declarations of Interest

- (1) To seek declarations of any personal or personal & prejudicial interests under Part 2 of the Code of Conduct for Members in relation to matters on the Agenda. Members who do declare such interests are required to clearly describe the nature of the interest.
- (2) A Member of the Overview and Scrutiny Commission, an Overview and Scrutiny Committee or a Select Committee has a prejudicial interest in any business at a meeting of that Committee where –
 - (a) that business relates to a decision made (whether implemented or not) or action taken by the Executive or another of the Council's committees, sub-committees, joint committees or joint sub-committees; and
 - (b) at the time the decision was made or action was taken the Member was
 - (i) a Member of the Executive or that committee, sub-committee, joint committee or joint sub-committee and
 - (ii) was present when the decision was made or action taken.
- (3) If the interest is a prejudicial interest, the Code requires the Member concerned:
 - (a) to leave the room or chamber where the meeting takes place while the item in respect of which the declaration is made is under consideration. [There are three exceptions to this rule which are set out at paragraph (4) below].
 - (b) not to exercise executive functions in relation to that business and

(c) not to seek improperly to influence a decision about that business.

(4) The circumstances in which a Member who has declared a prejudicial interest is permitted to remain while the item in respect of which the interest has been declared is under consideration are:

- (a) for the purpose of making representations, answering questions or giving evidence relating to the item, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise, BUT the Member must leave immediately after he/she has made the representations, answered the questions, or given the evidence;
- (b) if the Member has obtained a dispensation from the Standards Committee; or
- (c) if the Member is the Leader or a Cabinet Member and has been required to attend before an Overview and Scrutiny Committee or Sub-Committee to answer questions.

C. Declaration of Party Whip

To seek declarations of the existence and nature of any party whip in relation to any matter on the Agenda as set out at paragraph 8 of the Overview and Scrutiny Ways of Working.

D. Exclusion of Press and Public

To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

NOTE: Any item appearing in Part 2 of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public.

A list and description of the exempt categories is available for public inspection at Brighton and Hove Town Halls.

AGENDA ITEM 33

BRIGHTON & HOVE CITY COUNCIL

CULTURE, TOURISM & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

4.00PM 7 OCTOBER 2009

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Randall (Chairman); Davis, Drake (Deputy Chairman), Harmer-Strange, Hawkes, Kennedy, Marsh and C Theobald

Co-opted Members:

PART ONE

17. PROCEDURAL BUSINESS

17a Substitutes

17.1 Councillor Mo Marsh for Councillor Craig Turton.

17b Declaration of Interests

17.2 Councillor Randall declared a personal and prejudicial interest in Item 27 and that he would leave the room for that Item. Councillor Hawkes declared an interest in Item 30 as a member of the Board of City College Board. Councillor Harmer-Strange declared an interest in Item 22 as a Governor of Hillside School.

17c Exclusion of press and public

17.3 In accordance with section 100A(4) of the Local Government Act 1972, it was considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of the business to be transacted and the nature of the proceedings and the likelihood as to whether, if member of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in section 1001 (1) of the said Act.

1.4 **RESOLVED** – *that the press and public be excluded from the meeting for the discussion of Items 30 and 31 under Category 3.*

18. MINUTES OF THE PREVIOUS MEETING

18.1 RESOLVED – *that the minutes of the meeting held on 2 July 2009 be approved and signed.*

19. CHAIRMAN'S COMMUNICATIONS

19.1 The Chairman welcomed everyone to the meeting, in particular Mark Richardson, Sarah Watson and Matthew Hellett from Carousel. The Chairman informed the Committee about two very informative Scrutiny Workshops, one on Mobile Libraries and Equal Access, and one on Pavilion Gardens. He had also met with both Councillor Ted Kemble, Cabinet Member for Enterprise, and Simon Fanshawe of the Economic Partnership to discuss the ad-hoc panel's draft report on Environmental Industries. He had also met with Roger French, Chairman of the LSP.

20. PUBLIC QUESTIONS

20.1 There were none.

21. QUESTIONS AND LETTERS FROM COUNCILLORS

21.1 There were none.

22. PRESENTATION FROM CAROUSEL

22.1 The Chairman welcomed Mark Richardson the Artistic Director of Carousel, and Sarah Watson and Matthew Hellett, Oska Bright Steering Committee Members, to the meeting. They gave a short presentation outlining the work of Carousel (for copy see minute book). Carousel was an arts organisation that supported people with learning disabilities to achieve their artistic ambitions. The four main areas of work were: Shut Up and Listen Music Programme; High Spin Collective; regular Arts Showcase Club nights; and Oska Bright Film Festival.

22.2 The Oska Bright Film Festival started in 2004 and won the National Lottery Award for Best Arts Project in 2008. Oska Bright 2009 will be a three day festival on 17, 18, and 19 November showing 60 new short films. In 2010 the Film Festival will be on tour across the UK and hoped to be touring Australia, New Zealand and Hungary. In 2012 a double-decker bus will be turned into a cinema to show people across the UK who can't get out easily some Oska Bright films.

22.3 The five aims of the Oska Bright Festival were to: make it possible for learning disabled film makers to show their films all over the world; encourage film makers to get better and better by offering training and networking opportunities, giving advice and feedback, awards and bursaries; develop new audiences, taking the festival to people who would not normally be able to visit cinemas; make the only library of learning disabled film; and develop access for learning disabled film makers and audiences to training film, television and cinema companies.

22.4 A short film was then shown to the Committee before Members asked questions. In answer to a question on funding, the Committee were told that they were still able to do the majority of their projects, despite the economic downturn. Lottery money had decreased but was still available, and following a meeting with the Broadcasting Disability Team, some funding had recently been reinstated. A fund raising campaign was due to start the following day to raise money for the mobile cinema.

22.5 The Committee thanked Mr Richardson, Ms Watson and Mr Hellett for attending the meeting and for a most informative session.

23. SPORTS DEVELOPMENT UPDATE

23.1 Ian Shurrock, Head of Sports & Leisure and Jan Sutherland, Community Sports Development Manager, introduced the report. The aim of the Sports Development Team was to create new, and promote existing sports opportunities and encourage more people to be more active. The key areas were participation, development of clubs and volunteers, support for funding for clubs and the promotion of opportunities that were available. In response to a question about timescales, the Committee were told that programmes ran throughout the year and were regularly monitored.

23.2 Following a question on funding levels, the Active for Life Programme received £365,000 from Sport England and around £150,000 from the PCT. Mr Shurrock offered to bring a report on the funding and monitoring of sports programmes to a future Committee meeting. A request was made for health benefits of regular exercise to be made clear in reports on sport and physical activity programmes. It was noted that football teams set up by the Active for Life Team had helped reduce anti-social behaviour. The Heath Walks programme was also recognised as an excellent scheme. The Heath Walks Programme was funded jointly by the Council and the NHS/PCT with 50 volunteers leading them.

23.3 The Chairman thanked the officers for the report and agreed to have a future report.

23.4 **RESOLVED** – *that a report on the funding and monitoring of sports programmes was brought to a future Committee meeting.*

24. MOBILE LIBRARIES AND EAS - VERBAL UPDATE

24.1 Sally McMahon, Head of Libraries and Information Services, provided the Committee with a verbal update following the Scrutiny Workshop on 9 September 2009. In Bevendean, there had been several attempts to have a mobile library stop with the last one closed in 2005. Wendy Barratt, the Community Libraries Manager, had been in discussions with the Head Teacher in Bevendean School and they were going to trial a stop outside the school from January 2010.

24.2 In Windlesham Close in Portslade, Ms Barratt had identified groups of flats and supported housing who may benefit from the service. They were still considering the options, including a static collection.

24.3 Statistically, around 22,5000 to 23,5000 people use each service which is under 2% of the total use of libraries across the city. This is, however, an important service as it reaches people who can not access library services any other way.

24.4 The Committee thanked Ms McMahon for the update and for the work that had been undertaken following the Scrutiny Workshop.

25. LOCAL AREA AGREEMENT PROGRESS REPORT - 08/09

25.1 Paula Murray, Head of Culture and the Economy introduced the report. The covering report took the economic development indicators and provided context and comparative information. There was a time delay in the system so some of the information was dated. Ms Murray suggested that the Committee may wish to receive more up to date information at its November meeting. The comments of the Committee could be fed back into the November Cabinet Member Meeting. Ms Murray asked for comments on the style of the covering report.

25.2 It was remarked that the ward information and comparator information was helpful. The idea of addressing one section of the indicators at a time was also useful. Following a question on the 'Breakthrough Programme', this was very successful and had been used as a case study during the re-launch of the City Employment and Skills Plan (CESP). A further update would be provided at the next meeting.

25.3 A question was asked about the indicators for the libraries service and the Committee were informed that there had been a data collection problem, particularly on the percentage take-up of ITC time in the libraries. Following a question on Continued Professional Development (CPD) for teachers, Ms Murray would request information on why 25 rather than 60 teachers had attended the sessions. CPD was tailored specifically to teachers and it may be an issue of timing and problems backfilling teachers' places.

25.4 **RESOLVED** – *that the Committee receive a further update at its meeting in November 2009.*

26. BRIGHTON & HOVE'S PROGRAMME FOR 2012

26.1 Paula Murray, Head of Culture & Economy, and Pauline Freestone, 2012 Co-ordinator introduced the report. Ms Murray told the Committee that 2009 had been a "dip" year following all the energy around 2012 in 2008. The Citywide Partnership had met twice and agreed a set of themes, namely: participation; profile and the economy; and infrastructure. Ms Freestone remarked that they had been building networks across the city and were using 2012 as a 'hook' to increase the activities on offer, to repackage activities and to develop new projects. Accentuate, the Legacy Trust funded disability project was being launched in Brighton on 3 December 2009 to coincide with 1000 days until the start of the Paralympic Games. The City Sports and Activity Awards were due to launch the grants scheme. Last year there were 40 applications and 23 grants were given out to 21 sports. Since free swimming had started, almost 10,000 under 16s and 3,000 over 60s had taken part. Following a question on swimming, the Committee were told that the initiative was for 2 years and was being closely monitored.

26.2 The next stage was to look at targeted groups (for example older people and those with young children) to take events to them. There was small amount of funding available for targeted free swimming lessons.

26.3 The idea of engaging with harder to reach groups was welcomed and the Chairman thanked the officers for bringing the report.

27. SCOPING REPORT FOR AD HOC PANEL PROPOSALS

This Item was taken after Item 28 and before Item 23.

Councillor Bill Randall left the room for this Item and Councillor Pat Drake took the Chair.

27.1 Paula Murray, Head of Culture & Economy introduced the report. The report set out information on three proposals for future Ad Hoc Panels namely: the use of empty commercial premises; the future of New England House; and cultural services for children and young people.

27.2 On the use of empty commercial premises, the report concluded that any review of this area would not have the impact in Brighton & Hove that it may have in other areas, because of the vacancy and rental rates. The Appendix to the report set out what use had been made of empty properties

27.3 On the development of New England House, since the proposal was put forward, a group of officers had been mandated to develop a feasibility study and options analysis into the future of the building, in partnership with the University of Sussex. Any scrutiny panel would be likely to duplicate this work. Ms Murray suggested that the Committee be kept informed of the work of this group.

27.4 On the cultural provision for children and young people in the city, Ms Murray informed the Committee that a Children's Festival is due to take place in April 2010. Part of this will be a conference launching a national network of children's festivals. Ms Murray suggested that it may be timely to look at the range and availability, strengths and any gaps in the provision of cultural services for children in the city. She also suggested that the conference could be used to launch the recommendations of any panel. It was noted that if this inquiry was to go ahead, the Children and Young Peoples Overview and Scrutiny Committee (CYPOSC) should be informed.

27.5 The Head of Scrutiny, Tom Hook, informed the Committee that there were currently 16 scrutiny panels in progress so it would not be practical to commit to completing a panel by April 2010. The Children's Festival could, however, be used as an information gathering session if that was helpful.

27.6 It was agreed that the next subject for an ad-hoc panel would be the provision of cultural services for children but no timescale for completion was set. It was also agreed that the Committee would request that they were kept informed of the work of the officer group looking at New England House.

27.7 **RESOLVED** – (a) *that the next ad hoc panel be established to look at the provision of cultural services for children and young people;*
(b) *that the Committee be kept informed of the work of the officer group looking at New England House.*

28. ENVIRONMENTAL TECHNOLOGIES - REPORT FROM THE AD-HOC PANEL

This item was taken after Item 22 on the agenda.

28.1 The Chairman introduced the report and thanked all the Officers who had been involved in the Inquiry. He informed the Committee that he had met with Councillor Ted Kemble, the Cabinet Member for Enterprise, who was broadly supportive of the report and its recommendations. Paula Murray, Head of Culture and Economy, told the Committee that at the Economic Partnership meeting the previous night, Councillor Kemble had introduced the Environmental Technologies report and it had been suggested that Councillor Randall would be invited to a future meeting to present the report. It was commented that it was an excellent report and it was hoped the recommendations were adopted.

28.2 **RESOLVED** – *(a) to endorse the report;*
(b) that the report recommendations were referred to the council's Executive and to the appropriate partner organisations;
(c) to add the progress of the Inquiry's recommendations to the work programme.

29. WORK PROGRAMME

29.1 The Chairman introduced the work programme and noted that an update on Foredown Tower would be added as requested, and that there was an additional item for November on the Visitor Information Contact Centre. He also informed the Committee that the next meeting was at 4pm on 23 November and that there was an additional meeting to consider the budget on 14 December 2009.

29.2 The item on South Downs was welcomed and it was suggested that it could cover the funding opportunities presented by the creation of the Park, and any plans for an interpretation centre.

29.3 An item on the heritage of the city was suggested and it was agreed that the Brighton & Hove Archaeological Society could be invited to a meeting to accompany a report on artefacts the Council has.

29.4 An update on Maderia Drive was requested but it was agreed that this was a potential item for the Environment and Community Safety Overview and Scrutiny Committee.

29.5 The state of music venues in the city was suggested as a future item. It was noted that the Brighton Institute for Modern Music had provided an interesting report for the Arts Commission. It was agreed that this item be added to the future work programme.

29.6 Public Art and Planning was suggested as a future item and it was agreed this would be helpful.

29.7 A presentation on the city's approach to tourism was suggested as a future item.

29.8 **RESOLVED** – *that the following items were added to the future work programme: an update on Foredown Tower; the archaeological heritage of the city; music venues in the city; public art and planning; and the city's approach to tourism.*

PART TWO

30. MAJOR PROJECTS UPDATE

31. MINUTES 9 SEPTEMBER - PART 2

The meeting concluded at 6.30pm

Signed

Chair

Dated this

day of

CULTURE, TOURISM & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

Agenda Item 37

Brighton & Hove City Council

Subject:	VisitBrighton Contact Centre Review		
Date of Meeting:	23 November 2009		
Report of:	The Director of Culture and Enterprise		
Contact Officer:	Name: Suzanne Mantell	Tel: 29 - 2613	
	E-mail: Suzanne.mantell@brighton-hove.gov.uk		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report sets out the options for the future of the VisitBrighton Contact Centre service, as identified as a work stream in the Visitor Services Strategy 2006.

2. RECOMMENDATIONS:

- 2.1 That the committee:

(i) note the VisitBrighton Contact Centre Review set out in the appendix to this report;

(ii) note the Recommendations section following consultation with stakeholders;

(iii) give feedback on the report and its recommendations.

3. BACKGROUND INFORMATION

- 3.1 VisitBrighton is the city's official tourism "arm" and is responsible for marketing the destination to visitors, selling the destination as a leisure, business and conference destination, and providing services to visitors once they have arrived in the city.

- 3.2 The Visitor Services team within VisitBrighton provide the front line services at the Visitor Information Centre, and via a dedicated Contact Centre, where staff handle enquiries by telephone, by email and by post.

4. CONSULTATION

- 4.1 Consultation has taken place with a wide range of stakeholders, including VisitBrighton Partners, Tourism South East, South Downs National Park, and VisitBrighton staff.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 Option 5 in the appendix represents the best value for money. Part of the business case for the ticketing system and call centre at the Royal Pavilion was that it could eventually be shared with Visitor Services – this will improve the value for money of the call centre investment. The small cost of losing the Premium Rate Line could be met by the efficiencies and custom arising from the extra call handling capacities of a shared call centre.

Finance Officer Consulted: Mr Peter Francis 29th October 2009

Legal Implications:

- 5.2.1 This report sets out a series of options, none of which have adverse legal or Human Rights implications.

Lawyer Consulted: Bob Bruce 21st October 2009

Equalities Implications:

- 5.3 If the committee agrees with the recommendations set out in the report then the implications for all Equalities groups will be positive, as it will make the service more accessible to visitors, particularly those on lower incomes and from overseas. For further information please refer to the Equalities Impact Assessment for VisitBrighton's Visitor Information Service team.

Sustainability Implications:

- 5.4 There are no sustainability implications to consider.

Crime & Disorder Implications:

- 5.5 There are no crime and disorder implications consider.

Risk and Opportunity Management Implications:

- 5.6 The statistics and costings relating to the various options are found within the appendix to this report.

Corporate / Citywide Implications:

- 5.7 There is the potential for closer partnership working with the Royal Pavilion team.

SUPPORTING DOCUMENTATION

Appendices:

1. VisitBrighton Contact Centre Review

Documents in Members' Rooms:

1. None

Background Documents:

1. Visitor Services Strategy 2006
2. Visitor Services Equalities Impact Assessment

Appendix 1

visitBrighton

www.visitbrighton.com

VisitBrighton

Contact Centre Review

November 2009

VisitBrighton Contact Centre Review

Introduction

VisitBrighton's Visitor Services team produced a strategy document in 2006 which looked at recommendations for the future of their service. At that time there were several recommendations made, and in the last two years we have relocated the Visitor Information Centre (VIC) to the Royal Pavilion, opened an official Visitor Information Point at Brighton Toy & Model Museum, and worked with colleagues in the Sustainable Transport team to introduce the new pedestrian wayfinding scheme in the city centre. It is now timely that we look at the options for the service's Contact Centre.

Background

The VisitBrighton contact centre service has been operating via a premium rate telephone number since 2000. The Premium Rate Line (PRL) was introduced following an audit of telephone answer times throughout the council; at that time the service was receiving around 500,000 calls per year, but the staff were only able to answer around 51,000 calls, ie just over 10% - all other callers received the busy tone, which sent a negative message to both visitors and stakeholders.

In order to answer more calls, a contact centre operation was set up using an "Interactive Voice Response" (IVR) platform which gives callers options to hear some recorded information, as well as the facility to speak to an assistant. A PRL was chosen to offset the costs of the new system and the extra staffing required to ensure the service was a success. The system currently in place ensures that 100% of calls are answered.

All calls to the PRL are charged at 50p per minute. VisitBrighton earns an "out payment" of 33p in each 50p, ie 66%. The remainder is paid to the line provider, Opal Telecom. VisitBrighton holds a current licence from PhonePayPlus to operate a live premium rate service.

When the service launched in 2000 there were nearly 75,000 calls to the system, and we earned £40,000. However, the number of calls, and therefore the income, has dropped by up to one third year on year. It is difficult to say whether this is because it is a PRL, or because it coincided with the huge growth in use of the internet and email as a source of information – certainly the number of email enquiries received by the

Appendix 1

VisitBrighton team rose rapidly for the first few years; the drop in telephone enquiries also followed a national trend within other Tourist Information Centres around the country. By 08/09, the number of calls had dropped to 12,707, and the income earned was just £9,475. The current income target in this financial year is £16,970. Trends so far this year show that income will drop again, and we are forecasting less than £8,000 in income in 09/10. VisitBrighton will need to absorb this under-achievement through other income generation or by cutting expenditure.

The following table shows the number of calls and revenue from 2000 to 2009.

Year	No of calls	£s revenue
00/01 (partial year)	74,359	39,934
01/02	94,838	49,900
02/03	65,427	34,564
03/04	46,724	30,115
04/05	36,577	20,103
05/06	33,185	17,726
06/07	23,422	13,684
07/08	17,282	11,805
08/09	12,707	9,475

Telephone calls represent only a percentage of the total enquiries we receive to our service. In total, the Visitor Services team welcome nearly 300,000 visitors to the Visitor Information Centre, and respond to more than 55,000 personal enquiries, 10,500 emails and 1,200 postal enquiries each year. In addition, the service also receives around one million unique visitors to the website each year.

One of the drawbacks of operating a premium rate line is that queuing is not allowed on live premium rate services – if all the operators are busy, the caller can listen to the options again, or pre-recorded information, but if they don't choose one of these options, then they are invited to try again later, and the call has to be terminated.

Advantages and Disadvantages of a PRL service

Advantages	Disadvantages
100% of calls to the service are now answered.	A PRL can put off some callers, particularly older people.
The service now only receives genuine Visitor Information enquiries	We are unable to use the PRL number on any overseas

Appendix 1

<p>– previously many of the calls were from customers using the service as a cheaper option than Directory Enquiries, which was already charging for its calls, or eg calls about train times outside our area, because the National Rail line was often engaged.</p>	<p>campaigns or promotions as it is not accessible to callers outside the UK.</p>
<p>When the service was launched it had the backing of the Brighton & Hove Hotels Association who were pleased that they were no longer losing possible recommendations, referrals and bookings due to missed calls.</p>	<p>Staff find it challenging to keep customers on the line long enough to take their details, so are less able to convert enquiries into bookings or ticket sales, or to capture consumer data for marketing purposes.</p>

Appendix 1

Options

There are a number of options available, which are identified as follows:

Option 1: Keep Premium Rate Line @ 50p per minute:

We could continue operating the PRL as at present. However, with the volume of calls dropping year on year, it would become unsustainable within a few more years, as can be seen from the following table:

Year	No of calls	£s revenue
00/01 (partial year)	74,359	39,934
01/02	94,838	49,900
02/03	65,427	34,564
03/04	46,724	30,115
04/05	36,577	20,103
05/06	33,185	17,726
06/07	23,422	13,684
07/08	17,282	11,805
08/09	12,707	9,475
<i>Forecast for future years</i>		
09/10	10,165	7,580
10/11	8,132	6,064
11/12	6,505	4,851
12/13	5,204	3,880
13/14	4,163	3,104

Option 2: Keep Premium Rate Line but change to 50p whole call costs

"Drop charge" tariffs may increase the length of the call, but VisitBrighton's revenue would decrease dramatically. Although the cost of the whole call would only ever be 50p to the customer, we would only receive the current out payment from the first minute of the call. For every minute thereafter we would be charged 0.02p per minute which would be deducted from our monthly outpayment. Based on the 12,707 calls received in 2008/09, and an estimate provided by Opal Telecom, this would mean revenues of only £2,951, rather than the £9,475 achieved. Changing to 50p whole call would be unlikely to halt the decline in the number of calls, as it would still be giving a negative message to visitors, and so the downward projection would be similar to that of 50p per minute, and the resulting income would be much lower than at present.

Appendix 1

Option 3: Keep Premium Rate Line but increase cost of call to 75p or £1 per minute:

Based on 2008/09's call volumes, revenue could increase to £14,212 (@ 75p per minute) or £18,500 (@ £1.00 per minute). However these figures should be treated with caution – the number of calls would be likely to decrease at a much faster rate if the cost increases, especially as email is now so accessible as a medium, and we would risk losing the good will of both visitors and local stakeholders.

Option 4: Change to National Rate Number (0871)

National rate numbers are not viewed with as much suspicion by visitors, and so it would be likely to at least halt the decline in the number of calls, if not actually increase them. However, based on the 12,707 calls in 08/09, we would be likely to earn only £947.50 – which, though a substantial drop from the revenue based on 50p per minute calls could encourage and enable the staff to convert more enquiries into bookings/sales, thereby earning revenue for our service, and increasing business for the city's accommodation providers, attractions and venues. If we changed to a National Rate number we could retain the existing IVR platform, telephony equipment and office space, and it would be a positive message to both our visitors and our stakeholders.

The following table compares the projected revenue from a national rate number and the revenue received in 2008/09, based on the 12,707 calls received.

No of calls	£s @ 50p per min	£s @ national rate	Gap	Number of bookings needed to plug gap *
12,707	£9,475	£947.50	£8,527.50	570

* based on an average booking value of £150.00. This is the number of extra bookings that the staff would need to make each year just to fund the gap in the current income received, not allowing for further decline in the number of calls, and not allowing for the shortfall against the current

Appendix 1

income target. It has to be recognised that converting this number of bookings is not necessarily achievable – many of our enquiries are for one night stays at the weekend, which the staff are not able to book, due to the industry's requirement of a minimum two night stay at weekends throughout most of the year.

Option 5: Relocate VisitBrighton's Contact Centre to the Royal Pavilion and work together with the new Royal Pavilion Contact Centre team

The Royal Pavilion launched their new contact centre operation in July 2009. It is designed to maximise revenue through increased sales of admission tickets, educational tours etc. The Pavilion have invested in new ticketing software and telephony equipment and their staff have been trained to understand the full breadth of the Royal Pavilion & Museum's offer. They are able to handle all calls to their service, with "champions" in each area of activity.

The Pavilion use a range of local rate lines, with different numbers for each of their services. If VisitBrighton opted for a local rate line, there would be no income due to us (but as shown above, the income from a national rate number would be considerably less than at 50p per minute anyway). By working in partnership with the Royal Pavilion team, it could offer the possibility of sharing accommodation, and the opportunity to cross train each team in handling simple enquiries, which would benefit both teams. The Visitor Information staff would remain as "champions" of their own visitor enquiries, and would be responsible for fulfilling all transactional sales (eg accommodation bookings, non-Pavilion ticket sales etc), but could, for example, quite easily sell admission tickets to the Royal Pavilion alongside, with the revenue going to the Pavilion team. Likewise the Pavilion team could be trained how to use VisitBrighton's database to enable them to answer simple enquiries about attractions and events in the city.

There would be benefits to both teams, who would also be able to cover for each other during lunch breaks, sickness, or annual leave, thereby ensuring a quality service to all customers. It would be beneficial to have two separate lines, one for the more complex accommodation enquiries, and one for non accommodation – each line could have a different system of handling overflow calls, ie the more general, non accommodation enquiries could be passed to the Royal Pavilion team if necessary, while the accommodation calls stayed with the VIC team, who have the product knowledge required to advise visitors on where to stay, and the software to capture customer data and make bookings.

Appendix 1

This option would have the greatest potential to grow the number of accommodation bookings made by the contact centre staff, as it would be very easy for the team to keep the customer on the phone long enough to take their details, and even to make the booking for them while they are still on the line.

Another major benefit would be that local rate numbers are accessible to overseas callers, who cannot contact us via the premium rate service as 0906 numbers are not accessible outside the UK. In addition the Pavilion's system allows calls to queue and a reporting module shows staff how many calls are waiting. Overflow calls could still be routed to back-up staff in Brighton Town Hall where the rest of the VisitBrighton team are based.

There is a slight danger that the number of calls might actually grow and the number of VIC staff would not be adequate to support the level of enquiries.

With this option there are some start-up costs involved as we would need to purchase new telephone handsets and licences to link in to the Pavilion's call handling software. An indication of these costs is given in the following table:

Start up costs		Ongoing costs	
1x IP handsets @ £145 each	£145	Handset maintenance @ £67 pa x 2	£67
1 x Supervisor CMS software	£370	Maintenance @ £74	£74
2 x Agent licence @ £281 each	£562	Line rental costs per line @ £10 per month per line	£240
Programme writing by ntl/Dimension Data	£2,000 (estimated cost)		
Connection charge for two easily memorable 0300 numbers	£400		
Total	£3,477		£381

Option 6: Cease all call handling enquiries as per VisitLondon.

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This would give a very negative message to prospective visitors, who are still at the decision making stage of their visitor journey. As Brighton & Hove no longer have an annual brochure, and not all our customers have access to online information, we would be unable to help anyone who was not able to email us their enquiry. The negative perceptions of Brighton & Hove as a destination could be very harmful to the city's £400m+ annual visitor spend.

Appendix 1

Budget Implications

The following chart shows the budget implications for each option based on the 09/10 budget. The 3rd and 4th column use a traffic light system to indicate the level of impact. Please also read the notes * following this table.

Option	Budget implication (current income target (£16,970), less any anticipated income, plus any start up costs).	Impact on visitor satisfaction	Impact on ability to support accommodation booking revenue
1	£9,390	Red	Red
2	£14,019	Red	Red
3	£2,758 (@ 75p pm)	Red	Red
	£1,530 @ £1 pm *	Red	Red
4	£16,023	Amber	Amber
5	£20,828 **	Green	Green
6	£16,970	Red	Red

* but nb, as explained in this document, this is neither necessarily achievable nor sustainable.

** includes annual costs of £381 in year one for software, licences etc. plus there would be start up costs in year 1 of approx £3,500.

Consultation & Feedback

This document has been sent to a range of interested groups including local VisitBrighton Partners, and staff, in order to get feedback on the options given above.

Please complete the form at the end of this document and return by **Friday 25 September 2009** via fax, post or email to:

Suzanne Mantell

Visitor Services Manager

VisitBrighton

1st Floor

Brighton Town Hall

Brighton

BN1 1JA

Tel 01273 292613

Fax 01273 292617

Email suzanne.mantell@visitbrighton.com



www.visitbrighton.com

VisitBrighton

Contact Centre Review Feedback Form

There are six options given in the consultation document:

- 1 Keep PRL @ 50p per minute
- 2 Keep PRL but change to 50p whole call costs
- 3 Keep PRL but increase cost of call to 75p or £1
- 4 Change to National Rate number
- 5 Change to local rate number and work with the Royal Pavilion
- 6 Cease all call handling enquiries.

Which of these options do you prefer and why?

Please fill in the form overleaf and return it, by **Friday 25 September 2009** via fax, post or email to Suzanne Mantell, Visitor Services Manager, VisitBrighton, 1st Floor, Brighton Town Hall, Brighton, BN1 1JA, Tel 01273 292613, Fax 01273 292617, Email suzanne.mantell@visitbrighton.com

You do not have to provide your details unless you want to – however it would be very useful to know which sector you belong to, so I would be grateful if you could indicate this in the table overleaf.

Thank you for your help.

Suzanne Mantell
Visitor Services Manager
VisitBrighton

Appendix 1

Recommendations

The contact centre review document was sent out to both VisitBrighton staff, and a wide range of stakeholders, including VisitBrighton Partners, Tourism South East, South Downs National Park.

Feedback from stakeholders was low, although evenly spread amongst different sectors.

From responses received, stakeholders overwhelmingly chose Option 5, with only one stakeholder opting to close the service, and one wanting to look more closely at options 5 & 6 again.

Staff were more divided, but still, overall, choosing Option 5, although the VIC team itself were more inclined towards Option 4.

Option No	Stakeholders (11)	Staff (17)	Overall (28)
1	0%	0%	0%
2	0%	5.88% (1)	3.57% (1)
3	0%	0%	0%
4	0%	29.41% (5)	17.86% (5)
5	81.82 % (9)	58.82% (10)	67.86% (19)
6	9.09% (1)	5.88% (1)	7.14% (2)
No decision	9.09% (1)	0%	3.57% (1)

The clear recommendation is to relocate the Contact Centre operation to the Royal Pavilion and introduce a new, local rate enquiry number. However, choosing Option 5 does not preclude considering Option 6 at some point in the future.



UK CITY OF CULTURE

UK City of Culture 2013 Outline Proposals – Feedback Form

Bidding City: Brighton and Hove

Assessors: Stephen Nicol (0161 926 9214) and Chris Paddock (0207 608 7206)

If you would like to discuss this feedback, please contact one of the two assessors named above directly.

Summary Feedback

The proposal outlines a set of activities that seeks to build upon Brighton and Hove's well established strengths in the creative and cultural sector and its established infrastructure for hosting a broad range of activities. It is clear that Brighton and Hove is 'ready to go' and could be well placed to deliver a high quality programme for UK City of Culture. However, at present the **thinking underpinning the bid seems to lack ambition** and this would disadvantage Brighton and Hove in the assessment of initial bids. With this in mind there are three key points to consider in working up your bid:

1. It is important that initial bid submissions illustrate clearly the nature of the step change that would occur as a result of the UK City of Culture designation
2. We need to see more clearly the added value that UK City of Culture designation would bring to the area (and beyond) – and in particular what enhanced or additional activities and events would take place beyond the excellent baseline of activity DCMS are seeking a UK City of Culture that is more than just a wrap around of existing activity.
3. You may also need to reconsider scale of funding needed to deliver a higher impact programme.

In addition to this, the following points / additions may be worth considering in developing the bid:

- Demonstrate much more clearly the specific involvement of local people, particularly those in deprived communities and how City of Culture will make a difference
- Consider Brighton and Hove as City of Culture in the wider context; how will the city extend its reach beyond London and the South East?

Your Area and the Overall Vision

The proposal focuses on a clearly defined area, which already has a strong brand and reputation as a visitor location. The vision is helpfully split into local, regional and national geographies, although this perhaps highlights the need to provide more detail on the 'local', particularly in relation to Brighton and Hove's most deprived communities.

Given Brighton and Hove's proximity and relationship with London, it will be important to illustrate how the City can involve and reach out to the rest of the country.

The themes outlined within the vision provide a broad basis and can clearly encompass a wide range of different activities as the programme evolves – at present they feel like broad concepts and will need more flesh on the bones. In future submissions, it would be useful if further analysis can be provided to show how this is different to what might be happening in Brighton and Hove anyway (and how 2013 will be different).

Cultural and Artistic Objectives

The approach put forward is described as "building on the existing cultural calendar". An element of this is fine, but a successful UK City of Culture would need to demonstrate substantial added value over and above baseline activity. Given your area's excellent baseload activity, there is an opportunity to really deliver an impactful year of cultural activity.

Clearly, Brighton and Hove already has the cultural and visitor infrastructure necessary to deliver a high quality, diverse cultural programme. An emphasis is placed on the balance between large and small projects, again it would be good to see evidence of how the smaller projects will reach out to harder to reach groups and build upon existing activities to engage people in culture.

Clearly, the specific projects alluded to in relation to each theme will need to be elaborated upon in subsequent submissions.

It is also suggested that the population of the city is a key asset. In this respect, it will be useful if you can demonstrate how they will be galvanised (perhaps through a volunteer programme).

Social Objectives

It is clear that there are interesting examples of engagement within the city, but at present the approach to engaging isolated neighbourhoods is weak (especially given that "reaching out" is a key part of the vision). The initial bid should build on this further, developing the ideas (such as the dance programme for the Turner Neighbourhood) to show how City of Culture would impact on the whole population of the city.

Economic Objectives

Given Brighton and Hove's existing success as a visitor location, we are pleased that the bar is set very high when it comes to seeing an increase in visitor numbers and spend. The existing strategy for festivals clearly creates momentum to increase this. In the initial bid, it will be important to consider the added value that the City of Culture designation would bring to this.

Likewise, Brighton and Hove is an important location for creative and cultural businesses. It is imperative that the bid shows how these strengths will be used to secure local, national and regional impact. The current description of the creative sector and what City of Culture would bring are a bit opaque.

Organisation and Partnership

It is clear that the partnership mechanisms are in place to deliver a high profile, high impact year of events and activities. We would like to understand how wider engagement in the design and delivery of a City of Culture programme would be ensured with grassroots groups and different parts of your area and its communities.

Funding

For a year's worth of enhanced events and activities the budget outlined is modest – our understanding is that you are seeking only £1m in additional funding. Although there are obviously limitations on the monies available, DCMS and the Advisory Panel will want to see an indication that the programme of activity will deliver high impact. This may mean including a broader range of activities (including 'associated projects and capital developments') under the UKCC2013 banner.

Elements of the budget (admin and marketing in particular) seem low for an event of this magnitude.

Legacy

The initial bid will clearly need to give more detail in the legacy. It is not clear how things will change from 2013 onwards as a result of City of Culture – for instance do you expect a lasting increase in engagement in previously un-engaged groups? Will this contribute to social inclusion amongst these groups?



UK CITY OF CULTURE

**UK CITY OF CULTURE 2013
OUTLINE PROPOSAL FORM**

BRIGHTON & HOVE ARTS COMMISSION

Supported by
BBRIGHTON & HOVE CITY COUNCIL



Section One: Your Area and the Overall Vision: [2 pages]

1 What is the geographical area covered by your bid and why does this area make sense as a UK City of Culture?

The area covered by this bid is the city of Brighton and Hove. Brighton and Hove has a clear identity as a city and serves audiences locally, in its hinterlands but also from London and Europe in particular. There are clear boundaries and it is a recognised destination already which would make the city very marketable as a UK City of Culture.

2 Why does your area need to see the sort of step change that could be delivered by being UK City of Culture?

Brighton and Hove is a city of contrasts, on the national scale of deprivation statistics it ranks 29th out of 60 for cities nationally, out of all of the 354 local authorities in England, it figures in the lowest quartile as the 79th most deprived (2007 figures). Unemployment is an issue for us, in Brighton and Hove it stood at 6.8% in 2008, equating to 9,500 people. This compares with a South East Regional unemployment figure of 4.4% and a national figure of 5.7% in the same year. In terms of employment, the city needs to create an additional 8,000 jobs by the year 2016 in order to meet the demand that our rise in working age population will create. If the city is to meet Government targets on employment, that figure would double to 16,000. Brighton and Hove relies heavily on its tourism economy which accounts currently for over £400m per year. The success of our tourism offer in turn depends on the cultural offer and year round calendar, which needs to be refreshed and renewed. Visitors come to Brighton and Hove for something different, something unique - and that something is very often the culture. Although we have a relatively high level of engagement in culture in the city, there are still significant numbers of people who face barriers to participation. **In summary, there are many aspects of the city that need to change and improve and the role of culture in delivering change and improvement is something the city believes in and the year would galvanise.**

3 What is the overall vision you have for the nature and impact of a UK City of Culture programme in your area?

The overall vision would be locally, to have an all pervasive City of Culture programme with maximum visibility across the city, really reaching parts of our communities that have not yet benefitted from cultural participation or activity. Regionally we would increase and enhance our role as an economic and cultural driver for the South East, the programme having a perceivable impact on the economy. Nationally and internationally we would raise and improve our cultural profile and visitor figures and impact positively on our ability to attract and retain business.

The nature and impact of the programme would also be specifically to realise the enormous artistic potential that lies here in the city but is as yet unrealized. We could, and would, bring together organisations such as Disney and Babel (digital media production company) with Blast Theory (digital arts organisation) with Dreamthinkspeak (site specific theatre company) for example and see what new level of artistic work and impact could come out of that kind of collaboration. The incredible diversity of the artistic community here is a significant strength – the year would be the opportunity to unite those diverse strands into something new at a gear changed level of impact and reach.

4 What are the main themes and components of your programme of activity during 2013?

Thematically, the programme would build on the strengths and perceptions and challenges of the city and would be likely to include the following elements:

Old and new: that is an extremely marketable, heritage profile alongside the ‘Supercity’ image of cutting edge innovation, the development of ancient crafts skills as well as those for new technologies and new economic models. This theme cuts across our architecture, our aspirations to develop skills for

employment for the future and our pride in the history of the city and the expansion of the use of our historic buildings.

The **Unimagined and unexpected**: there will be elements in the programme that at this point in time are unimaginable – this is a place where invention happens, whether it be research funded programmes between our universities and creative industries or large scale commissions asking for the unique, events that couldn't happen anywhere else.

Ambition and aspiration: building directly on the programmes in the Cultural Olympiad that emphasise excellence and individual achievement, a strand of the programme that works both at the level of individual and citywide ambition. For the individual, this would mean working primarily with the long term unemployed, to offer opportunities for personal development, for learning skills and increasing employability through culturally led programmes of change. At a city level, this would translate into a new level of cultural ambition and achievement, connecting the city's artistic resources to each other and plugging them into a network of national and international peers that will raise their game.

Collaboration and partnership: thematically these elements will underpin the development and delivery of all aspects of the programme; maximising budgets and resources, building new and lasting professional relationships, creating more than the sum of parts. Artistic collaboration will also be the mark of the programme; the chemistry of a collection of high powered artistic people creating a new type of programme.

Diversity and tolerance: we are a city where the perception of most people is that we live and let live, this is something to be proud of and to build on with cultural programmes that address community cohesion globally and in a targeted way in areas where it is less successful. The city is known for its outdoor events and many of these have an energetic and celebratory dynamic. Looking towards 2012, the city is also developing a strand of outdoor events that link sports and arts in a new dynamic. For 2013, our outdoor programme would build on our theme of diversity and tolerance and look to a more thoughtful, slower, contemplative and philosophical place for inspiration; to our connection with the landscape around us and with others around us.

Section Two: Cultural and Artistic Objectives: [2 pages]

1 What would be distinctive and innovative about your cultural programme (including any headline projects)?

Brighton and Hove is a city defined by its “and”: we are a city of collaboration, new ideas, new partnerships and new practice. It is a connected city defined by the individuals that choose make it their home and the evolving communities they choose to be part of. The city is compact enough for connections to be made easily and fluidly for collaborations to flourish. Even small scale projects and interventions can make a huge impact in this human sized environment. **The difference would be the nature and scale of the collaborations, the opportunity to take the city’s powerful artistic and digital creativity to another level to earn it a European significance.**

Our cultural life is not defined by a range of monolithic arts establishments but is largely grass roots up, driven by the vision and ideas of a large and active creative and cultural population. We are an active city: we have the highest levels of engagement with the arts outside London, a culturally aware population keen to get involved and a critical mass of creative professionals working across sectors and art-forms, for money and for love. In essence a city that looks to the future and ‘wants to make a difference’. **The year would be a virtuous circle of boosting the cultural firepower in a city where that has the effect of boosting the economy which in turn helps to create jobs and foster growth.**

2 How would you deliver cultural excellence including involvement of local as well as national and international artists?

Led by the Brighton Festival, the artistic curatorship of the year would be a coming together of a range of artists and cultural figures, potentially with a guiding light of an overall artistic lead of the stature and nature of a Nick Cave or Sam Mendes. In this last year alone the city has attracted and captured the attentions of artists from Anish Kapoor to Sir Ian McKellan to Simon Callow to Carleen Anderson. To create and curate the programme for the year, we would draw on the power the city has to attract and engage this level of interest and talent and the combined programme would represent a real step change for Brighton and Hove. We would do this through the powerful range of contacts the partners in the bid have to use; the Brighton Festival guest and resident artists, the University of Brighton list of visiting Professors and Fellows, Theatre Royal Brighton and the Ambassador Theatre Group contacts for example. The Royal Pavilion and our historic buildings would invite the involvement of a national museum curator to expand practice.

We intend to build on our existing cultural calendar but use this as an opportunity to encourage and facilitate artistic risk taking through brokering new connections between our cultural festivals and events and guest artists. For one year only each of these events will invite guest artists to work alongside the events individual curatorial and artistic teams. These artists could be local, national or international and will be selected in partnership between the city of culture group and the events themselves.

3 Which cultural partnerships and networks would be involved?

- Brighton & Hove Arts Commission; the city’s independent cultural partnership to lead the bid and programme
- Creative Brighton; an industry led group representing the creative and cultural industries sector
- Wired Sussex; a large network of digital media companies
- The Economic Partnership; the city’s partnership focussing on the economic health and development of the city
- Brighton Live; a festival and grouping of city based music industry organisations and professionals
- White Night partnership – all the city’s main cultural venues and festivals
- Like Mind Brighton

- The Open Houses; a large scale network of artists exhibiting in residential and other spaces across the city during May and December.
- The national Cultural Cities Network; a group of cultural cities that came out of the shared experience of bidding to host the European Capital of Culture and have experience of developing and delivering two national scale projects across the network.

4 What existing venues, organisations and events do you intend to use/build upon?

We would work with a wide range of organisations, venues and events in the city both cultural and others – appropriating programmes for the year for example using the entire library network, the museum and art gallery and historic buildings, a specially curated programme for the Theatre Royal Brighton for 2013. Key longstanding events in the city's calendar would also provide the mainstay to be built upon; the Brighton Festival, the Children's Festival and the range of successful community based festivals in the year.

Most importantly; the year would draw on the resource of the artistic community that is here – the real strength and depth is in the people we have in the city and the people that the city has recourse to.

For a full range of venues, organisations and events please see **Appendix One**

5 What is your baseline position and how would you extend participation in arts and culture amongst the residents of your area?

We are fortunate to have a high level of current participation in arts and culture (62% 2008). We would use the opportunity of the city of culture to extend engagement; both targeting those who do not yet participate or who face barriers to participation and also to extend participation by getting people to try something different. This could be reflected in the choice of guest artistic curator. An example would be to encourage the Brighton Live audience to try out the Open Houses through inviting a high profile musician to be guest artistic curator of the open houses. In terms of extending participation of those who do not take part, please see the information below in Section Three point 4.

6 How would you ensure diversity in the cultural and artistic programme?

The monitoring of the diversity of the programme both in terms of activities and participants would be the responsibility specifically of the sub group established by the Brighton and Hove Arts Commission charged with taking an overview of the year and reporting back to the Commission on a regular basis. Additionally, **Tolerance and Diversity** would be one of the major themes for the year.

7 How would you build on and link to the Cultural Olympiad or other key events such as Glasgow 2014?

Brighton and Hove's programme of activity looking towards 2012 is structured under 3 themes: increasing participation, improving the infrastructure and enhancing the city's profile and economy. At a local level these are extremely compatible with any City of Culture programme to be developed and there are events and strands in the 2012 programme that will find a natural home within the programme for 2013. At a national level, the themes of the Cultural Olympiad of excellence and personal development and success would also be built upon in programmes of skills development particularly focussing on those who are unemployed and young people. More specifically, there are some initiatives that the city is part of i.e. Stories of the World, that we would build directly on – in this case in terms of audience development.

An outline sample programme of key festivals and events is attached at **Appendix Two**.

Section Three: Social Objectives [1 page]

1 What role do you see the culture programme playing in the regeneration of your area?

There would be benefit in two distinct areas of regeneration; physical and social. The UK City of Culture Year would give a focus and impetus to existing capital developments – both public sector and commercial and could be used to incorporate several staging posts or key milestones in order to galvanise their progress or raise their profile. In terms of social regeneration, the focus of the participation programme would be majorly on those people who face barriers to participation and engagement – aiming to leave a lasting legacy of sustained involvement and enhanced life chances.

2 How would the UK City of Culture increase engagement of young people in training, education and employment?

Opportunities to skill up for employment in the creative and culture sector would be threaded through all aspects of the programme for the year. The year itself would be the culmination of several strands of skills development work currently at early stages in Brighton and Hove. These include our Creative Apprenticeship scheme, the work of organisations like DV8 locally in training young people, the creative dimension to our Futures Jobs Fund scheme, our involvement in the New Deal of the Mind initiative, the inclusion of learning and skills opportunities in our existing cultural events such as White Night where there is a strand this year of adult learning for the first time.

3 How would the UK City of Culture programme improve community cohesion in parts or all of your area?

The programme would aim to improve community cohesion across the city by large scale initiatives and creating a shared sense of pride in the city with the overall impact of the title. As with the Liverpool experience, there would be a public concentration on the positives of Brighton and Hove – both for residents and visitors and the deliberate building up of a shared sense of pride and ownership in the city. On a more local and targeted level, there would be a number of projects that aimed to tackle specific issues in specific areas; for example, a dance programme for the Turner neighbourhood aiming to build links with the community and the National Dance Agency based in the city looking forward to when they are re-located into their new home as part of a mixed development planned on the borders of the Turner area.

4 How would the UK City of Culture Programme reach out to and engage with different communities in your area?

Firstly, aspects of the programme that area venue and city centre based would have engagement and access strategies built in. These strategies might include the provision of special transport, the use of specially commissioned support materials, working with existing neighbourhood based organisations, partnerships and individuals liaising with communities on a regular basis to ensure engagement. We would also deploy networks such as the city's community libraries to provide information about the programme and opportunities available.

Secondly, there would be a range of initiatives and projects that came out of particular communities and locations and we would ensure a geographical spread of those. There are some fantastic locations and a diverse range of communities across the city and there would be opportunities to support work coming from those locations and people. The programme would establish structures and seed funding e.g. small scale, light touch grant schemes to encourage the development of community based programmes to be included in the year. Our community libraries network would also have a particular role to play here in the creation and support of neighbourhood based individual community initiatives that might centre around those buildings and facilities, and the extension of the already successful micro museum programme.

5 How will you ensure that the UK City of Culture programme is accessible to all groups in society?

We have a well established process of Equality Impact Assessment across services, initiatives and strategies in the local authority. This system of assessment and subsequent action planning would be applied across the whole UK City of Culture programme. The guidance is attached at **Appendix Three**.

Section Four: Economic Objectives [1 page]

1 What boost to your visitor economy do you envisage in 2013 and in subsequent years?

The tourist economy currently accounts for an economic impact of just over £400m. We would aim to increase this by 25% by 2013 by majoring on the large scale, accessible, attractive and high profile aspects of our cultural calendar and focussing on increasing the international staying visitor market. We would work closely with our hotels and attractions and extend our marketing over the period up to 2013, using the UK City of Culture year as a staging post but extending the reach of the strategy beyond the actual year.

2 How would being UK City of Culture link into your current and planned approach to marketing your area for visitors?

We are currently in year 2 of a 3 year strategy to build the capacity of the Festivals offer in the city as part of a wider regional programme funded by the Regional Development Agency, looking towards 2012. Part of that has been stepping up the marketing of the cultural offer in the city, majorly the festivals offer, to a wider range of audiences including a London launch and European marketing initiatives. Being UK City of Culture would give us an excellent bridge to take us from 2012 forwards – maximising the media attention and building links with that media that the title would bring with it, using it as a strapline on our existing marketing and centring campaigns around it.

The web based *Visit Brighton* as our main marketing tool for visitors already features the cultural offer of the city, but this title would create an ideal focus for its campaigns – looking to use it to attract visitors in the lead up to 2013 as well as the year itself, at a time when many in the tourism industry are predicting falls in visitor numbers for 2012. While web traffic has grown hugely in recent years we would expect to increase unique visits to the site at 10% above previous year's growth; currently we are experiencing month on month growth of between 10% and 25%. VisitBrighton would also aim to increase by 50% it's hosting of visits by journalists generating over £4.5m in equivalent advertising spend.

Our local newspaper The Argus would also use its web based capacity to publicise the city and its events around the year achieving a national and international reach to potential visitors/repeat visitors.

3 What is the current strength of the creative economy/sector in your area and how will the UK City of Culture help boost this?

Culture and the creative industries is a key employment sector for us – it currently represents about 10% of employment in the city and has been the fastest growing business subsector for the last 5 years. This is not the largest employment sector in the city, and it is not the sole answer to our employment issues – however, its further development and growth would have a positive impact on employment, both directly and indirectly. The sector has identified some clear specific needs in terms of its growth; space, finance, skills. Those are all objectives that are currently factored into existing strategies for development in the city. The UK City of Culture would give an added focus to those and a framework in which to feature and highlight those companies and subsectors in a positive way. There is still a lack of understanding of the way this sector works and the exposure could help in terms of relationships with developers, potential financiers, careers services, and young people for example. Moreover, sections of the creative industries are more likely to offer higher level entry jobs which we are in need of in Brighton and Hove – having a very highly educated workforce but a lack of jobs at that level. Additionally, there would be elements of the programme for the year and in the lead up that would centre around skills development for employment in the creative and cultural sector building on work currently happening and in the planning.

The indirect benefit of the strength of our creative industries sector is its contribution to the identity and reputation of the city as a cultural destination.

Section Five: Organisation and Partnership [2 pages]

1 Who is leading the bid?

The bid would be led by the Brighton and Hove Arts Commission, the city's independent cultural partnership. The Arts Commission has a seat on the city's Local Strategic Partnership and is made up of a mixed group of cultural organisations, individuals and local councillors. The Arts Commission is supported by the City Council in terms of its administrative and executive functions.

2 Who else is involved in supporting the bid?

A wide range of organisations and partnerships are already involved in supporting the bid and would be involved in its further development and delivery: The Economic Partnership, The Argus (local paper), the City Council, Wired Sussex (a network of digital media companies), University of Brighton, University of Sussex plus the entire membership of the Brighton and Hove Arts Commission.

3 If successful in your bid, how would the development and delivery of the UK City of Culture programme be managed?

The Brighton and Hove Arts Commission would oversee the development and delivery of the programme. It would establish a sub group responsible for the detailed development of the programme alongside delivery partners. It would use its existing meeting and reporting structure to maintain an overview of the programme and its progress and achievements. For the duration of the programme, the Arts Commission would invite additional members to sit on the commission; the Editor of the local newspaper, representatives from the Economic Partnership and the Business Forum, representatives from the local tourism sector for example. An executive group would undertake the programme management with specific initiatives sub-contracted to delivery partners. The financial management of the programme would be undertaken by the executive team and run through the city council's existing financial systems. Please see the management diagram attached at **Appendix Four**.

4 What previous track record in organising and delivering significant programmes of cultural events and activity do you and your partners have?

The Brighton and Hove Arts Commission successfully developed the city's bid for the Urban Cultural Programme funding in 2002. The programme ran over 3 years from 2003–06 and involved many of the partners proposed in the partnership to deliver the UK City of Culture. A short evaluation summary of this programme is attached at **Appendix Five**. Prior to this, the city council established a structure which delivered a smaller scale programme to support the city's bid for the European Capital of Culture.

On an individual basis, the partners to the bid have extensive experience in programme development and management: the city council is a leader in the field of event management see **Appendix Six** for a Beacon Status case study on event management and licensing. There is a full range of venues represented in the partnership with the Brighton Dome venues operating three venues on a year round basis, Theatre Royal Brighton an Ambassadors Theatre Group 950 seater commercial theatre through to smaller scale experimental spaces. There is also extensive experience amongst the partners of festival programming and management and specifically the successful delivery of outdoor events and site specific work. Other partners lead the field in the development and delivery of participatory work for a wide range of groups such as Same Sky and Carousel.

Section Six: Funding [1 page]

1 How much do you expect it to cost to deliver your proposed programme in 2013?

The core budget is estimated at around £3million. This would not include associated projects or capital developments that were linked in with the year.

2 How much of this total cost would require additional funding over and above current levels of support for culture in your area?

The fundraising target is currently estimated at £1million.

3 From where do you expect to get this funding (public sector sources, private sector sponsorship, sales revenue for events?)

Fundraising would be from a mixture of public and private sector sources as well as support in kind from delivery and media partners.

See outline budget below:

UK City of Culture - Budget

<u>Expenditure</u>	<u>£k</u>
Programme: events, festivals, venues	2,000
Programme: participatory and community	500
Programme: employment skills initiatives	300
Management, Admin and Fundraising	100
Marketing and PR	75
Evaluation	25
TOTAL	3m
<u>Income</u>	<u>£k</u>
Partners: existing programming budgets	1,500
Partners: existing participatory and community	300
Partners: existing employment skills initiatives	100
BHCC Staff management time	50
BHCC Communications & PR activity plus Argus coverage and support	50
Fundraising Target	1,000
TOTAL	3m

Section Seven: Legacy [1 page]**1 How, generally, will you ensure that the impact of being UK City of Culture in 2013 is not just a one off?**

The aspirations in the city around cultural development, artistic ambition, employment, inequality, economic development, community cohesion and safety are not new. They are all represented in a number of strategies, policies and other articulations of ambition by the partners involved in this bid which go beyond 2013. Those ambitions to make Brighton and Hove a better place for people who live, work and visit here do not end with 2013. The city's use of the UK City of Culture initiative would be for the sake of furthering its core aspirations and part of that ongoing journey. In practice, the different elements that made up the programme for 2013 would be built into broader, longer strategies for development. 2013 would be a milestone in the development of those ambitions –it would boost certain objectives and priorities and give a voice and a vehicle for projects and ideas – but for Brighton and Hove it is a step on the way and not the end in itself.

2 What will be the main elements of the lasting legacy in your area from being UK City of Culture in 2012 (culturally, socially or economically)?

We would hope to increase the numbers of people engaging in cultural activity by targeting the participatory programmes towards those who are currently not engaging. We would hope to increase the economic impact of tourism by 2013 and using the year to boost that. We would hope to see a sustainable increase in both the number and range of creative sector based opportunities for skills development and employment and the take up by young people in particular. We would hope to use the year to give an injection of profile and motivation to a small number of capital developments. Finally, we would aspire to raise permanently, the level of cultural and artistic ambition and achievement coming out of the city.

List of Venues, events and organisations to be built upon

Venues	Events	Organisations
Brighton Dome venues (3 spaces; 1,800 concert auditorium, large scale flexi space and small scale theatre)	Brighton Festival (3 week large scale festival in May in its 42 nd year)	Brighton Dome and Festival Ltd (organisation running both the Dome venues and the Brighton Festival)
Theatre Royal Brighton (Ambassadors Theatre Group 950 seater 200 year old theatre)	Brighton Festival Fringe (3 week Fringe Festival in May)	Same Sky (leading community arts organisation)
The Royal Pavilion plus all of the city council run historic buildings	OSKA Bright (biannual international film festival for filmmakers with a learning disability run by Carousel)	Carousel (organisation working with people with learning difficulties)
The Basement (small scale experimental rehearsal and performance space)	PRIDE (largest free PRIDE event in the country)	University of Brighton
Nightingale (small scale experimental studio theatre)	Un-Disciplined (new festival led by consortium of arts organisations)	University of Sussex
The Fishing Museum, Brighton Seafront	White Night (24 hour cultural festival)	The Argus (local Newsquest publication)
Fabrica (contemporary art gallery in converted church) plus a further network of 15 small to medium scale contemporary art galleries across city	Children's Festival (biannual festival for children)	South East Dance (national dance agency for South East)
Brighton Museum and Art Gallery	Hip Hop Festival	Lighthouse (film and digital media training and commissioning organisation)
Community libraries and city centre Jubilee Library	Brighton Photo-Biennial and Brighton Photo Fringe	Brighton Institute of Modern Music (training organisation with 3 facilities in the city)
Komedia (3 space cabaret, music, comedy venue)	Cine City (annual film festival)	Brighton and Hove Music and Performing Arts Trust (music and performing arts for all young people in the city)
University of Brighton Art Gallery	Early Music Festival	Junk TV – community film production company
The Old Market (mixed programme venue in Hove)	Sacred Music Festival	Queenspark Books – community writing and publishing organisation
Range of church spaces in the city that regularly programme events and exhibitions	Burning the Clocks (large scale participatory event for winter solstice)	Brighton Live – (music network running annual festival and promoting local bands)
Outdoor spaces to include: Jubilee Square, New Road, the seafront, Victoria Gardens and the Old Steine Gardens	Children's Parade (large scale parade involving every school in the city to open the Brighton Festival each year)	Age Concern
Open Houses; hundreds of residential spaces and studios opening twice a year	The Great Escape (annual music industry focussed festival in May)	Primary Care Trust
Duke of York's Cinema (Picturehouse one screen cinema)	Aquafestival (new event for Brighton and Hove's 2012 programme)	West Pier Trust
Brighton Centre and Hove Centre	Brighton Marathon	Creative Brighton
New Community Stadium (half constructed)	Science Festival	Brighton and Hove Albion Football Club
		Brighton and Hove Philharmonic

Sample Programme – Festivals/Events

January	February	March	April
Launch Event	Brighton Science Festival	Spring Forward	Children's Festival
	Winter Pride	Undisciplined	
May	June	July	August
Brighton Festival	Take Part	Brighton Carnival	Brunswick Festival
Brighton Festival Fringe	Soundwaves		Pride
The Great Escape			
Artist Open Houses			
September	October	November	December
Brighton Live	White Night	Cine City	Dance for Camera
	Brighton Photo Fringe		Burning the Clocks
White Air	Brighton Art Fair	Oska Bright	International Day of the Disabled
	Colour Out of Space <i>(experimental music)</i>		
Out of the Ordinary	Brighton Early Music Festival		
	Brighton Festival of Sacred Music		
	Black History Month		
Brighton Food & Drink Festival	Brighton Comedy Festival		

Equalities Impact Assessment (EIA) Toolkit

Procedure and guidelines for conducting impact assessments on policies, strategies and services

Equalities Impact Assessments (EIAs) are good practice and legally required. They use data and consultation to define the positive and negative impacts of our policies, strategies and services on different communities - including staff. They lead to action to prevent discrimination and promote positive community relations and equality.

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The Appendices attached to this document can be filled out, saved and returned via email.

To open them simply double click the file.

You will be able to now enter text into the tables and save to your hard-drive, as well as printing hard-copies.

To rotate the pages for ease of viewing, follow 'View', 'Rotate View'.

The EIA Toolkit can also be made available in large print, Braille or audio tape. Please contact Equalities and Inclusion Team on 01273 291577

Equalities Impact Assessment (EIA) Toolkit

Introduction

We undertake Equalities Impact Assessments (EIAs) because:

- We need to ensure that we are properly serving our diverse local community and that services are genuinely accessible to all
- EIAs actively support the practical delivery of our Equality and Inclusion Policy and our Equality Schemes to help us meet the Equality Standard for Local Government
- All public bodies must undertake EIAs of their policies and functions, as set out in equalities legislation

The toolkit tells you:

- **when** you need to conduct an EIA
- **how** to conduct an EIA – a step by step process
- **who is responsible** and at what level for EIAs
- **who can help** with information and support.

You can use the toolkit to assess whether the policies which guide your work, the procedures you operate and the day to day working practices you have developed are likely to have a positive or negative impact on different groups within our diverse communities. Having made this assessment, you can take action to prevent direct and indirect discrimination and promote positive community relations, equality and the proper application of human rights.

Council Priorities:

- **Priority One** Protect the environment while growing the economy
- **Priority Two** Make better use of public money
- **Priority Three** Reduce inequality by increasing opportunity
- **Priority Four** Fair enforcement of the law
- **Priority Five** Open and effective city leadership

Section One

The importance and value of Equalities Impact Assessments (EIAs)

What is an EIA?

An EIA is used to look at proposed or existing policies or strategies to identify what effect or likely effect they will have on different groups in the community. It can also be the process for analysing the impact of a service or function on different groups in the community.

EIAs help you anticipate and identify the equality consequences of policies, strategies and service delivery. EIAs should be used, as far as possible, to ensure any negative consequences for a particular group or sector of the community are eliminated, minimised or counterbalanced by other measures. They also enable you to use opportunities to promote positive relations between groups and to address historical inequalities.

You must include an EIA:

- in the early stages of policy development so that it can inform any decisions you make, helping you to integrate and mainstream equalities into your work.
- when reviewing the effectiveness and performance of your service. It will help you identify equality issues as well as opportunities to promote equalities and inclusion

Why we need to do EIAs

It's good practice – and necessary if we are to deliver our equalities agenda for the city.

EIAs will help us drive forward the equalities agenda locally and with our partners.

The city's diversity is one of its strengths and, as a council, we are committed to drawing on the diversity of our community to create a more inclusive Brighton & Hove.

EIAs enable us to:

- identify whether we are excluding certain groups and individuals from any of our services
- identify direct or indirect discrimination
- consider alternative policies or measures that might address any adverse impact or use opportunities to improve community relations
- mainstream equality in our policies and practices
- target resources more effectively and improve services
- show external inspectors and reviewers, such as the Equality Standard, the value of the approach we have adopted to achieve our goals.

It's a statutory requirement

There is now a requirement to carry out EIAs. Since 2002 Brighton & Hove has adopted the approach of using EIAs to assess impact against the six equalities strands: ethnicity, disability, gender, age, sexual orientation and religion, faith or belief.

Please ensure that you are clear about our Equalities & Inclusion Policy and the commitments made within our Race Equality Scheme, Disability Equality Scheme and Gender Equality Scheme.

The key legislation is listed below. Contact your directorate equalities lead or the corporate Equalities and Inclusion Team for more information on the legislation and how it affects you.

The Race Relations (Amendment) Act 2000

The act requires local authorities to promote race equality in policy making, service delivery, regulation and enforcement and employment. The three key elements in promoting race equality are:

- eliminating discrimination
- promoting equality of opportunity
- promoting good race relations.

The Race Relations (Amendment) Act 2000 placed a duty on authorities to produce a Race Equality Scheme and to conduct EIAs of proposed and

existing policies and service functions for any adverse impact. Following the impact assessment, the results must be published and the agreed actions implemented and their delivery monitored.

The Disability Discrimination Act 2005 (DDA)

The DDA placed a duty on local authorities to eliminate discrimination against disabled people and promote disability equality in the areas of service delivery, physical accessibility and employment. There is a requirement to produce a Disability Equality Scheme setting out actions to be undertaken by the council to promote equality of opportunity for disabled people. In addition there is a responsibility to involve disabled people in policy development; this should be considered when undertaking EIAs of policies.

The Equality Act 2006

Introduced a new public duty to eliminate gender discrimination and promote gender equality. Authorities are required to produce a Gender Equality Scheme including an equal pay policy and audit, and to tackle occupational segregation. This includes women, men and trans people.

The Act also extends the requirement not to discriminate on grounds of sexual orientation or religion/belief to goods, facilities, services, premises, education and the exercise of public functions.

Employment Equality Regulations

The following regulations outlaw discrimination in employment and training and put a responsibility on employers to ensure that harassment does not occur.

Religion or Belief

The Employment Equality (Religion or Belief) Regulations came into force on 2 December 2003. A reference to religion/belief includes a reference to lack of religion/belief.

Sexual Orientation

The Employment Equality (Sexual Orientation) Regulations came into force on 1 December 2003.

Sexual orientation is defined in the Regulations as being "a sexual orientation towards:

- (a) persons of the same sex;
- (b) persons of the opposite sex; or
- (c) persons of the same sex and of the opposite sex. "

Age

The Employment Equality (Age) Regulations came into force on 1 October 2006.

This has implications for younger and older people in employment and

encourages emphasis on competency rather than years of experience.

We are not carrying out the EIAs just to meet our statutory duties – we want to use them as a tool to change outcomes and make a real difference to people's lives. By doing this we will comply with both the detail and the spirit of the legislation.

It will help us deliver other key local and national agendas.

The work we do on EIAs will feed into and enhance a wide range of other local and national priorities including:

- **Service planning** – Actions identified within EIAs will feed into a range of council plans at all levels, including annual Service Plans, Directorate Plans, the Corporate Plan and our many statutory and non-statutory plans
- **Social inclusion** – The outcomes of EIAs will support our work on social inclusion, feeding into the delivery of the Sustainable Community Strategy and our Local Area Agreement, through the 2020 Community Partnership
- **The Equality Standard for Local Government and other external inspections** – Equality,

Section One

The importance and value of Equalities Impact Assessments (EIAs)

diversity and human rights are now integral parts of the government's policy agenda. A robust framework for EIAs, with good evidence of their impact on service delivery outcomes, will enable us to achieve all the levels of the Equality Standard for Local Government and to ensure the city is in a position to meet other external challenges

- **Promoting human rights** – helping us ensure that we work within the human rights principles of fairness, respect, equality, autonomy and dignity.

Equalities and business planning

The corporate guidance for annual business/team plans integrates equalities within the overall business planning framework. There is an expectation that the timetable and outcomes of EIAs will be included in these plans including actions related to equalities monitoring, engagement, overcoming barriers and improving access to information and services, and contracts with external providers.

Accountability and responsibility

All officers, as well as members of the council, have some degree of

responsibility for ensuring that EIAs are conducted. Whenever a review of a function or service is proposed or required and whenever a policy or strategy is developed or reviewed, the managers responsible for that service or policy are accountable for the EIA. When reports for decisions are submitted to the Cabinet or The Management Team (TMT) for consideration, the Cabinet members will expect to see the results of the EIAs in the reports.

To ensure ownership at the most senior management levels and to allow for cross-cutting analysis across the council's services, all EIAs must be signed off by:

- the relevant Departmental Management Team (DMT)
- the corporate Equalities and Inclusion Team

It is recognised that the journey to equality cannot achieve everything at once and our service-based, functional EIAs are integrated into a three year rolling programme, linked to the council's Equality Scheme Action Plan. Managers should do the best they can with the time, information and resources available to them. EIAs may identify things that you cannot solve now but will, nevertheless, provide information to help with longer term planning. New information may also come to light at a later stage, so it is important not to

draw a line after the completion of the assessment, but to be open to the need for review and constant improvement.

Managing the EIA process

Many officers express concern at the start of the EIA process – they believe that the process will be too complex and resource intensive and cannot be fitted in alongside the demands of the 'day job'.

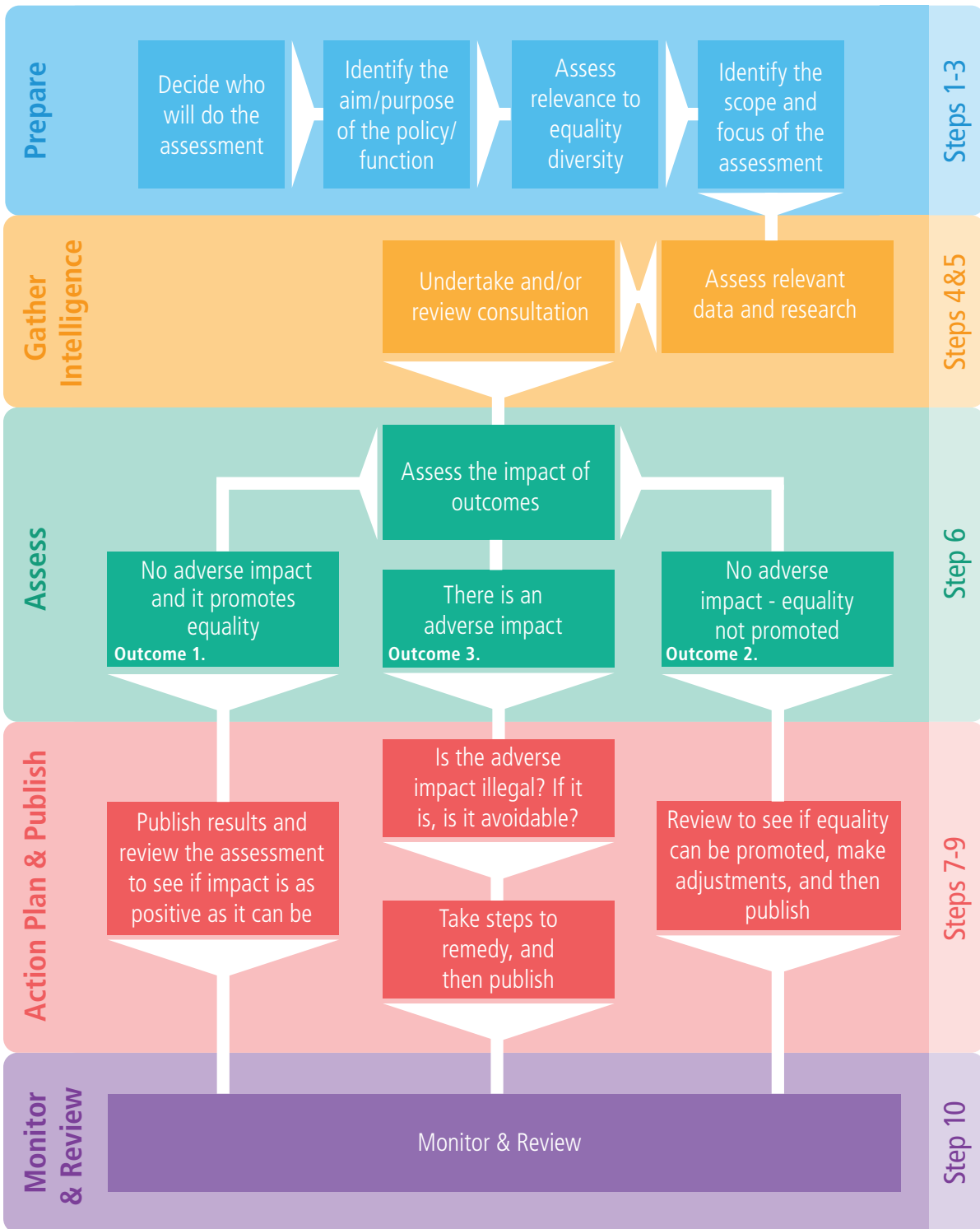
EIAs do take time and resources – but, EIAs can help us provide better services and we have a **statutory obligation** to do them as part of our responsibilities around service provision. We must ensure that they are completed on new or restructured services and strategies before the change takes place.

The following tips may help.

- **Start planning early** – at the start of the process of mapping out a policy, at the start of the year in which your service review is scheduled or at the start of developing your organisational change proposals. This will allow you to use all the time available and to fully integrate your EIA so that you do not, for example, undertake consultation on your policy and then realise you have failed to consult any of the equalities groups.
- **Remember the principles of proportionality as you scope your review** – which parts of your services have, or could have, most impact? Which groups are most likely to be affected by your service, positively or negatively? This will help you focus your efforts and direct your resources where they will have most impact.
- **Ask for support** – discuss your EIA with your directorate equalities lead and the corporate Equalities and Inclusion Team. They will not undertake the EIA for you, but they can help you get started by running a kick-start session for you, give you examples of completed EIAs, provide you with information and support, and give you feedback on your EIA as it develops.
- **Look at what others have done** – there are pockets of best practice across the council where EIAs have been completed, as well as examples of EIAs which have been completed by other public services. Consultation data is available across the council and the Analysis and Research Team can help with advice on tools and techniques.
- **Get a team of people together to work on the EIA** – this will help you develop your ideas, bring in experiences at different levels across the team, and means that tasks can be shared.
- **Plan consultation and communication** - the more you plan this in advance the more likely it is that you may be able to link in with other planned consultations and/or communication processes in your departments or related ones in other teams. Guidance on engaging with communities will be available from the Community Engagement Framework, from October 2008. When considering consultation be clear:
 - Whether the information is already available
 - Who you need to consult
 - What you are asking
 - How you should ask for that information
 - What the benefits are (immediate or long-term) to the communities

EIA flowchart

The importance and value of Equalities Impact Assessments (EIAs)



Section Two

How to conduct an Equalities Impact Assessment (EIA)

EIAs must be undertaken when:

- You are developing a new policy or reviewing/changing an existing policy
- Your service is due for an EIA under the Equalities Impact Assessment timetable
- Your service undertakes a service review/inspection
- Your service is being reorganised
- How and when you will feedback on actions to be taken as a result

Equalities considerations paragraphs in committee reports

All committee reports are required to include a paragraph summarising the report's equalities implications. The equalities implications section on reports must state whether an EIA has been carried out or is due to be carried out.

- If an EIA has not been done this section must say why not (for example, because other preparatory work has covered these issues, or that an existing evaluation of the service or strategy has identified that there will be no equalities impacts).
- If one is planned it must say when it will be carried out and how councillors will be informed of its outcome and involved in further decision making.
- If an EIA has been completed this section must summarise how the results of the assessment have been incorporated into the content of the report. It must also state where the EIA is being/has been published.

The ten steps to undertaking an Equalities Impact Assessment are:

Prepare	Step 1	Decide who will contribute to the EIA
	Step 2	Identify the aims and objectives and the purpose of the policy or service
	Step 3	Identify the scope and focus of the EIA
Gather Intelligence	Step 4	Assess relevant data and/or undertake research
	Step 5	Assess and/or undertake consultation
Assess	Step 6	Assess impact and outcomes
Action Plan & Publish	Step 7	Reduce any adverse impact/promote positive impact
	Step 8	Action planning and sign off
	Step 9	Publish results
Monitor & Review	Step 10	Monitoring and review

An EIA template is included as Appendix 1 of this toolkit. It is meant as a guide to enable you to organise the key information. It is essential that you read through the 10 steps below in detail. It is fine for you to use any structure for your final report but you must cover these key steps in appropriate depth.

Prepare

Steps in undertaking an Equalities Impact Assessment of a policy, strategy or service

Step 1 Decide who will contribute to the EIA

Identify the people who will lead and be responsible for undertaking the EIA and other people who will contribute to the assessment. Try to get a balance of skills and experience as well as a mix of staff at different levels. For example, you could include some front-line staff (who deal with our customers face to face every day) to get their perspective.

The assessment team needs enough knowledge of the service to make valid judgements, but needs to be as objective as possible. For some assessments, particularly smaller ones, it may be more appropriate to have a 'virtual team', with one or two people taking responsibility for the review but drawing on the knowledge and expertise of others as and when necessary. It is important to consider right at the start of the review who you will need to involve so that they can plan and prepare.

Try to avoid duplication by undertaking the assessment as part of another review. For example, if you are undertaking a service review this should incorporate the EIA.

Step 2 Identify the aims, objectives and purpose of the policy or service

The aims and objectives of the policy, strategy or service you are assessing need to be clearly stated and documented at the outset of an EIA. Set out what you want the policy or strategy to achieve and how these aims will be achieved. If you are assessing a service, be clear about the purpose and function of the service (i.e. its aims) as well as how the service operates (its objectives).

- **Aims** are general statements about what you want the policy or strategy to achieve or the purpose and function of the service.
- **Objectives** are more specific statements setting out what you will do to achieve your aims.

Priority Equality Strands

- Age
- Disability
- Ethnicity
- Gender (including Transgender)
- Religion or Belief
- Sexual Orientation

Social Inclusion Key Groups

- Homeless people
- Unemployed people
- People employed on a part-time, temporary or casual basis
- Lone parents
- People with caring responsibilities
- People with mental health needs
- People with substance misuse issues
- People with HIV
- Refugees & asylum seekers
- Ex-offenders and people with unrelated convictions
- People experiencing domestic violence

Step 3 Identify the scope and focus of the EIA

A crucial aspect of the review is the strength of the scoping. It is important to be clear about what the EIA needs to cover. You will need to ask:

- Could this policy, strategy or service affect some groups in society differently?
- Will it promote equal opportunities for these groups?

The key groups covered by our Equalities & Inclusion Policy are set out above.

Not all of these groups will always be relevant. Define the relevant groups for the specific policy, function or service and add them to the template at Appendix 1.

N.B. People may fall into more than one of these groups and then potentially face multiple discrimination.

You will need to consider people from these groups as service users, staff and the wider community. You may also need to include other stakeholders such as partners or contractors/suppliers.

It is essential that you consider the potential for discrimination under the legislation listed earlier.

1. Does the policy, strategy or service or its implementation directly discriminate?

2. Does the policy, strategy or service indirectly discriminate on grounds of race, gender, disability, age, sexual orientation, religion or belief?

In assessing indirect discrimination consider:

- does the policy, strategy or service in its intention or implementation target or exclude a specific equality category? Is this justified?
- does the policy, strategy or service in its intention or implementation affect some equality categories disproportionately? Is this justified?
- is the policy, strategy or service likely to be equally accessed by people from all equality categories? If not, can this be justified?
- are there barriers that might inhibit access to the service or the benefits of the policy, strategy or service?

Consider:

- **Communication and information** e.g. will information about the policy, strategy or service be available in alternative formats? Will Deaf and disabled people be able to easily contact and communicate with the service?

Prepare

Steps in undertaking an Equalities Impact Assessment of a policy, strategy or service

- **Physical access** – e.g. can disabled people access the service?
- **Location** – e.g. is the service located in an area accessible to the equality categories that it serves?
- **Appropriateness** – e.g. is the policy, strategy or service appropriate to the needs and cultures of the equality categories, e.g. religious needs?
- **Restrictive factors** – e.g. are there any restrictive factors in relation to the policy, strategy or service that might lead to a negative impact for some or all equality categories, e.g. national legislation that takes precedent over equality legislation such as Asylum and Immigration Legislation, statutory charging structure, etc?
- **Staffing issues are an important part of your EIA** – this would include looking at your workforce profile and considering whether there are any specific equalities issues in relation to service delivery and your staff.

3. In addition to identifying any adverse impacts you also need to consider the **positive impacts** of your policy, strategy or service on all the equality strands. For example you might consider:

- how your communications, leaflets and advertising promote equality, reflect diversity and demonstrate that your service is accessible to all groups;
- making links with local community or voluntary sector groups who provide similar services to specific equalities groups to share good

practice and ideas;

- taking positive action in advertising services or employment possibilities via local voluntary and community sector groups;
- what traineeships or apprenticeships you may be able to offer to people from under-represented groups and/or whether you could offer placement opportunities to people from disadvantaged groups looking to get back into work.

Further advice is available from your Communications, HR or Equalities & Inclusion Team contact.

4. Take a proportionate approach – assessing the equalities impact of the policy should be proportionate to the likely impact of the policy, strategy or service. Issues you should consider include: the number of people likely to be affected; the size of the budget/amount of money involved; the extent of the proposed change, and the wider public policy implications. This means you will more rigorously assess policies which are likely to have a significant impact on the local community.

5. Think about the equalities implications at all stages of procurement - from specifying the service you want, to letting contracts, to tendering, to monitoring actual delivery. If you have services which are externally provided, bring partners into the EIA process.

Step 4 Assess relevant data and/or undertake research

Managers need to decide and document what data and monitoring information is to be examined in order to make a judgement about the impact of the policy, strategy or service upon the equality categories and groups within them. Equalities monitoring guidance is available on the council's intranet, or from the Equalities and Inclusion team.

Data sources to be considered should include:

- **quantitative data** – data that provides numerical information, e.g.
 - Within the service:** number of users/non-users, case outcomes, complaints and satisfaction levels broken down by equality strand, monitoring of contracts
 - Outside the service:** population figures, other census data, Indices of Multiple Deprivation information, annual government returns, local surveys undertaken with or by community groups
- **qualitative data** – data that reveals people's perceptions and views of the service or policy, e.g. analysis of complaints, outcomes of focus group discussions, customer or opinion surveys, monitoring the effects of service change across different groups
- **demographic data** on the local population – community and workforce

It may be that, when undertaking your first EIA, you find that there is little or no data available which can be analysed to show people by equalities group. If so, the review team should clearly identify and document gaps and inadequacies in data, explain how these will be addressed and how future impact will be monitored. This can then form part of your EIA action plan.

Resources to help with data and information

The council publishes a wide range of data and information, much of which can be split into the equalities groups. You can find this on the council's website, on the intranet or in hard copy from the performance/information officers (contact x 6823). In October 2008 a system called BHLISS is launched on the council's website. This will show city ward profiles that give demographic information and a general break down of information by ward, including national indicators relevant to the local area.

In addition to the above information, the council worked with the 2020 Community Partnership to produce the Reducing Inequality Review: information and evidence of inequality and disadvantage across the city. The process and results of this review can be found on the council's website: <http://www.brighton-hove.gov.uk/index.cfm?request=c1186912>.

When seeking new information and data, you should follow the council's Equalities Monitoring Guidelines, which are available on the intranet. You should also consider the use of national data and information including guidance from professional bodies that could be relevant to your service area.

Gather Intelligence

Steps in undertaking an EIA of a policy, strategy or service

Step 5 Assess and/or undertake consultation

EIAs must be informed by consultation – if you have relevant recent consultation data which can be analysed by the different equalities groups, you can use that. If you do not, then you will have to undertake consultation as part of the assessment process.

Those who are likely to be directly affected by the policy, strategy or service should be consulted, i.e.

- users and potential service users from equalities groups
- appropriate staff (may include staff forums)
- relevant interest groups or others affected (eg: Councillors, partner agencies).

Consider the following before undertaking consultation:

proportion to the effect that the policy, strategy or service is likely to have.

- | | |
|---|---|
| <p>a) Review the results of previous consultation exercises to see if we already have recent relevant consultation data. If we do have such data, analyse whether there are any gaps – how could consultation best be focused to fill any gaps in existing information? You can find details of previous consultations on the council's website.</p> <p>Ensure that you use information that is relevant and not out of date. (Remember that some information dates quickly and other information is valid for longer).</p> | <p>d) Decide which equality groups or social inclusion key groups may be affected by the policy, strategy or service and should therefore be consulted. This is likely to be all equality groups.</p> |
| <p>b) Consider whether others in the council may also want to undertake consultation and, where possible, look for opportunities for joint consultation perhaps through your Directorate Equalities Group or representative.</p> | <p>e) It is important to remember that equality groups are not homogeneous – you may need to consult more than one group in each equality group; e.g. you may need to consult with a number of Black and Minority Ethnic communities or different groups of disabled people, rather than just one.</p> |
| <p>c) Decide on the focus of the consultation (refer back to scope/key issues/factors of an EIA in Step 3). The extent of the consultation exercise should be in</p> | <p>f) Record which groups were consulted and why, and also why other groups were not consulted.</p> <p>g) The scope and format of the consultation will depend on:</p> <ul style="list-style-type: none"> • the focus of the consultation and what you want to consult on • the level of resources available. |

- h) Decide how you will consult. There are different ways of consulting or engaging with people. Make sure your consultation is appropriate to the nature of the policy, service or strategy and the target audience. You could use:
- focus groups
 - surveys/questionnaires
 - open meetings
 - interviews with community groups
- i) Plan enough time for effective and meaningful consultation. Adequate time should be allowed for groups to consult amongst themselves as part of the process of forming a view.
- j) Consultation exercises should be accessible to all equalities group, e.g. large print used for written exercises, clear language and interpreters at public meetings, availability of translations for written materials, accessible venues for public meetings, provision of crèche facilities, etc.

Generally, you should try to make your consultation as representative as possible. However, you might not always get a representative return, so it is important to be able to understand how representative your sample is. Comparing your sample with the local demographic profiles will help you to understand this.

For some consultations you need to target specific groups, but you will need to consider the different equalities groups within that group. For example, you may have identified a need to consult with people from a particular minority ethnic community, but you will still need to consider how you can make consultation accessible to (for example) disabled people from that community.

Assess

Steps in undertaking an Equalities Impact Assessment of a policy, strategy or service

Step 6 Assess impact and outcomes

Having reviewed relevant data sources, decide whether or not there is an adverse impact on any of the equalities groups or sub-groups within them. Also think about whether you have made the most of opportunities to have a positive impact.

An impact is defined as an intentional or unintentional lasting consequence or significant change in people's lives brought about by a policy action or series of actions. Initially you will be concerned to ensure that there are no adverse impacts, i.e. where the effect is negative and potentially unlawful. However, you should also celebrate and promote positive impacts that you identify through the assessment.

You will also need to consider whether a different impact is an adverse one. For example, due to varying demands you may discover that different groups want different services. Your policy, strategy or service may well provide a differential outcome. Provided that there is not an adverse impact on any group, different impacts are normally acceptable. When considering adverse impact, the review team should answer the following questions:

- a) Does the EIA reveal that:
 - the policy, strategy or service unlawfully discriminates?
 - there is an adverse impact upon one or more equality categories or groups within them?
 - the policy, strategy or service fails to promote equality of access or opportunity?
 - some equality categories or groups within them are, or may be, excluded from accessing the policy, strategy or service?
 - there are barriers to certain communities enjoying the benefits of the policy, strategy or service?
 - the policy, strategy or service disadvantages one or more of the equalities groups or sub-groups within them (e.g. within the LGBT community is one group more disadvantaged than another? For example, lesbians or trans-people or disabled LGBT people)
 - the policy, strategy or service challenges or reinforces stereotypes?
 - the policy, strategy or service gives different groups real choices?
- b) If there is an adverse impact in relation to any of the above, can this be justified? Please do not worry if you find an actual or potential adverse impact. The purpose of the EIA is to use a robust process to highlight such adverse impacts so that they can be addressed, removed or reduced.

Having completed the assessment of impact, what are the possible outcomes and what should you do next?

There are 3 possible outcomes:

Outcome 1: The EIA shows the policy, strategy or service is not likely to result in adverse impact for any group and does promote equal opportunities.

Action: You must seek formal agreement and then publish the results of your EIA and ensure you have monitoring and review arrangements in place. This will enable you to check that the outcome you expect is delivered.

Outcome 2: The EIA shows the policy, strategy or service is not likely to result in adverse impact for any group but does not promote equal opportunities.

Action: Deciding that a policy, strategy or service has a neutral equalities impact may be acceptable, but you should check again whether you could promote equalities and diversity within it. You should discuss the outcome with your directorate equalities lead or the Equalities Steering Group members. Having done that, you must seek formal agreement, then publish the results of your EIA and ensure you have monitoring and review arrangements in place. This will enable you to check that the outcome you expect is delivered.

Outcome 3: The EIA shows the policy, strategy or service is likely to have an adverse impact on particular equalities group or groups.

Action: You should consider carefully:

- a) whether the policy is legal – you may need specialist legal advice (see Support to Impact Assessors)
- b) how to reduce any adverse impact – see step 7 below.

You should then seek formal agreement, publish the results of your EIA and ensure you have monitoring and review arrangements in place. This will enable you to check that the outcome you expect is delivered. Note: steps 1-6 are required before TMT/Cabinet stage. The remaining steps may be completed after this.

Action Plan & Publish

Steps in undertaking an EIA of a policy/strategy or service

Step 7 Reduce any adverse impact / promote positive impact

Under the following circumstances, managers must consider options for changing the policy, strategy or service in order to reduce the adverse effect.

- if the policy, strategy or service is likely to lead to unlawful discrimination - can another way be found to meet the policy or service objectives?
- if the policy, strategy or service affects people adversely - can this be justified by the overall aims? Can an adverse impact be overcome if we adapt the policy, strategy or service?
- if the assessment reveals that some groups within the equalities groups face particular barriers or have different needs can these be addressed, either within the policy, strategy or service or by separate means?
- will new changes to the policy, strategy or service be significant? If so, additional consultation may have to be undertaken.

Where the adverse impact is unlawful, the policy, strategy or service or an element of it must be changed or abandoned. Managers must ensure that an option for minimising an adverse impact on a particular group does not in turn create an adverse impact for another group. In these circumstances the option chosen should be that which promotes social inclusion and equality of opportunity. If an adverse impact is unavoidable, then it must be justified (e.g. by other legislation overriding equality legislation).

Some policies, strategies or services are targeted at particular groups and these by definition will have differential impact.

Differential impact can be justified as part of a wider strategy of positive or affirmative action in relation to particular groups, where policy, strategy or service provision is intended to encourage equality of opportunity for a particular group. Where this is the case, it is necessary to justify actions and provide a clear and legal rationale for them.

Step 8 Action Planning & Sign Off

Your completed EIA needs to set out very clearly any actions you have identified as a result of undertaking the EIA. It's important that your Action Plan corresponds to the findings of your scoping exercise. It should also take account of the experiences and effects of multiple discrimination and actions that cut across equality strands. Additionally, in terms of cross-referencing with services and strategic plans, we would suggest that managers cross-reference their actions to the Corporate Plan and Directorate Plan, where appropriate.

The action plan arising from your EIA should include:

- issues identified and equalities group(s) affected
- action to be taken
- when
- by whom
- expected outcome
- feed directly into service and/or directorate plan

Once the EIA is completed it must be signed-off by the appropriate Assistant Director and taken to DMT. This will enable cross-cutting issues to be tackled. The Equalities & Inclusion Team will then provide a quality check.

Step 9 Publication of results

Results of EIAs are required by law to be published and publicly available. The report of the EIA should detail how and where the results will be published. For executive decisions, such as policies and service review reports, this will be via the formal report for decision (e.g. to TMT or Cabinet).

ALL completed EIAs should be summarised on the council's website, using the template in Appendix 2. You are required to complete this template and then send it to your directorate equalities lead. Wider publication, on your service web pages and as part of your usual directorate communications is also recommended.

Monitor & Review

Steps in undertaking an EIA of a policy, strategy or service

Step 10 Monitor and review

The EIA is not an end in itself, but the start of a continuous monitoring and review process. Monitoring needs to take place at a number of levels:

Individual services completing EIAs

Actions arising from your completed EIA must be integrated into your next annual service or team plan – you will then be able to monitor delivery as an integral part of your service planning cycle. It is good practice that EIAs are reviewed every year to ensure that they still meet the needs of changing communities and services. Results of reviews should also be published to demonstrate that the action plans are being completed within the team's activities. The EIA timetable provides the rolling programme of EIAs to meet our statutory requirement to completely review all policies and services every three years.

Directorate Management Teams

Directorates must set up and maintain systems to monitor delivery and ensure that any changes, amendments and recommendations arising from EIAs are achieved.

The Management Team

The Management Team will receive a quarterly update on the EIA programme.

Support to Impact Assessors

Equalities Steering Group (ESG)

Each directorate has a senior officer as a member of the group responsible for managing progress on equalities issues in their directorate. They have a joint responsibility for steering equalities issues across the council and work together to support equalities implementation.

The steering group meets every month and is chaired by Alex Bailey, Director of Strategy & Governance.

Head of Equalities & Inclusion, Mary Evans x 1577 and the Equalities & Inclusion Team

The Equalities and Inclusion Team are primarily responsible for the Equalities and Inclusion Policy, the Equality Schemes and the Equality Scheme Action Plan. The team are also responsible for the Equality Standard for Local Government, for an overview of the EIA process and for reporting progress to the ESG and the Management Team (TMT) on a quarterly basis. The team will quality check EIAs and are available for advice, training and support on EIA processes.

Directorate contacts within the Equalities and Inclusion Team are:-

Adult Social Care and Housing	- Clair Hopkins	01273 291343
Children and Young Peoples Trust	- Judy Redford	01273 291343
Cultural Services	- Sarah Tighe-Ford	01273 292301
Environment Services	- Diane Coe	01273 291280
Finance and Resources	- Clair Hopkins	01273 291343
Strategy & Governance	- Mary Evans	01273 291577

Analysis and Research, Paula Black x 1740 Chris Wilson x1075

Advice on consultation techniques and using and interpreting qualitative and quantitative data.

Principal Solicitor, Elizabeth Culbert x1515

Advice on the equality legislation and European directives affecting Equalities Impact Assessments.

Head of Procurement, Clare Jones x 1498

Advice on procurement issues, council policy in relation to legislation and contractors.

Head of Performance and Improvement, Barbara Green x 1081

Advice on equalities performance indicators.

Advice on the integrating of EIAs and their outcomes into service and directorate plans.

Manager of the Voluntary Sector Unit, John Routledge x 1112

Advice on working with the Community and Voluntary Sector.

Appendix 1
 Equalities Impact Assessment Template

Aim of Policy / Scope of Service:				
Different Groups included in scope	Potential Impact on this group	Existing data/information inc. relevant legislation	Data/Information required	Potential actions to minimise negative impact and maximise positive impacts

What consultation has been used or undertaken?	
Date	
Methods Used	
Findings	

Agreed Actions	Timescale	Lead Officer	Review date

Lead Equality Impact Assessment Officer:

Date:

Departmental Management Team

Date:

Assistant Director:

Date:

Corporate Equalities and Inclusion Team

Date:

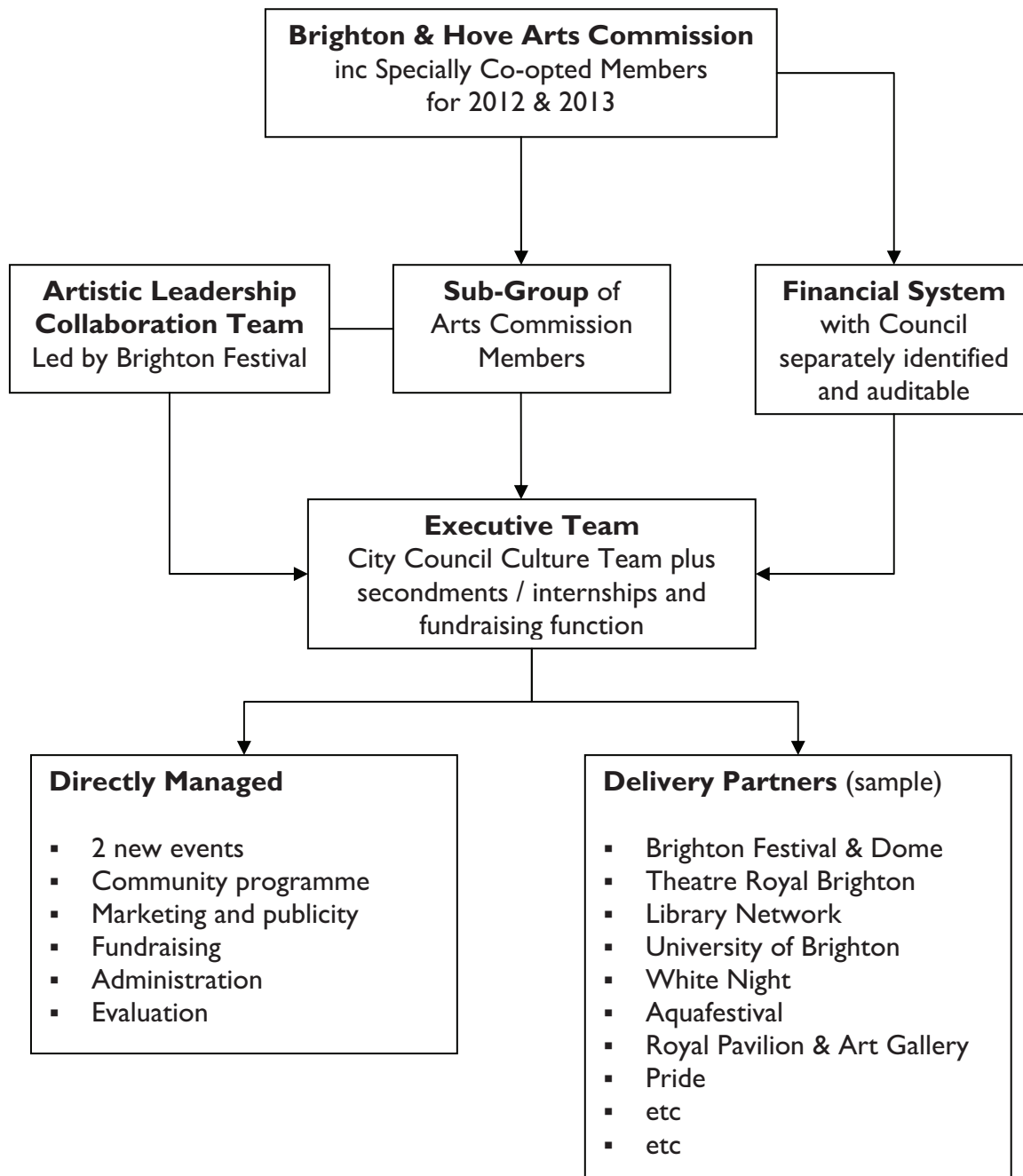
(NB: Actions must now be transferred to service or business plans)

Appendix 2

Publication Template

Name of review:	
Period of review:	
Date review signed off by DMT:	
Scope of the review:	
Review team:	
Relevant data and research:	
Consultation: indicate who was consulted and how they were consulted	
Assessment of impact, outcomes and key follow-up actions:	
Name and contact details of lead officer responsible for follow-up action:	
For full report contact:	

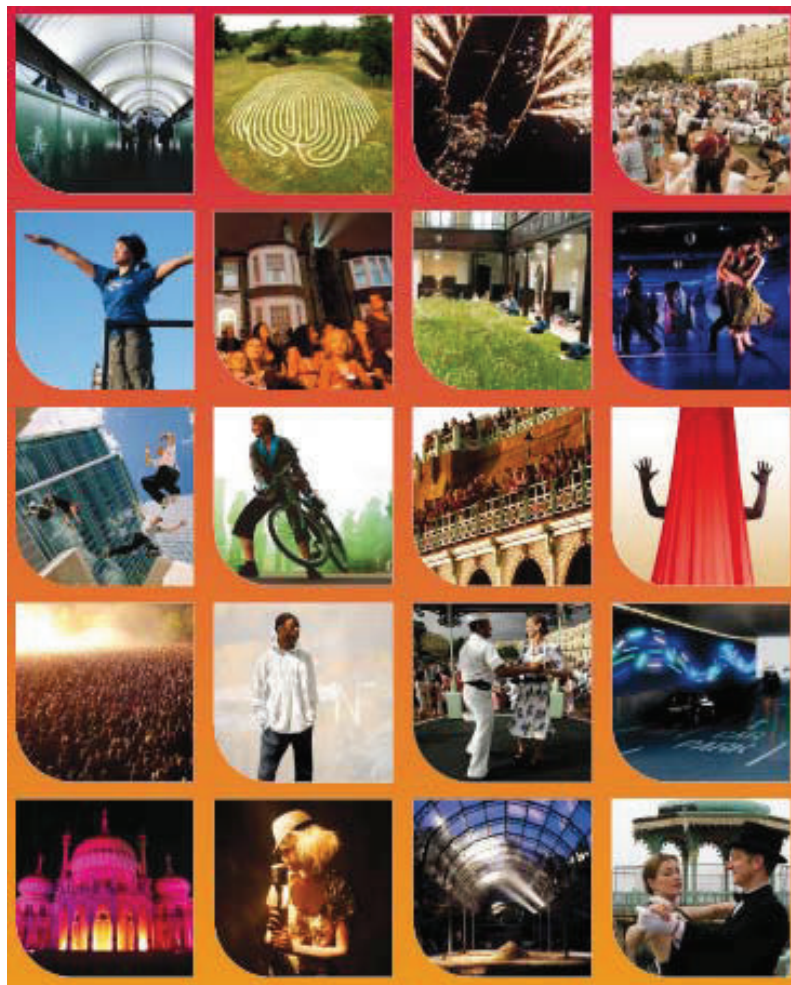
UK CITY OF CULTURE PROGRAMME MANAGEMENT



making a difference

**the Urban Cultural Programme
for the City of Brighton and Hove**

Summary of the Evaluation Report



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1. Background

The Urban Cultural Programme was a national response to the two year 2008 European Capital of Culture bidding process and the establishment of the Cultural Cities Network. Bids were invited from partnerships covering urban areas to promote co-ordinated programmes of “urban arts and cultural activities”. Brighton and Hove’s bid – *making a difference* – secured £750,000 in Urban Cultural Programme funding.

The programme of work was described through 4 principal strands:

- Creating new work
- Transforming the city
- Living in Brighton & Hove
- Working in Brighton & Hove

The following set of overall outcomes was determined for this evaluation:

- *Quality and Innovation*
- *Partnerships and collaborations*
- *Access and inclusion*
- *Learning and training*
- *Capacity building*
- *Legacy*

Brighton and Hove has a high profile cultural sector that is only matched in England and the UK by a small number of highly urbanised city centre environments. To be effective *making a difference* needed to be inclusive on a very broad front. The cultural offer of the city is very much bound up in its civic identity and the values of creativity, imagination and innovation. *making a difference* had been preceded by the Capital of Culture and City Status bids, both of which paved the way for the Urban Cultural Programme.

2. The Strategic Impact of *making a difference*

making a difference has provided a platform to demonstrate the value of culture in a wider civic context, and has produced a number of strategic achievements, among these being:

- Building on the City of Culture and City Status bids
- Attracting strong political and cross-departmental support
- Enabling the creative community of Brighton and Hove to further develop their capacity and potential
- Creating partnerships of all kinds and of different scales
- Engaging communities across Brighton and Hove in high quality work that addressed core issues of community-building, access and cohesion

The Brighton and Hove Arts Commission:

The Brighton and Hove Arts Commission was launched in 2005, with a membership drawn from the City Council's elected members and the Brighton and Hove arts and cultural community. Its objectives are to provide leadership in:

- Advocacy for the city's cultural development and regionally, nationally and internationally
- Advice on cultural policy development with the city and beyond
- Delivery of projects and programmes

The elected members' commitment to the Commission has been of substantial benefit to *making a difference*, and has ensured that the programme was democratic, accessible, visible, informative and embedded in the cultural life of the City.

The Arts Commission is an outward facing, independent partnership body that relies on a volunteer membership and a small team of Council officers to provide the 'back office' function and ensure effective project management and executive delivery.

There is a broad level of consensus that the Arts Commission has, in the first 18 months of its life delivered a substantial level of benefit to the creative sector in Brighton and Hove and enabled wider levels of dialogue and debate.

2.1 The Cross Cutting Agenda

One of the stated aims of the UCP for Brighton and Hove Council was to ensure cross departmental working and cross party support for the cultural agenda. *making a difference* provided the opportunity to put these aims into practice through:

- *making a difference* bid development
- Secondments to the Arts and Creative Industries Service including 3 additional members of staff from Adult & Social Care, Neighbourhood Renewal and the Director's Office
- Cross departmental and member support for Celebrating Age - a major series of events and activities built around a national conference programme for older people.
- Significant political involvement including Deputy Leader attendance at the launch of the national Friendship project in Liverpool.
- Neighbourhood Action Plans and Neighbourhood Renewal engagement in the public art programme

Building a cross-cutting theme into *making a difference* resulted in:

- Higher levels of partnership working between City Council Departments
- Embedded cultural strands within the policy, strategy and delivery of other City Council departments
- Imaginative use of existing resources (e.g. buildings maintenance budgets) to deliver additional cultural value to projects
- Improved professional working relationships between Council officers
- Secondments into the Arts and Creative Industries Service
- Improved officer-member communications

2.2 Strategic Outcomes

The strategic outcomes of the overall *making a difference* programme are those that have contributed to the cultural ambitions and policies of the city. It was recognised that the programme could have a substantial impact upon the overall perceptions of the City Council as a core service provider, delivering a high level of visibility in areas where quality of life was a key issue: the public realm, vandalism, regeneration, inclusion and young people.

Quality and Innovation was enabled through

- A strong new commissions strand and a general principal of using an open commissioning process for a variety of strands
- Incorporation of work from international artists and organisations
- Major environmental strand of new commissions

Partnerships and collaborations were made possible by

- Extensive cross departmental collaborations between City Council Departments
- Private sector collaborations, particularly in public art and music sectors
- Health sector partnerships developed on a sustainable basis through Celebrating Age and Say Aah
- Public sector support and partnerships secured in economic development at a regional level
- Using a national (non arts) conference as a starting point for a cultural festival
- Seven sponsor partnerships developed at £25K apiece including new sponsors for the arts
- High levels of partnership working between creative businesses

Access and inclusion was enabled through

- A huge proportion of the programme focussing on outdoor events – e.g. all 5 of the new commissions programme
- High levels of neighbourhood working, particularly in areas of social housing and deprivation
- A key strand of the programme dedicated to working with and for older people
- A key strand of the programme dedicated to working with primary schools
- Inclusive practice embedded within all aspects of the programme

Learning and training was supported by

- Collaborations between schools, HE and FE
- Informal learning programmes delivered to a range of communities
- Specific professional development and training opportunities for artists
- Participation in the national project, the Friend Ship festival

Capacity building was furthered by

- Early career development prioritised and supported
- Funding of local creative businesses for growth and development
- New opportunities for early career artists
- Bespoke training courses for early career artists

Legacy of the programme identified through

- Brighton and Hove Arts Commission given significant support in its first 2 years of operation
- A range of individual programmes that are expected to continue, such as Eco-Brighton, Illuminations and Grassroots
- Ongoing investment in partnerships including regional, national and international collaborations
- Increased capacity of key cultural organisations in the City
- The Arts Commission's strategic leadership role in the City as a direct result of their experience in the UCP by, for example, developing an Outdoor Arts Event Policy

3. *making a difference* – the programme

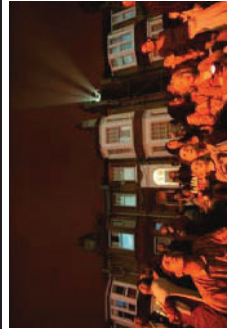
The programme has been contemporary, culturally diverse, and innovative, and was sub-divided into 4 areas, these being:

- **Creating New Work** – the development of 10 new commissions
- **Transforming the City** – projects with an impact on the physical environment of the City
- **Living in Brighton and Hove** - a strand of work built upon cultural inclusion and quality of life
- **Working in Brighton and Hove** – focussed on professional development, early career support and training opportunities

These four areas of activity were interconnected through the artists, agencies and organisations delivering them. The overall *making a difference* programme described below consists of 28 projects. Many of these of these have a number of discrete sub-projects nested within them, which raises the overall number of projects to almost 50. They vary in scale and size, with the largest, Celebrating Age, representing an extensive programme in its own right, and together they cover almost all art-forms and a wide range of styles.

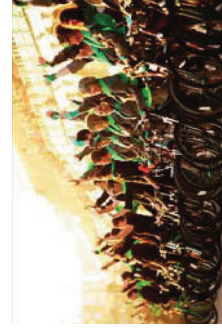
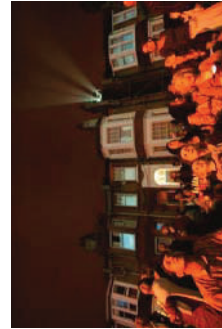
Creating new work – 5 New Commissions

<p>Urban Playground Prodigal Theatre Company Prodigal Theatre Company created the UK's first purpose built mobile training ground for Parkour (or free-running) and included a choreographed performance fusing dance and free-running that took place in three outdoor venues across Brighton and Hove.</p>	<p>Bicycle Ballet Karen Poley and associate artists A choreographed dance event designed for 60 performers on bicycles as part of Brighton and Hove's car free day. The event used music, recorded speech, dance, choreographed cycling and was performed on the sea front.</p>	<p>Compton Skyline Project Steve Geliot and associate artists The Compton Skyline Project worked with all the residents in Compton Road to produce rooftop projections that were visible across Brighton & Hove. 8 local artists worked collaboratively to deliver the project, and engaged local schools, a local nursery and members of a bowls club. Animation, painting, dance, voice and digital photography were all employed in the creation of the projections, which were launched with a high profile street party.</p>
<p>Street Elders Brighton and Hove Pensioner's Forum Street Elders provided opportunities for older people from Brighton and Hove to participate in an extensive workshop programmes culminating in a series of events in Celebrating Age. Street Elders had four separate strands: Music, Dance, Film and Street Theatre. Street Elders was an example of the ways in which older people's creativity can have intrinsic value without being seen primarily as a therapeutic tool.</p>	<p>Enlighten Spectral Arts An illuminated light structure was created by Spectral Arts for Brighton & Hove during Christmas 2005. Through workshop programmes with artists and community groups a variety of images were produced, based on Spectral's core principle's of re-use and recycling.</p>	



Creating New Work – 5 Other Commissions

<p>Digital Commissions</p> <p>Fabrica</p> <p>Two exhibitions of new work were commissioned by Fabrica from leading European artists working with interactive digital technology. Impossible Geographies 1.1 Memory was an interactive installation that explored memory as a metaphor for the boundaries between the physical and the virtual using digital technology. Running Stitch used GPS phone tracking to translate people's movements through Brighton into an evolving tapestry at Fabrica that is stitched by volunteers.</p>	<p>Urban and Rural Development</p> <p>Fabrica and Stour Valley Arts</p> <p>A residency, exhibition and events programme were developed by Fabrica with London based artist, Jacques Nimki to form the basis of a new co-commissioned project with Stour Valley Arts, near Canterbury.</p>	<p>Dirty Wonderland – Brighton Festival 2005</p> <p>Frantic Assembly</p> <p>Dirty Wonderland was a site specific performance piece produced by Frantic Assembly at the derelict Grand Ocean Hotel in Salt Dean, prior to its redevelopment. Groups of audiences of 30 were taken on an escorted promenade through the ballrooms and bedrooms of the Art Deco hotel. This critically acclaimed project contributed to raising the national and international artistic reputation of the Brighton Festival.</p>
<p>Crackers by World Famous Streets of Brighton 2005</p> <p>The World Famous commission was performed in May 2005. It was the first part of a two year collaboration with Groupe F, based in Arles. The production that looked at the nature of risk and danger in our society included a professional development programme for two local artists and combined public spectacle with a rare opportunity for pyrotechnicians to improve their creative and technical practice in the context of a live performance.</p>	<p>The Light Players by Groupe F Streets of Brighton 2006</p> <p>Groupe F with collaboration from World Famous produced a very large scale performance event in Brighton as the finale of the Streets of Brighton event in Brighton Festival in 2006. The performance, with significantly more theatre than Groupe F's previous shows attracted a total audience of 70,000 – the largest single audience for outdoor theatre ever in Brighton & Hove.</p>	



Transforming the City

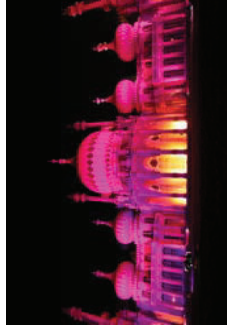
Illuminations Brighton and Hove City Council and Partners
 Illuminations included permanent lighting commissions in Brighton Marina and Hove Station Footbridge plus a temporary lighting installation at the Royal Pavilion (The Pink Pavilion) in August 2004. The permanent projects have involved extensive negotiation with land and property owners, and have provided creative solutions to challenging local environments. They have acted as regeneration catalysts and provided a foundation for future collaborations.

Neighbourhood Public Arts Commissions Brighton and Hove City Council and Partners
 A series of neighbourhood public art projects in: Turner and Bristol Estates designed to provide opportunities and experiences for disadvantaged communities to work together in the development and delivery of creative local commissions. On the Turner estate, the community commissioned a 5 metre long bench with views over Grand Parade. On the Bristol Estate, the residents commissioned 4 artists to produce individual name-plates for the 33 tower blocks. A further commission is planned in Portslade in 2007.

Public Art Programme Brighton and Hove City Council and Partners
 A series of initiatives aimed at developing public art in the city that includes a publication promoting public art in Brighton & Hove, due in Spring 2007; a series of seminars and debates; creation of a new public art post at the Royal Alexander Children’s Hospital; Ghost Train – a major commission for the Brighton Station development to consist of a partially illuminated structure on the old railway line viaduct that straddles the New England Road.

Eco-Brighton

Brighton and Hove City Council and Partners
 Eco Brighton was a series of 6 events and 1 seminar focusing on arts and the environment, and has been an extensive intervention that has drawn together artists, environmentalists, planners, educationalists and landscape gardeners to raise awareness of environmental issues within a creative context. The projects are: The Palm House, a site specific performance presented in Stanmer Park by Small Wonder, that attracted a diverse audience and used pyrotechnics and music; Liquid Futures, a public art project designed to bring attention to water resource issues faced by contemporary society by illustrating water consumption in a block of flats; City in Bloom, a commission to create a high quality living sculpture using imaginative design and vegetation that will be installed in the southern lawn of St Peter’s church, Brighton; Park Art, a public art project that resulted in Fingermaze –a limestone Cretan labyrinth built around the notion of a giant thumb-print in Hove Park; Eco-Education, a schools-based project, delivered by Brighton based Same Sky, who set up a series of arts residences focussed on the concepts of ‘reusable, recyclable, renewable’; Park Life, a year long photography commission in collaboration with Photoworks that uses images to explore the emotional context of parks and open spaces.



Living in Brighton & Hove

Say Aah Brighton and Hove City Council and Partners

Say Aah was an ambitious arts and health programme designed to initiate new arts and health projects, and was supported by a £10,000 challenge fund in 2005 that enabled a range of new work and a £20,000 fund in 2006. The Say Aah partnership has built upon its early successes to develop an ongoing programme of arts and health work that involves the local authority, the PCT, a local hospital and ACE SE in the delivery of a number of strategic interventions. Projects supported also included the Everyday Sport commission, 'Open for Business', an open-plan street theatre event that not only promoted the need for an active lifestyle, but provided an amusing insight into the world of work and leisure and the new public art post at the new Children's Hospital.



Shall we Dance?

Ragroof Theatre Company

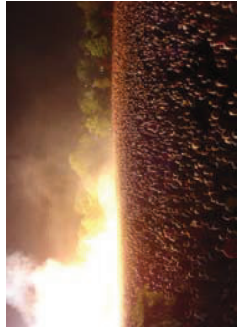
The flag ship performance event of the Celebrating Age festival with a large scale outdoor performance in Brunswick Square on a specially commissioned bandstand. The event toured across the South East including the South Bank in London.



Celebrating Age

Brighton and Hove City Council and Partners

Celebrating Age was a national celebration of the creativity of older people, delivering a comprehensive programme of performing and visual arts that confronted negative images of ageing and celebrated the unique contribution older people make to family, community and society. In parallel to the Celebrating Age festival, Better Government for Older People held their annual conference that brought together older people with key policy and decision makers from across the public services throughout Britain. Celebrating Age was a very large programme with major events embedded within it that included a 10 day festival in venues across the city with 54 events, 32 of them free and 17 devised specifically for the festival.



Living in Brighton & Hove

Public Art in Schools

Jeanette Cullen and Stig Evans

A series of 3 new public art projects in primary and special needs schools that were designed to encourage public art and education partnerships, offer training opportunities for early years artists and expose children to art forms which they would not come into contact with normally. Jeanette Cullen and Stig Evans were commissioned to deliver these highly successful projects, which resulted in a sundial at St Marks, Whitehawk, a recycled rubber mobile at Varndean Link College and the creation of a large scale storytelling chair at Whitehawk Primary. Two further public art in schools projects for £5,000 each are planned for 2007.



Friendship Project and Festival Brighton and Hove City Council and Partners

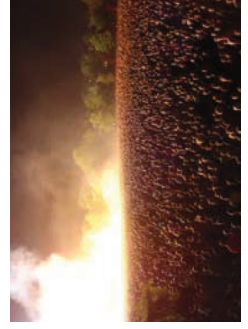
The Liverpool 2008 Friend Ship project was a year-long primary school national initiative involved ten cities across the UK that explored the wider meanings of the word 'friendship'. Ten primary schools from each of the participating cities produced 'cultural cargo' for inclusion in 'treasure chests' which were then toured in the Friend Ship vehicle. In each city, students from participating schools engaged in workshops and took part in a performance event. The Friend Ship's visit was accompanied by a week long festival of creative events and workshops across the city and a Friend Ship feast created by catering students at City College. The project acted as a vivid demonstration of the possibilities for a festival environment that brings together artists, arts organisations, venues, schools and families to celebrate the achievements of young people.



50 over 50

Brighton & Hove City Council and The University of Brighton

The first national arts prize for artists over 50 and the flagship visual arts event for Celebrating Age, 50 over 50 was one of making a difference's highest profile projects. Over 1,800 entries were received for the competition from artists across the UK. The winning artist was presented with a cheque by Sir Christopher Frayling, Chairman of Arts Council England. Managed by the University of Brighton.



Working in Brighton & Hove

Brighton Live 2004 and 2005

Brighton Live

Brighton has long had a reputation for the quality and diversity of its music scene. Brighton Live is a demonstration of this, with the 2005 event including 500 bands in 76 events over 7 days and nights. It included the unsung and never-before heard as well as some of the better-known names on the regional music circuit. Through seminars, advice, support and training, Brighton Live has become a valuable first rung for bands seeking recognition and audiences for their music. The project has built an impressive network of partners who contribute to the development and delivery of the programme, including Lout Promotions, Melting Vinyl, Purplemedia, Brighton Institute of Modern Music, the Brighton Music Network and the City Council. 19 venues throughout the city participated in the festival, enabling professional experience of live music presentation for the bands – some of whom had never before performed publicly. A total audience of 17,000 indicates the profile of the event, which is an essential element of the legacy of *making a difference*.

The Great Escape

Barfly

Barfly – The Great Escape took place in May 2006, and was a trade fair and showcasing opportunity for music promoters and producers, with a particular focus on cross-channel links to music promoters in mainland Europe. By working with Brighton Live, The Great Escape utilised the extensive network of live performance venues in the city and incorporate into the programme of events some of the best local talent that has been supported and developed by the Urban Cultural programme.

The Grassroots Programme - Grass Roots Investment Brighton & Hove City Council and Zelgrain Ltd

The Grassroots Programme was a mechanism for individual practitioners and small companies from all art forms to develop practice and acquire new capabilities. It was specifically aimed at new and emergent artists at the start of their careers. More specifically, the scheme was targeted at organisations and individuals looking for an audience and raised profile for their work. The Grassroots Investment Programme has provided development funding of grants averaging £500; networking and platform events; signposting for training, support and additional resources. Overall, the project supported 627 artists who delivered 423 performances that attracted audiences totalling 11,049.



Working in Brighton & Hove

The Grassroots Programme - Head to Head Sussex Arts Marketing and Brighton Fringe Arts Production

A series of training courses for early-career artists developed following extensive consultation with the Brighton arts community. The programme was built around the practice and experience of leading artists, including Nigel Charnock, Rose English, Phelim McDermott and Simon Hoggett. The 10 Head to Head Sessions (4 on performance arts, 2 on visual arts and 4 on live art) were delivered to small groups in order to ensure individual attention through a personalised workshop approach, and covered professional and creative development, business skills, marketing, finance and administration.

The Grassroots Programme - Arts Admin Base Brighton Fringe Arts Productions

This involved the establishment of an arts administration base for use by locally based artists and support for BFAP to participate in a mentoring scheme with London based ArtsAdmin. Participation in this programme has solidified BFAP's intent to become a regional arts resource, specialising in professional development, artist support and ongoing advice and mentoring. BFAP have over 60 artists regularly using the arts admin base per month.

Fringe Venue Boards Brighton Festival Fringe

Funding was used to support the development of the 2006 festival fringe including increased marketing and PR with the introduction of large numbered venue boards for all participating venues (an idea that was originally developed in Edinburgh) and the commissioning of a new pull out venue map for the festival programme.

Case Studies

Four projects were selected for a more detailed evaluation, these being: Celebrating Age, the Grassroots Investment Programme, Neighbourhood Public Art Commissions and Brighton Live. These projects were selected because they represented a varied cross-section of activity undertaken by the *making a difference* programme. Each had a high level of impact, and between them attracted local, regional, national and international audiences. They varied in content, style and art-form, and there was a strong focus on creative projects in places that enabled and explored new product and working with new communities. The focus on local artists and local companies ensured that skills and professional development was an investment in resources for the future.



4. Value for Money

making a difference has attracted audience and participants across the south-east to the benefit to both communities and artists alike. The highly participative nature of the programme and the substantial proportion of outdoor and free or very low charging events combined to attract new audiences in many ways.

The following table describes the audiences, artists and events for individual projects in numerical terms for the four strands of activity.

Project	Artists	Others/ participants	Audience	No. of performances	No. of new products	Period of employment
Creating new work	35	1108	438568	352	19	800
Transforming the City	337	6631	23446	374	44	1376
Living in Brighton and Hove	5164	2016	163549	896	256	497
Working in Brighton and Hove	5536	9755	625563	1622	319	2673
TOTALS	5700	13562	732097	1792	335	5386

Audiences

The data shows a total audience figure of 732,097. This is roughly equivalent to three times the population of Brighton and Hove, demonstrating that *making a difference* has impacted upon a significant proportion of the local population.

The figure of 732,097 can be further broken down to 448,761 for public art viewings and 283,336 for performance, exhibitions and live event attendance. Future attendances have been estimated. The 1,792 performances had an average audience of 158, and the highest attended event was the Groupe F performance with an audience of 70,000. Overall, it is clear that *making a difference* has had a major impact upon arts attendances – both planned and incidental – in Brighton and Hove.

Levels of participation are also high. At 13,562, this represents nearly 5% of the total population of Brighton and Hove, often through opportunities for first-time involvement in the arts. The UCP subsidy is in the region of £1 per attendance or 'viewing' which has clearly enabled widespread exposure to creative activity at an economic and affordable level.

The programme provided employment for 5,386 artist days, suggesting that the UCP has contributed something over £538k to artists' earnings – at least 50% of this providing local employment for artists.

Income

The total value of the *making a difference* programme was £2,078,175, which included funds raised by individual projects and held externally. The direct income amounted to £1,339,025.

UCP	ACE	BHCC	Other Public	Private sector	Grants	Other
750000	354000	65000	186650	599500	96775	26250

By the end of the programme the original UCP investment of £750,000 had increased three fold and amounted to only 36% of total income with the private sector (including sponsorship) contributing 29%.

These figures demonstrate the capacity of UCP funding to lever and attract additional resources and exploit the opportunities for sponsorship offered by a high profile arts programme. The success of *making a difference* in attracting non-arts funding is exemplified by the Department of Work and Pensions support for Celebrating Age.

5. *making a difference: the future*

making a difference has highlighted the unique nature of Brighton as a city of creativity. The Urban Cultural Programme made the city's ambitions, as expressed in its capital of Culture bid, a reality in many ways. It enabled the Brighton & Hove Arts Commission to become a credible partnership with real resources to distribute, and the flexibility of the funding provided the opportunity for the City Council to be more imaginative in the use of those resources.

Proposals

The Urban Cultural Programme will demonstrate its value over the coming years, and for this investment to be effectively exploited a focussed approach to the development of legacy benefits will be necessary.

5.1 *Regional and National Role*

Brighton and Hove's urban cultural leadership role, both regionally and nationally, has been illustrated by the *making a difference* programme, and there is more that can be undertaken in this arena through the Cultural Cities Network. The city's unique position as a centre for artists and cultural organisations, and its leading role in arts development in an urban environment provides models of good and excellent practice.

It is recommended that Brighton and Hove continues to engage with the Cultural Cities Network, and develops its role as a regional centre of excellence that can work in partnership to promote national models.

5.2 *The Arts Economy*

Investment in the arts economy of Brighton and Hove is necessary if the momentum developed over the past ten years is to be maintained. The Urban Cultural Programme has been instrumental in providing opportunities for the next generation of cultural entrepreneurs and a new programme of investment could build on the achievements of the Grassroots programme.

It is recommended that the Brighton and Hove Arts Commission and City Council explore the potential for further investment in this area to enable artists and emerging arts businesses to find their place in the local creative economy.

5.3 *Environmental Programmes*

Eco-Brighton was an initiative that demonstrated the power of the artist to articulate questions of environmental sustainability meaningfully and imaginatively giving local relevance to global issues in schools and local communities.

It is proposed that the Eco-Brighton programme is developed as model with the capacity to become a regional and national resource through the active engagement of the arts communities of Brighton and Hove. A well thought out programme of work that includes a major flagship event could demonstrate the city's capacity to take a leadership role in arts and the environment.

5.4 Celebrating Age

Celebrating Age was the largest single project of *making a difference*. It levered the highest levels of external funding, attracted governmental support, created one of the programme's national events (50 over 50), and hosted a national conference. It was able to address some of the key issues that need to be faced by an ageing and changing society, and provided multiple opportunities for engagement and participation by communities and artists alike. The gains made in profiling the creativity of older people have placed the city at the centre of this debate and could be taken further.

It is recommended that the City Council explore the potential to extend the life of Celebrating Age and of 50 over 50 with a view to establishing an ongoing programme of work that is embedded in the cultural life of the City. Attention should also be given to developing other national partners for 50 over 50

5.5 Cross Departmental Working

The Urban Cultural Programme has enabled consolidation of cultural practice across the local authority structure. Most importantly, the ability to commission and develop projects in partnership with other council departments has provided a real demonstration of the capability of the arts to serve many different social agendas.

To maintain momentum and build on the success demonstrated by making a difference, it is proposed that the City Council develops this potential through: secondments; cross-departmental presentations; an internal cultural group; and the development of new projects.

5.6 Website and Communications

making a difference enabled a new channel of communications to be established between audiences, artists, participants and partners through the Brighton & Hove Arts Commission website that gave access to proposals and tenders, information on events and other activities.

It is proposed that a review is undertaken to assess the current and future value of the website to the arts communities and wider communities.

5.7 Work with Primary School Children

The Friendship demonstrated the untapped potential for creative work with children of primary school age in Brighton and Hove that brought together schools, teachers, artists, families and children to celebrate creativity and imagination. The project demonstrated the potential to place artists and arts organisations within the learning environment and use the city's cultural organisations as a learning resource.

It is recommended that the City explores the potential for an annual Children's Festival that will build the creative capacity of teachers and schools and to raise the profile of creative programmes with younger people.

5.8 Brighton and Hove Arts Commission

The impact of *making a difference* upon the Arts Commission has been significant, and has had a catalytic effect upon the organisation.

It is therefore recommended that the Arts Commission considers its strategic priorities; its role in defining and setting cultural agendas and policy for the City and its capacity to independently raise funds for new and existing work and role as an innovator in delivering creative leadership

A wide ranging debate on the future of the Arts Commission would identify key priorities for the city over the coming years. As a body that has both independence and political support, the Arts Commission can make the benefits of the Urban Cultural Programme sustainable in the longer term.

6. Conclusion

Arts and culture have been defining factors in Brighton & Hove's past successes and are key to the city's future identity. These are not incidental to the City's prosperity: they are an essential part of it. Arts and culture boost the local economy, enhance the city environment and improve the life and well-being of all the City's residents, both young and old.

making a difference has been an unparalleled demonstration of Brighton & Hove's cultural distinctiveness and its capacity to respond imaginatively to new challenges. The moderate investment from the Urban Cultural Programme further stimulated Brighton & Hove's ability to deliver innovative and creative work in partnership with artists, arts organisations, residents and businesses. As the UK looks forward to the Liverpool European Capital of Culture in 2008 and the London Olympics in 2012, Brighton & Hove has a central role to play in demonstrating the wealth of opportunity that exists when artists are nurtured, creative businesses supported and creativity valued within a civic, social and economic context. *making a difference* was a demonstration of this and has reinforced Brighton and Hove's position as one of the UK's leading cultural cities.



January 2007

7. Further information

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8. *making a difference* Images

Part of Brighton & Hove's Arts Commission's *making a difference* initiative.
 Funded by the Urban Cultural Programme.

www.brightonandhoveartscommission.org.uk



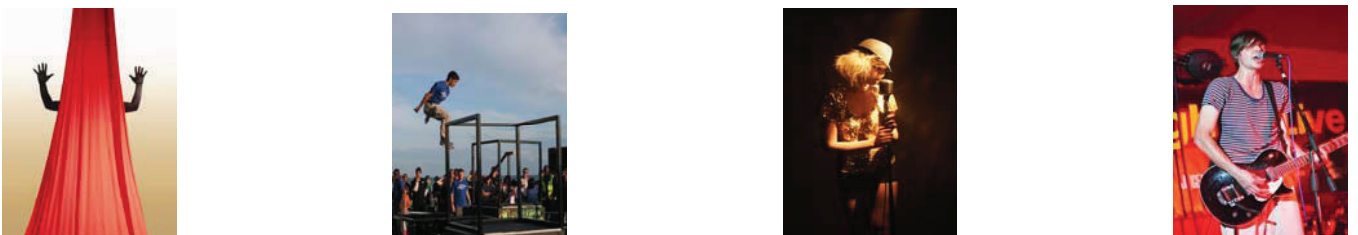
Creating Photographs: Compton/Bicycle Ballet/Groupe F & Frantic Assembly ©Matthew Andrews



Transforming Photographs: Hove Footbridge/Park Art & Palm House ©Matthew Andrews - Pink Pavilion ©Stewart Wier



Living Photographs: Shall We Dance/Friendship Feast ©Matthew Andrews - Groupe F Audience ©Karen Poley - Whitehorses ©Dave Flindall



Working Photographs: Little Red Dress ©Hazel Maddock - Frantic Assembly ©Matthew Andrews - Adult Playground/Brighton Live 05 ©Dave Flindall



Beacon and Local Innovation Awards Schemes

Well managed festivals and events in Brighton & Hove

Brighton & Hove City Council - Supporting and encouraging well managed festivals and events.

Summary

Cultural events and festivals are fundamental to our city's economy - Brighton Festival is the biggest arts festival in England bringing a substantial amount of money to the city.

Events organisers were frustrated with the strictly regulated licensing procedures that took time to complete. However, if events are not run and managed properly, there is the potential for disastrous consequences. Our reputation as a venue and the city's economic wellbeing could be seriously compromised.

Teams across the council work together to support event organisers and have built strong partnerships with police. As a result, the Brighton Festival and Brighton Fringe Festival go from strength to strength. We host more than 60 other festivals a year alongside a busy and varied events calendar.

Key learnings

- Strong partnerships and a common purpose lead to successful management of events.
- Identifying common ground and focussing on solutions helps everyone work together better and get a better end result. This benefits the city and its residents.
- We learnt from our mistakes. We should ask what we would do again and what we could do to make this event better/run more smoothly.
- Regulation is necessary but needs to be well controlled and flexible. It doesn't need to be prohibitive.
- Recognition that events and festivals are valued and central to the city's identity and economy

Background to the authority

Brighton & Hove is the eighth most popular tourist destination in the country and attracts eight million visitors a year, bringing over £400 million to the city. The festivals and other events the city hosts every year are part of the attraction for visitors. Many of these are held in our parks and gardens and along the seafront.

Brighton & Hove City Council's priorities for the city were different to those of the police. This often resulted in strained working relationships and frustration on both sides.

Who was involved

Organisation/role and what they did

Leader of the Council and Cabinet Members

Key leadership role, recognising the importance of festivals and events to the city and encouraging their development.

Brighton & Hove City Council, Licensing Team, Events Team, Environmental Health Team, Community Safety Team, Emergency Planning Team and Arts Team

- Work closely together to smooth the way and support event organisers.
- Further develop partnership working – see below for more details.
- Secondment to Brighton Festival to improve relationships and imbed good working in the programme strategy.

Sussex Police

Further develop partnership working – see below for more details

Business Crime Reduction Partnership

Using radio network to keep each other and police informed of any problems

The issues

- Brighton & Hove's tourism industry makes a major contribution to the city's economy. It is vital for the economic wellbeing of the city to maintain and build on our reputation as a cosmopolitan city which hosts a variety of diverse festivals and events that are attractive to both residents and visitors.
- The long, bureaucratic and strictly regulated process of applying for alcohol and entertainment licenses was frustrating the organisers of outdoor cultural events in the city. This led to difficulties between the council and the organisers. Licenses were not applied for in time with events having to be postponed or cancelled.
- Events organisers felt discouraged from returning to Brighton & Hove as a venue.
- The council's licensing team had a high volume of extra licensing applications to process. Complaints from residents about noise nuisance and mess from outdoor events were making it more difficult to grant licenses.
- The council and police didn't anticipate the exceptional crowd management issues and impact of Fat Boy Slim's first Beach Party.
- Managing the mixed bag of event organisers ranging from the very professional and experienced to those who have no experience at all.

How we tackled the issues

- We licensed all our parks and gardens and parts of the seafront to make it simpler for events organisers.
- The events team have an events calendar to enable advance planning. For example, informing organisers if and when they need to make licence applications.
- The events team developed an event guide which outlines what event organisers need to do to hold an event in Brighton & Hove.
- The council developed closer working relationships within the council and with the police. Specialist officers from both organisations now work together in an experienced team. The team supports organisers and works with them to keep their event acceptable to local residents and safe for everyone.

- The council and police listen to residents and work with organisers to come up with solutions that are acceptable to both sides.
- The events team have a close relationship with the council's refuse and street cleansing teams. They can prioritise their work to clean up after events without residents having to forego their regular services. We also hold a deposit to pay for the clear up after events if organisers leave an unacceptable mess.
- Along with the police and other emergency services, the council set up a partnership Safety Advisory Group to pick up on potential problems with events.
- Members of the local Nightsafe initiative and Business Improvement District security guards use their radios to keep each other and police informed of any problems.
- We seconded one of our arts officers to Brighton Festival to advise on programming and producing outdoor events

Outcomes and impact

- Events and festivals return to Brighton & Hove year on year. We now host more than 60 festivals a year and numerous other events.
- Fewer licensing applications save officer time and lead to better relationships with events organisers.
- Each large scale event now has a dedicated team of partners working together on the safety and crowd management issues. The event organiser manages their statutory responsibilities in consultation with the team.

Proactive work with organisers before an event reduces the need for enforcement action, saving on officer time. It also makes the event safer and more enjoyable for the public who are more likely to come to another event in the city. Residents are happy for the event to return.

Chief Inspector Mills of Sussex Police said:

"The relationship with the council on events is far better in Brighton & Hove than anywhere else in the Sussex Police area".

The Spiegel tent

When the Brighton Festival introduced The Spiegel tent – a theatre in a tent – in the Pavilion Gardens in the town centre for the three weeks of the Brighton Festival, audiences loved it. However, there were a lot of complaints from residents about the noise. There was talk of scrapping The Spiegel tent for the next Festival. Then the council and the organisers got together to look for a solution.

As a result:

- The Spiegel tent has been moved to a different city centre location, where there are fewer residents.
- The organisers have worked very closely with our environmental health team to monitor and, where necessary, reduce noise levels.
- There was only one complaint about noise for the three weeks of the 2009 Fringe Festival.
- We are looking forward to welcoming The Spiegel tent again next year.

Fatboy Slim beach party

In July 2002 Fatboy Slim's first beach party drew 250,000 people - 190,000 more than anticipated. The council's culture committee considered banning large open-air events on the beach but decided to develop new guidelines to enable them to be held safely. Councillors were sensitive to both the safety of the public and benefits such events bring to the city.

As a result:

- Fatboy Slim's spokesman said that they would adhere to any council recommendations in regard to future plans for live events on Brighton beach. They have successfully held a further three events with another planned for next year.
- The council, police and other emergency services set up a partnership Safety Advisory Group to come up with the guidelines. They now meet regularly to pick up on any potential problems with events in the city.
- In the lead up to all big events we run multi agency planning meetings and a 'table top' exercise to run through the agencies' responses to different potential emergencies. The outcome of the table top exercise is then related back to the plans for the event. They are amended as appropriate.
- A new set of guidelines were developed which limits the number of people for big events, makes events ticket-only and can restrict events to a fenced-in area.
- Officers have better relationships within the council and with partner organisations. This makes the management of events much easier and smoother with everyone working towards a common purpose.
- The police and licensing services are now known for their positive and 'can do' attitude towards cultural events.

What could we have done better?

We have developed a better understanding of how big events work and the impact they have on local residents. In retrospect, we could have:

- anticipated the possibility of noise complaints from the Spiegel tent at its first location due to the proximity of residential accommodation
- had a set of guidelines for big events in place sooner
- and anticipated the draw of Fat Boy Slim.

Next steps

Brighton & Hove City Council is considering relaxing its street trading policy in some areas of the city to encourage and simplify the organisation of street markets.

The multi agency Safety Advisory Group will continue to meet.

Officers will continue to work proactively with events organisers. We will continue to look at ways to improve the mix of events and activities for all our communities.

We are happy to share our practice with other areas.

For further information

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Web Link to Beacons site:

<http://www.beacons.idea.gov.uk/idk/core/page.do?pagelId=11283228>

CULTURE, TOURISM & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

Agenda Item 39

Brighton & Hove City Council

Subject: - Local Area Agreement– 09/10 mid-year progress
- Libraries performance focus

Date of Meeting: 23rd November 09

Report of: The Director of Strategy and Governance / Culture & Enterprise

Contact Officer: Name: Lisa Shaw Tel: 29-1131
E-mail: Lisa.shaw@brighton-hove.gov.uk

Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This cover report summarises performance against the Local Area Agreement at mid-year 09/10 and within the appendix are a number of LAA delivery plans, some of which fall under the direct responsibility of Culture & Enterprise Directorate and others that do not – they all reflect the remit of this committee.
- 1.2 Building on the LAA delivery plan, the performance focus in this cover report gives more detailed information and context about the Libraries and Information Service.

2. RECOMMENDATIONS:

- 2.1 That the committee have an up to date overview of performance against key indicators within the Local Area Agreement and request an end of year update after April 2010
- 2.2 That members of this committee consider and suggest another area of focus for overview
- 2.3 That the committee reflects upon the detail in the report and use this information to direct and recommend future work to improve performance against the agreed priorities in the Local Area Agreement.

3. BACKGROUND INFORMATION

- 3.1 A Local Area Agreement (LAA) is a partnership agreement to take action to tackle the area's most important problems and goals for the future. It is a three year agreement between the council and other public services. 35 key targets are included which are priorities agreed between the council, other public services and the government.

The council, as the area's democratic voice, takes the leading role. It brings together other public services, and representatives of local businesses, and community and voluntary organisations, in the Local Strategic Partnership. This partnership negotiated the Local Area Agreement, a practical plan to move forward the longer term aims set out in the community strategy. Local Area Agreements in this form have been agreed for all parts of England for 2008-11. This is a requirement of the Local Government and Public Involvement in Health Act 2007.

It should also be noted that GOSE are allowing us to put a case forward for renegotiating economic and employment related targets due to the recession.

- 3.2 The appended report contains 10 09/10 delivery plans for the priorities within the Local Area Agreement in Brighton & Hove. A wide variety of LAA plans are included due to the wide remit of this committee.

- 3.3 Of the 10 plans within the appendix, 3 are red, 1 amber, 4 green and 2 grey:
- Areas where performance is off-track include the number of people on out of work benefits and GVA per capita, further detail about these was given at the last committee in October. Another area of low performance is the numbers of 16-18 year olds not in education, employment or training (NEET).
 - Areas in need of improvement (amber) are the percentage of the adult population who are participating in sport or active recreation.
 - Targets on-track includes engagement in the arts, children in organised visits to museums, engagement in libraries and business registration rate.
 - Those areas tagged grey do not have results or targets to make a valuable judgement of progress, this includes improving the visitor economy and Brighton Centre development. In this case, judgements against progress should be taken from the information presented in the detail of the plan and in the case of these three areas of work; are making positive progress against their activities at this point in the year.

The remainder of this report focuses on three areas of performance for Libraries & Information.

3.4 Performance Focus – Libraries & Information

Libraries and Information within the Local Area Agreement focus on a 'local' target called Community Engagement in Local Libraries. Within the improvement plan for this indicator there are targets for improving visits, ICT access, stock levels, library run activities, children's learning and many more. Taking a snap shot of progress towards the targets set at mid-year in 09/10, the picture is looking largely positive, detailed information given in the appended delivery plan (L21). This service experiences seasonal fluctuations in take-up of services due to school holidays and university term times so in some cases it is difficult to identify if an area is underachieving or not. When looking back at the targets set in 2008/09 almost all were achieved, therefore improvement targets were set for this year.

The remainder of this report gives more detail about the libraries service and some performance outcomes that give us a sense of value for money. Focus is also given to the one area of the LAA delivery plan that is not on track and explanation is given for improvement (ICT take up).

3.5 NI 9 Public Use of Local Libraries

National Indicator 9 is a statutory indicator that tracks the use of public libraries at the local level through a survey called Active People Survey. It measures the percentage of the adult population who say they have used a public library service once in the last 12 months. Baseline results (tracked for first time in 08/09) indicate that Brighton & Hove are achieving 52.3%, nationally the average is 48.2% and the South East average is 48.6% so this puts us in the higher quartile of performers and well above the national average.

Since the release of this baseline data we have received supplementary data giving us a sense of progress until the next official result is released (51.8% -no real statistical change for us). When looking at this result in comparison to our nearest neighbour group of 15 other local authorities we rank 4th from the top performer. Using the same figure, when comparing our situation in relation to NI 9, we are ranked 10th of 92 Unitary Authorities.

3.6 Cost per visit and Satisfaction rates

The latest CIPFA statistics (2007-08) show that Brighton & Hove have the lowest cost per visit to libraries (£2.59) compared with our 15 nearest statistical neighbours (average £3.34), using net costs to eliminate the PFI factor. Even though there is no comparative data

available yet for 08/09, locally, cost per visit has dropped to £2.36. See diagram below for trends.



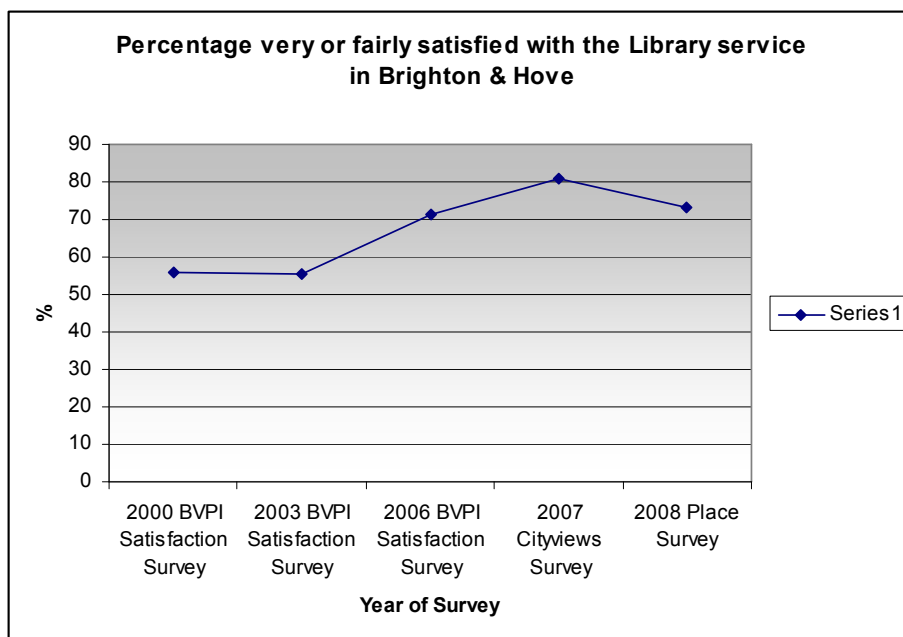
2007-2008 Comparisons:	Brighton & Hove Libraries	Nearest Neighbours average
Cost per visit	£2.59	£3.34
Net expenditure per head of population	£17.50	£17.40
Expenditure on staff (as % of gross expenditure)	41%	54%
Total book acquisitions	38,237	37,923
Total book issues	1,143,363 (4 th highest)	1,069,016
Estimated number of visits to website	2,047,601 (highest)	314,822
Number of physical visits	1,714,359 (3 rd highest)	1,107,217
Visits per head of population	6.8 (2 nd highest)	5.3
Active borrowers	46,857	44,474

When looking at expenditure per head of population (rather than visits) in comparison to the nearest neighbour set, Brighton & Hove spend is average at £17.50 in 07/08. When looking at these encouraging cost figures it is also worth noting the high levels of resident satisfaction we have in Brighton & Hove.

Levels of satisfaction with the library service have been improving since 2000 when levels were at 55.8% and have now increased to 73.3% in the 2008 Place Survey. Taking the 2008 satisfaction results it is interesting to note the national average result was 69% and the South East average was 70.2% so Brighton & Hove are performing well above average.

However, between the 2007 City views survey and 2008 Place survey there has been a drop in satisfaction levels, from 80.3% to 73.3%. Taking into account a confidence interval for the reliability of the survey data, it looks as though the drop is in the region of 4-5%. This could be attributed to a number of factors:

- Change in survey methodology: The Place Survey is a different type of survey to Cityviews and this has had an impact on Libraries satisfaction nationally.
- The steep rise from 2003-06, continuing into 2007 will be the result of the Jubilee Library development. The high impact of this will inevitably reduce after a number of years, though overall levels of use and satisfaction remain high, especially in comparison to comparable authorities.



3.7 Percentage take up of available ICT time in libraries

This target tracks public use of computers in libraries compared with the hours available. The purpose of this measure is to identify how well the public computers are being used. Current progress up until the end of September 09 suggests that 45% of available time and computer space is taken up, against a target of 50%. In 06/07 the take up was at 46%, then down to 40% in 07/08 and 08/09.

Low performance is attributed to inconsistencies in data collection, which is currently being addressed. Not all use was being recorded, e.g. use by Homework Clubs, and the performance has been affected by out of order equipment as most PCs are between 4 and 6 years old. It must also be considered that there are peaks and troughs in demand for access.

It is the intention to replace all of the public computers this year to improve performance and satisfaction levels. The service is also looking to replace the bookings system so that more accurate data can be collected on public usage.

More importantly, the service is looking to replace this measure with more appropriate indicators of the impact of free public access to computers. The CIPFA ICT survey (2008) has produced good data on the range of benefits identified by the library computer users, including:

- 37% use computers for work or study, including
- 19% for job hunting
- 68% of users had no home internet access
- Over 90% satisfaction with staff support

It is the intention to change the performance measure for this aspect of the service from a quantitative measure to a qualitative one, by measuring user satisfaction with the facilities. Current performance on this measure would be a 77% satisfaction level.

4. CONSULTATION

4.1 None

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 Evidence of performance against the National Indicators and delivery of Value for Money will be key elements of the Comprehensive Area Assessment. Successful achievement of the LAA outcomes 2008-2011 will attract performance reward grant payable in 2011/12 and 2012/13.

Finance Officer consulted: Anne Silley Date: 10 November 09

Legal Implications:

5.2 The report sets out information as to how the council are performing in respect of local and national indicators and Local Area Agreement targets. Individual reports presented to Cabinet, CMMs and Project Boards relating to specific projects and proposals always include legal implications and it is not considered necessary to reproduce that advice here, given the context of the report.

Lawyer consulted: Bob Bruce

Date: 10 November 09

Equalities Implications:

- 5.3 The new performance management framework aims to incorporate monitoring of progress against equalities and inclusion outcomes in the city.

Sustainability Implications:

- 5.4 The new performance management framework aims to incorporate monitoring of progress against sustainability outcomes in the city.

Crime & Disorder Implications:

- 5.5 No crime and disorder implications arising from this report.

Risk and Opportunity Management Implications:

- 5.6 The management of performance is important and contributes to avoiding the risk that the councils improvement priorities will not be delivered. Progress against performance indicators informs our risk and opportunity management assessments.

Corporate / Citywide Implications:

- 5.7 TMT have a performance focus session each month, this is recognised as good practice and allows for both a quarterly overview of the organisations performance against the LAA and more spotlighted discussions on areas that require additional discussion. These discussions will feed into the service planning timetable and establishment of a new Corporate Plan in the future. This is an essential part of the council's performance management framework, providing the link between the new 3 year Corporate Plan and annual directorate and Team plans.

SUPPORTING DOCUMENTATION

Appendices:

1. Local Area Agreement – Mid year 09/10 progress

Documents in Members' Rooms:

1. None

Background Documents:

1. None



CREATING THE CITY OF OPPORTUNITIES

A SUSTAINABLE COMMUNITY STRATEGY FOR THE CITY OF BRIGHTON AND HOVE



LAA Delivery Plan Progress Report

CTEOSC – 23 November 09



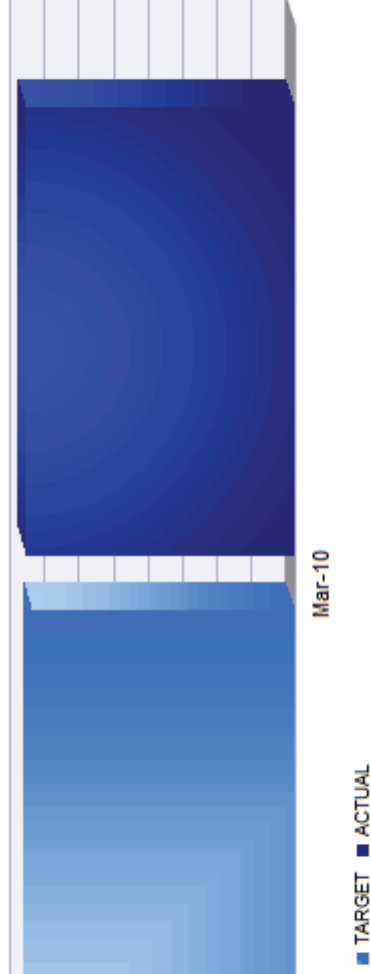
Period : to September 2009

2008 - 2011

Promoting enterprise and learning

Indicator	Target	Actual	Status
%	7.60	7.80	
<p>Comments</p> <p>The latest result is for 2008/09 being an average of performance for Nov/Dec/Jan. This figure compares well with nearest statistical neighbour results of 7.9% (Bristol) and 8.2% (Bournemouth) demonstrating that comparative performance is strong. The result for 2009/10 will be available in the spring of 2010 against a target of 7.10. NEET numbers have been rising in recent months. In Aug 2009, there were 500 NEETs compared to 398 in August 2008, a rise of 25%. This is now considered to be in exception with recent increases in NEET numbers, however the latest official result demonstrates there are good prospects for managing increases well, compared to statistical neighbours.</p>			


NI117 - 16 to 18 year olds who are not in education, employment or training (NEET)




Actions	DOT	Comments	By When	Lead Officer
1.2.1.1 : Learning & Skills Council are informed of reasons if no suitable offer was available for any young people so that they can commission appropriate courses		All year 11 pupils have recorded their intended destinations and this information has been passed to LSC and 14-19 partnership Board to inform commissioning of appropriate provision for 09/10 and beyond. This information is regularly shared with the LSC and the 14-19 Team. The 'No offer made – no appropriate provision' figures are Year 11, 0.95% and Year 12, 0.65%	Mar/2010	Philip Ward
1.2.1.1 : All young people in the SG cohort have appropriate SG status recorded.		The target for SG status not recorded for both years is less than 2%. As of 5th Oct, for Year 11 cohort, the figure was 0.95% and for the Year 12 cohort, 1.41%. Both these figures represent significant improvement since last year.	Mar/2010	Rima Desai

1.2.2 : Provide appropriate EET and personal development opportunities for young people:


- Diplomas
- Additional E2E courses
- Fast lane project

Actions	DOT	Comments	By When	Lead Officer
1.2.2.1 : Diploma courses available and publicised on Area Prospectus		1 Diploma began in 2008/9 with a further 5 currently being advertised for Sept 10 start. The 10/11 Diploma offer is in the process of being uploaded to the Area prospectus.	Mar/2010	Philip Ward


1.2.7 : Key Stage 4 (KS4) Engagement Programme to support young people identified by schools as at risk of disengaging

Actions	DOT	Comments	By When	Lead Officer
1.2.7.1 : Produce a citywide implementation plan for Foundation Learning Tier in place for 2010. FLT will provide young people studying at below Level 2 with a defined progression pathway into work or other training.		<p>The 14-19 Engagement Team manager met with the 14-19 Manager of City College Brighton & Hove (a key provider of Engagement Programme courses) on 21.9.09 to discuss sustainability of engagement type courses beyond the lifetime of the KS4EP (July 10) and where they sit within Foundation Learning. A paper summarising that discussion and resulting suggestions and questions will be presented to the 14-46 Deputies Group on 30.9.09.</p> <p>The previously mentioned seconded deputy head has completed her mapping of current Foundation level provision and has submitted her findings to the 14-19 Development Consultant who is using these findings to inform the current Gateway 4 application. Gateway 4 is asking LAs to share their Foundation Learning vision and progress to date. These findings are also being shared at SMT level (both LA and schools) to ensure momentum on the development of Foundation Learning is maintained.</p>	Mar/2010	Kirsten Trussell

1.2.7 : Key Stage 4 (KS4) Engagement Programme to support young people identified by schools as at risk of disengaging

Actions	DOT	Comments	By When	Lead Officer
1.2.7.2 : 276 Young people accessing the programme finding sustainable EET opportunity after leaving compulsory education		108 learners started on courses in Sept 09. There are new courses starting every 6 weeks.	Mar/2010	Kirsten Trussell

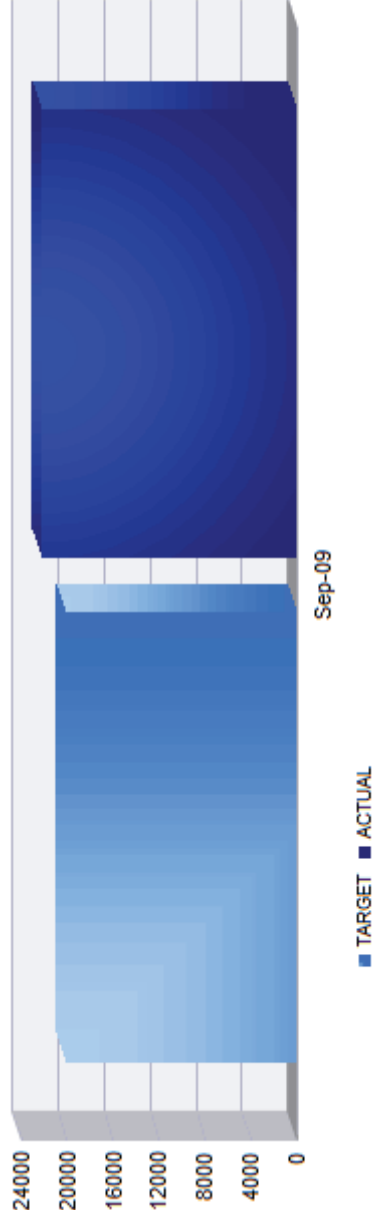
1.2.8 : Establish 9 Connexions Plus centres across the city from where integrated area teams can provide advice, guidance and support to young people.

Actions	DOT	Comments	By When	Lead Officer
1.2.8.1 : Number of young people accessing the new centres to increase over time from the current Connexions Plus footfall of approximately 500 per month		The footfall number has been increasing steadily since setting up Connexions Plus Centres across the city. Our target is to have 500 as an average number for 2009/10 to take account of seasonal variations. The current month footfall is 590.	Mar/2010	Philip Ward

Promoting enterprise and learning

Indicator	Target	Actual	Status
No.	20,115.00	22,213.00	
<p>Comments</p> <p>The percentage of the working age population (16-59 for females and 16-64 for males) who are claiming out of work benefits (unemployed people on Jobseekers Allowance, Lone Parents on Income Support, Incapacity Benefits customers, and others on income related benefits).</p> <p>Data reflecting the situation at the end of Q2 of 2009/10 will be released in March 2010. The latest result we have is a 4 quarter average up until March 2009 - 22,213 (08/09 target was 20,630)</p>			

NI152 The number of working age people claiming out of work benefits




1.3.1 : Monitor the success of the City Employment and Skills Steering Group in making progress against the CESP strategic priorities.


Actions	DOT	Comments	By	When	Lead Officer




1.3.1 : Monitor the success of the City Employment and Skills Steering Group in making progress against the CESP strategic priorities.

Actions	DOT	Comments	By When	Lead Officer
1.3.1.1 : Track and deliver against the 8 themes in the City Employment Skills action Plan and produce a mid-year progress report for CESSG in November		<p>A new CESP thematic Action plan has been produced. Members of the City Employment & Skills Steering Group signed a memorandum of Accord on the 1st October to reiterate their commitment to improving skills and employment opportunities in the city.</p> <p>Each organisation in the Steering Group has promised that the priorities agreed in the City Employment & Skills plan each year will form part of their business planning cycle and will be integral to their operating practices. Through the signing of the Accord each partner made a public declaration that they are prepared to engage in a new way of working.</p> <p>Theme leads of the CESP Action Plan have established good working relationships with the action leads of their theme and will update the CESSG on any successes /issues of their theme in the next CESSG meeting on 19 November. A mid year progress report will be available by the next CESSG meeting.</p>	Mar/2010	Cheryl Finella
1.3.2 : Breakthrough Programme, which assists workless city residents back into the labour market				
Actions	DOT	Comments	By When	Lead Officer


1.3.2 : Breakthrough Programme, which assists workless city residents back into the labour market


Actions	DOT	Comments	By When	Lead Officer
1.3.2.1 : 'Breakthrough Programme' to see 300 workless residents engaged, of which: - 60 to secure work placements, - 50 to secure employment, - 50 to partake in volunteering - 125 gain access to education and training		<p>The project continues its successful delivery for a second year.</p> <p>The project is on schedule with all the elements of the delivery plan, is over performing and is expected to achieve all of its targets by the end of March 2010.</p> <p>More specifically in the period Apr - Sep 09 the project engaged 159 unemployed residents (against a target of 80 for this period) of whom;</p> <ul style="list-style-type: none"> • 20 have moved into employment (against a target of 10) • 9 into volunteering (against a target of 10) • 29 into further education or training (against a target of 25). <p>In addition 9 residents successfully completed work experience placements whereas 2 are expected to start a work experience placement soon. The target of work experience placements for this period was 10.</p>	Mar/2010	Angela Gaitani

1.3.3 : Part-fund, support and monitor delivery of the Futures Programme


Actions	DOT	Comments	By When	Lead Officer
1.3.3.1 : 'Futures Programme'		<p>The second year of the Tourism Futures Pre-Employment Training (PET) programme is currently under review due to changes in the local delivery of Welfare to Work Programmes. A decision will be made by the end of November since one of the main elements of the project is the after care support provided to individuals through the training provider's Welfare to Work programmes.</p>	Jul/2010	Angela Gaitani

1.3.4 : Fully-fund the Wired Sussex Internship Programme, offering graduates six weeks of work in the digital media sector

Actions	DOT	Comments	By When	Lead Officer
<p>1.3.4.1 : Wired Sussex Internship to deliver:</p> <ul style="list-style-type: none"> - 100 graduate internships - 1050 individuals given advice / assisted with the development of their skills base - 700 given careers advice on different roles 		<p>Wired Sussex continues the successful delivery of the Brighton Digital Media Internship Programme supported by the Economic Development Team. The programme aims to provide 100 short-term internships at a wide variety of games, web, software development, animation, TV, e-learning, music, film and advertising companies.</p> <p>The project has begun very well this year, meeting targets set for Q1 and Q2. The website for the Sussex Internship Programme was built and populated with information about differing types of job roles in media as well as specific information about the internship scheme and the internships on offer in the first tranche of the scheme. 560 individuals have been assisted in the development of their skills directly, whereas 6372 have received information through the website. The first 40 companies taking part in the scheme were sourced and provided with support and advice on a 1-2-1 basis.</p> <p>The 40 internships were marketing widely and there were 560 applications for them, and all applications were assessed with approximately 125 applicants shortlisted to interview stage. 40 interns were subsequently selected. Of these, 36 have now commenced their internships and 4 had to withdraw at short notice due to personal issues. These 4 internships will be now incorporated into the second tranche.</p> <p>All interns took part in the Wired Sussex 2 day training course which included sessions on presentations and communication skills, production management for media, networking for business and writing skills for media.</p>	Oct/2010	Angela Gaitani


1.3.4 : Fully-fund the Wired Sussex Internship Programme, offering graduates six weeks of work in the digital media sector			
Actions	DOT	Comments	By When Lead Officer
		The project is expected to finish in October 2010.	
1.3.5 : Map the profile of the city's available employment space			
Actions	DOT	Comments	By When Lead Officer
1.3.5.1 : Deliver year one of the Business Retention and Inward Investment (BRII) Strategy and update the commercial property database.		Work is underway in improving the quality of the commercial property database to both external users and also internally as a monitoring and management tool. BRII Action Plan has been produced and agreed by the BRII Board and Officer Working Group - Work is well underway in delivering against this action plan.	Mar/2010 Andy Glover
1.3.6 : Part-fund the Housing Benefit "Back to Work" Project, which provides discretionary payments to support benefit claimants in making the transition to employment			
Actions	DOT	Comments	By When Lead Officer

1.3.6 : Part-fund the Housing Benefit “Back to Work” Project, which provides discretionary payments to support benefit claimants in making the transition to employment

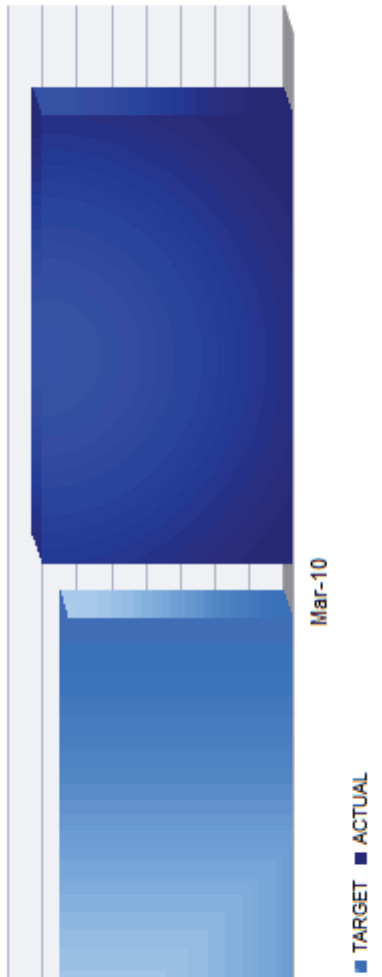
Actions	DOT	Comments	By When	Lead Officer
1.3.6.1 : 'Back to work project'		<p>The project helps people receiving benefits with their movement into work. A Discretionary Housing Payment (DHP) covers part of the shortfall between Housing Benefit and rent liability to assist individuals with their transition into work. This payment is in addition to Housing and Council Tax Benefit that individuals may be receiving. The amount and duration of Discretionary Housing Payment is determined on an individual basis.</p> <p>The project has had 29 applications for DHPs during the year, against a target of 40. The project will continue until it reaches the target of 40.</p> <p>The recession has been the biggest problem in achieving its targets. Far more people have been losing jobs, rather than going into employment. Project managers try to make sure that the payments are made where there is a good chance of sustained employment, rather than a short-term offer of work in order to make better use of the money.</p> <p>The project is expected to achieve its targets by the end of the calendar year.</p> <p>The project is expected to continue after CESSG funding finishes. Future funding opportunities are currently been addressed. The Housing Benefits team will continue to work with JCP, RBLI & A4E to identify people that could benefit from a DHP.</p>	Mar/2010	Angela Gaitani



Promoting enterprise and learning


Indicator	Target	Actual	Status
No.	65.00	72.80	
<p>Comments The number of new business registrations for VAT and PAYE per 10,000 resident population aged 16 and above. Result is 2007 data. 2008 data will be released in Nov/Dec 2009. 08/09 target was 71.8.</p>			

NI171 - New business registration rate per 10,000 of the population (VAT and PAYE)




Category	Value
TARGET	65.00
ACTUAL	72.80

1.5.1 : Develop the city's business offer in order to attract more investment from external companies

Actions	DOT	Comments	By When	Lead Officer
1.5.1.1 : Deliver the action plan for the first year of the Business Retention and Inward Investment Strategy		Action Plan has been produced and agreed by the BR11 Board and Officer Working Group Work is well underway in delivering against this action plan	Mar/2010	Andy Glover

1.5.2 : Assist businesses in finding suitable commercial premises in the city

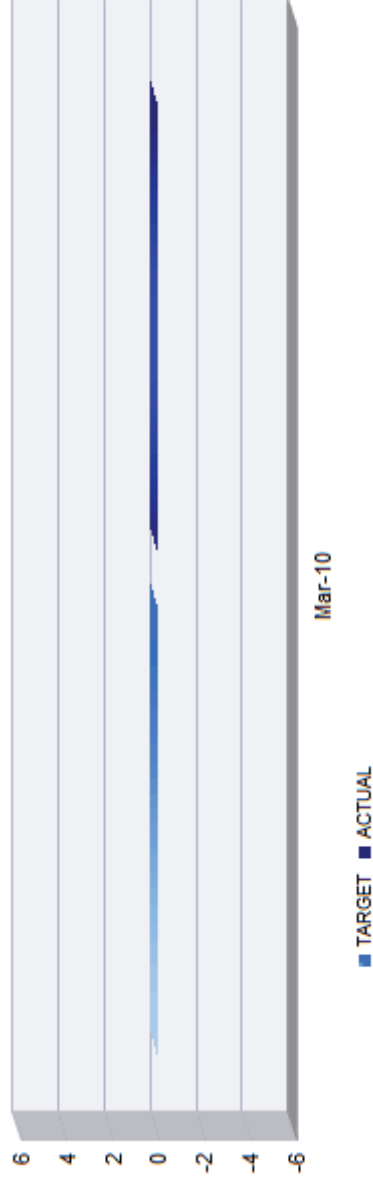
Actions	DOT	Comments	By When	Lead Officer
1.5.2.1 : Develop the commercial property database to enhance its appearance and make it more user-friendly and helpful for businesses.		As part of the BR11 Action Plan one of the key actions is to refresh and improve the quality and performance of the Commercial Property Database. The supplier has met with the city council and prepared a specification for the improvements. This has been considered and approved by the Officer Working Group and work is now underway in improving the database	Mar/2010	Andy Glover



Promoting enterprise and learning

Indicator	Target	Actual	Status
%			
<p>Comments</p> <p>No data, this indicator is based on the targets within the delivery plan.</p> <p>Lead architects have been confirmed for the development of the Brighton Centre and appointments for other members of the design team have been made by Standard Life in Mid October. Target date for identifying and defining a viable scheme is estimated in July 2010.</p>			

L 01 - Progress towards the development of the Brighton Centre





1.6.1 : To agree a Funding Strategy with Standard Life

Actions	DOT	Comments	By When	Lead Officer
1.6.1.1 : Exchange and execution of Heads of Terms with Standard Life Investments		Heads of terms exchanged and executed on 22 Dec 08	Mar/2010	David Fleming

1.6.2 : Initiate the procurement process to appoint a professional development team

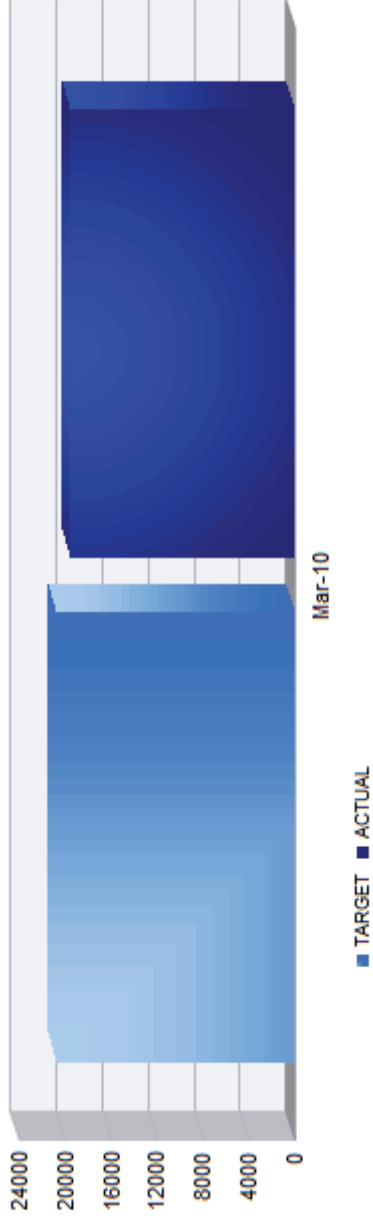
Actions	DOT	Comments	By When	Lead Officer
1.6.2.1 : Issue the OJEU Notice		Contract notice despatched 13 Jan 09	Mar/2010	David Fleming

1.6.2 : Initiate the procurement process to appoint a professional development team

Actions	DOT	Comments	By When	Lead Officer
1.6.2.2 : Appointment of Lead Architect and Design Team		'Make' architectural team have been appointed as lead consultant of the coveted design competition for the development of the Brighton Conference Centre site - 27 July. Appointments for other members of the Design Team made by Standard Life in mid October. Confirmation expected 28 October for Planning Consultancy, Structural Engineers, Quantity Surveying and Mechanical, Electrical and Sustainability.	Mar/2010	David Fleming
1.6.3 : To identify and define a viable scheme				
Actions	DOT	Comments	By When	Lead Officer
1.6.3.1 : Completion of the first stage feasibility study and design		Target date for completion will be six months after full compliment of the above design team is established – at the earliest. Current 6 month estimate is July 2010.	Jul/2010	David Fleming

Promoting enterprise and learning


Indicator	Target	Actual	Status
£	20,760.00	19,477.00	
<p>Comments GVA is a measure of the value of the local economy. Gross Value Added sums the added value of all goods and services produced in Brighton & Hove and divides this by the total population of the area. A relatively high GVA per head indicates that the local economy is healthy and productive. Baseline - 18,833 (2005 data). The result relates to 2006 data - the latest available. 08/09 target was 20,185.</p>			



1.7.1 : Part-fund the City Business Clinics offered, offered by Business Link to local SMEs that are more than two years old				
Actions	DOT	Comments	By When	Lead Officer
1.7.1.1 : Business Link - 100 business clinic slots filled (2 year project)		<p>City Business Clinic slots were increased to 16 per month from February to June as part of the Business Lifebelt programme. 49 clinics were filled during this time period, meaning that 49 local businesses received intensive support during the recession as a result of the project.</p> <p>Clinic slots have now been reduced to eight per month for the new two year programme, but have the capacity to increase with demand at no extra cost. The two year target for filled business clinic slots is 100, which will be achieved through a variety of partnership marketing and promotional activity. Project commenced in August 2009 and will end in July 2011.</p>	Mar/2011	Rob Dawson




1.7.2 : Provide funding to support the Brighton & Hove Chamber of Commerce in offering expanded services to new and existing members

Actions	DOT	Comments	By When	Lead Officer
1.7.2.1 : Chamber of Commerce - 33 business training events and training sessions to target 1500 businesses between April 2009 and March 2010. Year-on-year increase to web traffic and resources section added to website in order to signpost local businesses to relevant support.		The Chamber of Commerce has already exceed it's target of businesses supported and events held for the year due to the addition of Business Lifebelt events to its core functions. The new Chamber website is reporting increased traffic, new live updates and a resources section for businesses and partners.	Mar/2010	Rob Dawson

1.7.3 : Ensure B&H benefits for the new SEEDA funded Innovation & Growth Teams (IGT) to be established in 2009

Actions	DOT	Comments	By When	Lead Officer
1.7.3.1 : SEEDA funded Innovation and Growth Teams - Brighton & Hove actively involved in the preparation of the business plan for the city.		The Brighton & Hove and East Sussex Innovation and Growth Team bid was submitted by partners to Seeda in August 2009. Amendments to the plan have been made after a positive feedback session with Seeda, and the next step is to have the business plan fully approved and endorsed by the end of November 2009. Recruitment of the Innovation and Growth Team Director will take place by the end of the year, and the team is forecast to be operational by February 2010.	Mar/2010	Rob Dawson
1.7.3.2 : Meaningful presence of SEEDA Innovation Growth Team established in the city		The new IGT will operate in East Sussex and Brighton & Hove, meaning many delivery partners are stake-holders and in some cases will be working together for the first time. Given the complex project development process, SEEDA has been receptive to the delivery partners' ambition for the new IGT, and it is anticipated that the team will be established and operating in early 2010.	Mar/2010	Rob Dawson

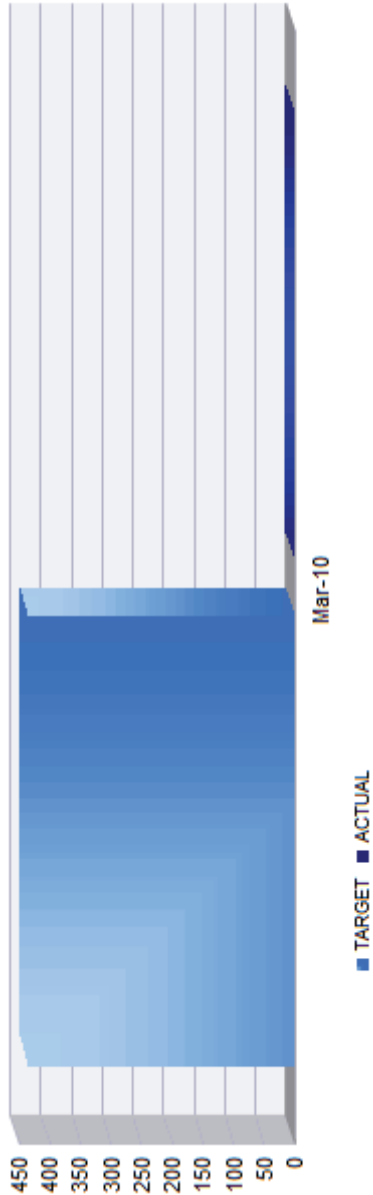
1.7.4 : Business Lifebelt project

Actions	DOT	Comments	By When	Lead Officer
1.7.4.1 : 764 businesses supported over the lifetime of the project		Business Lifebelt Phase 1 complete. 1,400 businesses have already been supported in this time period through the Business Lifebelt programme (500 of which were intensive interventions), scoring over 90% satisfaction in the process. Phase 2 of Business Lifebelt set to start in January 2010.	Oct/2009	Rob Dawson

Promoting enterprise and learning

Indicator	Target	Actual	Status
£	434.20		
<p>Comments</p> <p>The model results for 2007 do not accord with locally obtained data and indeed source data for the model. An alternative model for measurement is being explored currently with Tourism South East. Judgements against progress should be made against the local targets in the delivery plan for Improving the Visitor Economy.</p> <p>In summary, the picture is looking positive. The number of unique web visitors to www.visitbrighton.com is growing, the number of accommodation bookings through VisitBrighton is set to exceed its target and the number of VisitBrighton Partners has exceeded its annual target already. Disappointingly the bid for the Labour Party Conference was not successful and this has reduced the likelihood of achieving £63m of direct economic benefit from conference bookings in 09/10, however the city continues to secure new events including the Conservative Party Spring Forum and likely annual economic contribution will be in the region of £45m.</p>			




L 04 - Improve the visitor economy (£ million)



1.9.1 : Value of conferences won			
Actions	DOT	Comments	By When Lead Officer
1.9.1.1 : Achieve £63m of direct economic benefit (DEB) from conference bookings in the period 1 April 2009 – 31 March 2010		From 1 Apr 09 – 30 Sept 09 we have confirmed 17 conferences with direct economic benefit of £25.48m.	Mar/2010 Julia Gallagher
1.9.2 : Number of partners of Visit Brighton			
Actions	DOT	Comments	By When Lead Officer
1.9.2.1 : Achieve 325 VisitBrighton Partners by 31 March 2010.		Achieved 306 Partners from April 09 - 21 September 09	Mar/2010 Suzanne Mantell

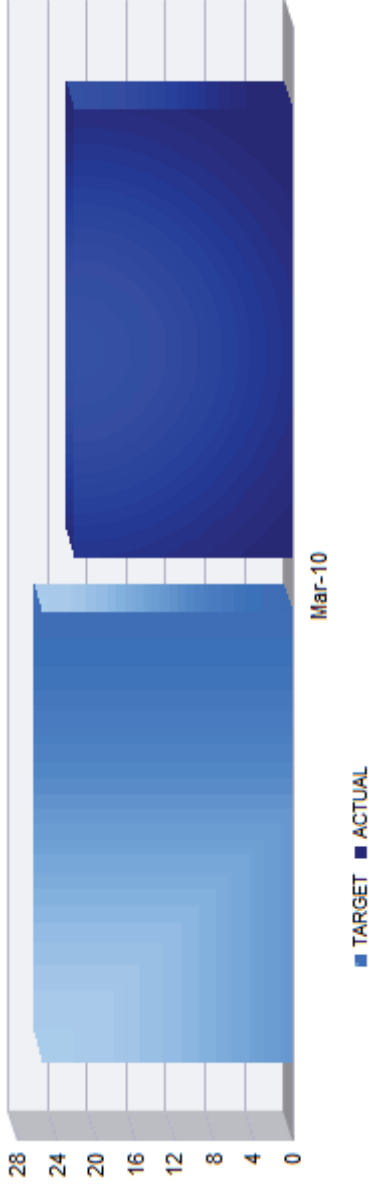


1.9.3 : Web traffic and/or equivalent advertising spend or PR

Actions	DOT	Comments	By When	Lead Officer
1.9.3.1 : Achieve 1 million unique web visitors in the period 1 April 2009 – 31 March 2010 to www.visitbrighton.com		The www.visitbrighton.com site has received 416,539 unique web visitors in the period 1 April – 31 August.	Mar/2010	John Carmichael
1.9.3.2 : Achieve 2,000 accommodation bookings made through VisitBrighton in the period 1 April 2009 – 31 March 2010		VisitBrighton has made 1,272 accommodation bookings in the period 1 April – 31 August	Mar/2010	John Carmichael
1.9.3.3 : Achieve media coverage with an Equivalent Value Advertising (EVA) of £2million for the period 1 April 2009 – 31 March 2010		Media coverage with a EVA of £1.1 million achieved for the period 1 April – 15 Sept.	Mar/2010	John Carmichael

Strengthening communities and involving people



Indicator	Target	Actual	Status
%	25.40	22.10	
<p>Comments</p> <p>This figure reflects the percentage of the adult population participating in sport or active recreation for at least 30 minutes on 3 days per week.</p> <p>The result is an Interim figure taken from supplementary data for surveys collected between April 08 to Apr 09.</p> <p>Actual result taken from the Active People Survey will be available in Dec 09.</p> <p>The target is the baseline result achieved in 2005.</p>			




4.5.1 : Raise the profile of Sport & Leisure opportunities and services.

Actions	DOT	Comments	By When	Lead Officer
4.5.1.1 : Maintain and develop the City Sports & Physical Activity Strategic group to champion sport and provide a strategic overview for facilities and provision in the City.		A review of current facility development and proposals including BSF took place and community usage, student need and clubs development capacity issues were highlighted. The group will review the Strategy and action plan.	Mar/2010	Jan Sutherland
4.5.1.2 : Deliver the City Sports Awards to reward and recognise talented athlete's coaches, volunteers and clubs.		Seven Award categories have been agreed and nomination packs have been distributed. Sponsorship funding has been sourced from DC Leisure and NHS Brighton & Hove and the Awards will include physical activity and be referred to as The City Sports & Physical Activity Awards.	Mar/2010	Jan Sutherland



4.5.1 : Raise the profile of Sport & Leisure opportunities and services.

Actions	DOT	Comments	By When	Lead Officer
4.5.1.3 : Deliver two Sports Forums to provide opportunities for clubs to network and receive information and advice.		Over 50 local clubs/organisations attended the forum at The Albion Study Support Centre and topics covered included club development, partner updates, TAKEPART, training and volunteering opportunities, 2012 activities and a consultation session on the structure of the forum. The 'Sports Wave', a quarterly newsletter is cool	Mar/2010	Jan Sutherland
4.5.1.4 : Establish an annual programme of sports and physical activity events that are profiled throughout the City.		The Special Olympics Team have competed Nationally and annual events have taken place including the London – Brighton Bike ride, the 2 week Brighton & Hove International Festival of Sport, TAKEPART & Paddle Around the Pier and White Air- the Extreme Sports Festival. Car Free Day has been supported as well as many other events.	Mar/2010	Jan Sutherland


4.5.2 : To effectively market and communicate sporting and Physical Activity Opportunities in the City.

Actions	DOT	Comments	By When	Lead Officer
4.5.2.1 : Promote sports participation opportunities across a range of formats.		Sport and Leisure opportunities promoted in a wide range of formats, including leaflets, press releases, posters and websites. The Active For Life on-line forum provides on going information and Sports Wave, a Sport & Leisure newsletter is produced and distributed quarterly. The Active For Life website has 420 clubs registered and receives over 6000 visits a month. The Active For Life Directories are distributed in partnership across the city including hospitals and GP surgeries.	Mar/2010	Jan Sutherland


4.5.2 : To effectively market and communicate sporting and Physical Activity Opportunities in the City.

Actions	DOT	Comments	By When	Lead Officer
4.5.2.2 : Provide sports and physical activities opportunities through events and taster sessions to maximise the marketing of sport and physical opportunities.		Provided taster activity sessions at events including the Choices Day for adults with a learning disability and, staff conferences. TAKEPART 2009 – Brighton & Hove's International Festival of Sport which is delivered over two weeks increased its exposure to local residents as 59,000 took part and involvement from over 200 clubs, associations and organisations.	Mar/2010	Jan Sutherland
4.5.2.3 : Promote National, Regional and local campaigns to drive local delivery.		The National 'Change For Life' and Lets Get Moving Campaign and the Cities, more people, more often' is being promoted on all promotional materials. 2012 branding is currently being developed.	Mar/2010	Jan Sutherland





4.5.2 : To effectively market and communicate sporting and Physical Activity Opportunities in the City.

Actions	DOT	Comments	By When	Lead Officer
4.5.2.4 : Develop an inspiring programme of activities leading up to the 2012 London Olympics and establish a legacy for the City.		<p>The 2012 Citywide Strategy Group formed to enable the continuation of a partnership approach in the development of a city wide 2012 programme of activities and events.</p> <p>Major activities during this period included:</p> <ul style="list-style-type: none"> • Launch of Personal Best, a programme of learning and training for young adults, hosted by Albion in the Community and participation in Open Weekend where 9 events were held in support of 2012 celebrations. • At a regional level continued support of a consortium of facilities looking to host pre-game training venues prior to the Olympic and Paralympics Games • At a local level, engagement with the city's sports clubs and partnership funding from the NHS and Dorothy Stringer Sports College TAKEPART has further developed <p>TAKEPART 2009 - The long term aim of the Festival is to get more people more active more often and increase participation levels in sport and physical activity, linking to 2012 activities</p> <p>TAKEPART aims to become the main 2012 legacy event for the City.</p> <p>Further scoping of the National Governing Bodies of sport is being carried out and how the NHS legacy plan is rolled out.</p>	Mar/2010	Jan Sutherland





4.5.3 : Increase participation in sport and physical activity to improve the health of our residents.

Actions	DOT	Comments	By When	Lead Officer
4.5.3.1 : With key partners develop the review the Healthy City Partnership and the Healthy City Status.		<p>A review of the role of the Healthy Partnership has taken place and sub groups have been identified. The Healthy City status has been evaluated and a strategy to apply for 2011/2012 has been agreed.</p>	Mar/2010	Jan Sutherland



4.5.3 : Increase participation in sport and physical activity to improve the health of our residents.

Actions	DOT	Comments	By When	Lead Officer
4.5.3.10 : Increase participation levels by 1% across the contracted leisure facilities through the identification & implementation of key initiatives develop links with other leisure providers.		The leisure centre usage shows participation levels across the contract as a whole are on target to achieve the 1% increase on last years figures. The leisure providers have developed programmes with key partners.	Mar/2010	Jan Sutherland
4.5.3.11 : To promote existing Council facilities and sites and develop programmes.		The Councils golf facilities have been reviewed and contractors are currently in the process of submitting tenders. Facility improvement is being carried out at the King Alfred.	Mar/2010	Jan Sutherland
4.5.3.2 : In partnership with the NHS develop a weight management group to support and deliver healthy living programmes.		Two meetings have taken place been delivered, reporting templates established and a monitoring evaluation framework is being created. Family activity programmes are being developed as well as the roll out of the Shape Up programme.	Mar/2010	Jan Sutherland
4.5.3.3 : To further develop the City Health Walk Scheme.		The Health walks Scheme, Winner of the Health & Wellbeing category at the inaugural Public Sector Excellence Awards aims to encourage people particularly those who take little exercise to do regular short walks in their local communities. The scheme continues to develop with participation levels increasing and continuing evidence that walks are being accessed by people with chronic health conditions, disabilities and low activity levels. Two additional walks have been added to the Led Healthwalks programme, which now offers 16 weekly walks led by a core team of 50 volunteers.400 new walkers have walked since April and a new Multicultural Women's Group walk and been developed. Further partnership working with Active for Life including 3 'Soup & Stomp' events in Moulsecomb, Hollingdean and Portslade.	Mar/2010	Jan Sutherland



4.5.3 : Increase participation in sport and physical activity to improve the health of our residents.

Actions	DOT	Comments	By When	Lead Officer
4.5.3.4 : Develop the 'Step To It' Project to encourage adults with a learning disability to take part in the Healthwalks scheme.		Partnership funding through the NHS employs the Healthwalks volunteer co-ordinator to deliver the 'Step to it' Campaign pilot.	Mar/2010	Jan Sutherland
4.5.3.5 : Implementation of the DMC S Free swimming programme across the City.		In partnership with the NHS, ASA & DC Leisure the free swimming initiative has seen over 13,000 people register and over 47,000 free swimming sessions taken up. A steering group meeting has been developed and a member from the steering group attends the City weight management group. Monthly reports are submitted to Sport England and partners. Sport England Funding for capital improvement to St Luke's Pool has been sourced and improvements to the changing facilities are planned.	Mar/2010	Jan Sutherland
4.5.3.6 : Provide free water confidence courses in the city for targeted groups.		Funding has been sourced to pilot water confidence course programmes and participants are being identified through the Active For Life Officers.	Mar/2010	Jan Sutherland
4.5.3.7 : In partnership with the NHS and the Healthy Living Centre support and deliver the Active Living Exercise on Prescription scheme.		The Exercise Referral scheme is for patients who are currently inactive, at low or medium risk of chronic health conditions and have a desire to get more active. At a referral appointment, the nurse helps each patient to choose an activity that best suits their needs and lifestyle. The activity provider receives a copy of the referral form. The patient can choose from a wide range of activities at no or very low cost, and take part for up to 3 months. The nurse provides ongoing support during that time and carries out an interview with the patient at the end. Health walks, cycling lessons, swimming, Rosemary Conley fitness classes, As well as more traditional gym based activity. The idea is to find the activity that best suits each patient.	Mar/2010	Jan Sutherland




4.5.3 : Increase participation in sport and physical activity to improve the health of our residents.

Actions	DOT	Comments	By When	Lead Officer
4.5.3.8 : Develop the Health trainers scheme to support behaviour change and sign post residents to sport and physical activity provision.		15 Health trainers recruited and the completing Behaviour Change Course and City & Guilds training.	Mar/2010	Jan Sutherland
4.5.3.9 : Support the delivery of sport and physical activity interventions within the Council and other employees improve health.		The Sussex Active and Healthy workplace initiative has provided employees the opportunity to take part in volleyball, baseball and basketball. The Councils wellbeing team have co-ordinated weekly tai chi and yoga sessions and are carrying out health checks for men over 40. Signposting to existing opportunities takes place.	Mar/2010	Jan Sutherland

4.5.4 : To promote and provide sports and physical activity opportunities address inequalities in participation.

Actions	DOT	Comments	By When	Lead Officer
4.5.4.1 : CHALLENGE: To further deliver and develop sustainable sports and physical activity programmes in areas of inequality within the City and		Funded in partnership with the NHS the Active for Life project works within, and engages communities exhibiting some of the highest indexes of health inequality and social deprivation in the city. The project provides local sport and physical opportunities, links to clubs, volunteering opportunities, training and support. 600 residents have engaged in activities through the project since April 2009. An audit and mapping of provision has been carried out by to identify delivery gaps and ensure that resources are maximised.	Mar/2010	Jan Sutherland
4.5.4.2 : To develop and deliver sustainable sports and physical activity programmes in Queens Park and Craven Vale.		Linked to the Active For Life project funding Active For Life Wellbeing Project has been secured from the Big Lottery until July 2011 to employ one full the Active For Life Officer to develop sustainable sports and physical activity opportunities.	Mar/2010	Jan Sutherland


4.5.4 : To promote and provide sports and physical activity opportunities address inequalities in participation.

Actions	DOT	Comments	By When	Lead Officer
4.5.4.3 : Develop and deliver sustainable sports and physical activity programmes in the East of the City.		In partnership with the Healthy Living Centre and the NHS support and develop the Active East Brighton Sports Project. The team provides local affordable opportunities and link into the Healthy Living prescription. The team co-ordinate programmes and events, including a women Bangladeshi gentle exercise session and the TAKEPART local event at East Brighton park.	Mar/2010	Jan Sutherland
4.5.4.4 : Deliver community development sessions and events for low participation groups.		Activities and events have been organised for targeted groups including Weekly mini tennis sessions, boccia tournaments in sheltered houses and monthly short mat bowls league for older people. Women's activity and swimming sessions and events such as the Race For Life.	Mar/2010	Jan Sutherland
4.5.4.5 : To further develop Disability Sport within the City.		Attendance at the Countywide Disability working group to develop a strategy for disability sport. A Reaching Communities bid has been submitted for a Disability Officer and Coaching Disability Officer for the County. Attendance at 'Taking Part' group to develop leisure opportunities for adults with a disability. Working in partnership with Amaze to further develop the Compass Leisure card, an audit of provision and a coaching database for disability.	Mar/2010	Jan Sutherland


4.5.5 : To develop and maintain the sport & physical workforce within the City.

Actions	DOT	Comments	By When	Lead Officer
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4.5.5 : To develop and maintain the sport & physical workforce within the City.

Actions	DOT	Comments	By When	Lead Officer
4.5.5.1 : To develop a volunteering scheme for sport and Physical activity provision in the City.		<p>Attended Citywide Volunteering Strategy steering group meeting for the development of first volunteering strategy for Brighton & Hove City, representing sport and physical activity interests</p> <p>The volunteer scheme has been developed and is being delivered. The volunteer and coach database continues to grow. Coaches, clubs and volunteers will be given recognition for their contribution to sport at the City Sports Awards.</p>	Mar/2010	Jan Sutherland

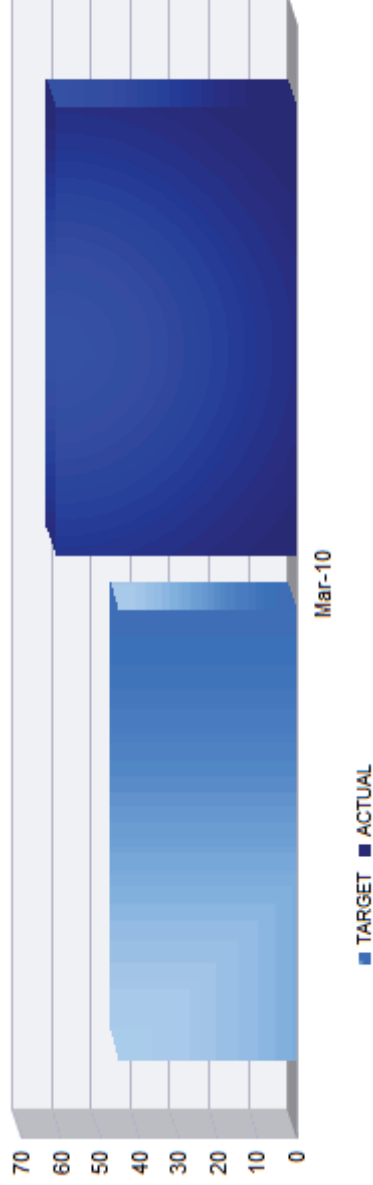
4.5.6 : To raise awareness and provide support of funding opportunities to sustain and enhance sports provision in the City.

Actions	DOT	Comments	By When	Lead Officer
4.5.6.1 : To provide support, advice to clubs and groups to ensure sustainability.		<p>Ten TAKEPART grants were distributed to clubs to increase participation.</p> <p>Partnership sponsorship funding sourced for Sports Awards and the City Sports and Physical Activity grants were launched for individuals and clubs. The Active For Life Project was granted funding to continue to develop opportunities in areas of high deprivation. Applications for external funding have been submitted for disability work, TAKEPART and skatepark development.</p>	Mar/2010	Jan Sutherland

Strengthening communities and involving people

Indicator	Target	Actual	Status
%	45.20	61.20	
<p>Comments</p> <p>Result from Active People Survey 2 (surveys conducted between April-October 08), Brighton & Hove has a current engagement level of 61.2%, the highest level nationally outside London and the highest of all of the 24 Local Authorities that selected NI 11 within their LAA's. As this was the baseline year the target of 45.2% refers to the National result achieved.</p> <p>Since the release of this data, supplementary data has been released to give a sense of progress - this data is not presented as it does not provide a reliable assessment of progress. It can be noted however, that results appear to be around the same level. The target for the end of the agreement (10/11) will be 64.2%.</p>			

NI011 - Engagement in the Arts




4.6.1 : Fund and work with the Brighton Dome and Festival (BDFL)


Actions	By When	Lead Officer
DOT	Comments	




4.6.1 : Fund and work with the Brighton Dome and Festival (BDFL)

Actions	DOT	Comments	By When	Lead Officer
4.6.1.1 : Attendance at board meetings and monitoring meetings <ul style="list-style-type: none"> • Closer partnership working • Develop a new agreement and PI evaluation framework in line with NI 11 		<p>Paula Murray attends quarterly BFDL Board meetings plus monthly meetings with the chief executive.</p> <p>Donna Close continues to work in an advisory role on outdoor programme development as part of the support of the city council for the free elements of the Festival programme and represents the festival in two consortia Without Walls and ZEPA.</p> <p>The new PI framework will be negotiated and in place by Q4 of 09/10.</p> <p>An analysis of the audience for the free events in May 09 was commissioned to illustrate the contribution the BDFL make to achieving NI 11 targets</p>	Mar/2010	Donna Close

4.6.2 : Provide community development support to groups running community festivals and fun days and community based arts activities



Actions	DOT	Comments	By When	Lead Officer
4.6.2.1 : Community Development - Grant appraisals		<p>3 rounds of annual grants now completed in conjunction with the Grants Team. The last deadline was early October with appraisals due for November and priority will continue to be given for projects and groups that contribute to NI 11 targets.</p> <p>A total of 14 arts projects and arts organisations were supported through Arts partnership and Grants for Smaller Organisations. In addition a further 14 community festivals were awarded funding through the Community Festivals Fund</p>	Mar/2010	Donna Close

4.6.3 : Provide development support, advice and funding to Key 3 year funded arts organisations, annual grant aided organisations including those in receipt of Arts Partnership Awards, arts festivals in the city


Actions	DOT	Comments	By When	Lead Officer
4.6.3.1 : Grant appraisals & annual monitoring reports and visits. New PI evaluation framework to be developed and implemented		<p>We are in year 2 of the 3 year funding cycle with 8 strategic organisation's sharing £150,000 per annum. The applications are currently being appraised and a decision will be made at the December cabinet meeting. Officer's have had a minimum of 2 meetings with each of these organisation's each year. The new PI evaluation framework will be delivered in Q4 of the 2009/10 investment round. We have secured investment and development in the city's' festivals through leading on a Festivals Clusters initiative supported by SEEDA and ACE. This initiative has impacted positively on our Spring and Autumn Festival Clusters raising their profile nationally and internationally. a report will be complete by the end of Q3</p>	Mar/2010	Donna Close

4.6.4 : To support and develop targeted initiatives increasing access to arts activity and participation such as the White Nigts initiative (free entry and entertainment at Brighton Museum and Royal Pavillion until midnight once a year)


Actions	DOT	Comments	By When	Lead Officer

4.6.4 : To support and develop targeted initiatives increasing access to arts activity and participation such as the White Nigts initiative (free entry and entertainment at Brighton Museum and Royal Pavillion until midnight once a year)			
Actions	DOT	Comments	By When Lead Officer
<p>4.6.4.1 : •Delivery of White Night (free entry and entertainment at Brighton Museum and the Royal Pavillion until midnight once a year)</p> <p>•Develop economic and social indicators to evaluate broader impact of White Night</p>		<p>First White Night successfully delivered on 25 October 2008. An estimated 15,000 people attended the free events in 13 venues and outdoors. There was a wide age range from 1 to 70. 45000 attended the events in the Library, 2592 the Museum and 1232 at the Pavillion.</p> <p>The festival contributed to the city being awarded beacon status for managing the night time economy.</p> <p>Second White Night due to be delivered on 24 October 2009 with twice as many venues and events involved and collaborations with 4 other annual festivals. A new learning starned will target hands-on cultural activity in line with NI 11 objectives.</p>	Mar/2010 Donna Close
4.6.5 : Supporting marketing initiatives in the cultural sector - particularly those that seek to break down barriers to participation and attendance			
Actions	DOT	Comments	By When Lead Officer
<p>4.6.5.1 : • Attendance at Audiences meeting</p> <p>• Attendance at ACE NI11 meetings</p> <p>• Development of new PI evaluation framework working with ACE, GOSE and AMH</p> <p>• Development of 'soft' evaluation indicators</p>		<p>Three meetings have taken place at ACE with other local authorities in the region that have selected NI11 to explore shared NI11 initiatives across the region.</p> <p>Successful seminar took palce led by Audiences South that explained NI 11 to our cultural partners. We are now working with Sussex Arts Marketing to develop targeted initiatives aimed at increasing engagement and sharing and developing new audiences amongst the cultural sector.</p>	Mar/2010 Donna Close
4.6.6 : Develop and deliver a range of participatory public arts projects funded via the councils Percent for Art Policy			
Actions	DOT	Comments	By When Lead Officer

4.6.6 : Develop and deliver a range of participatory public arts projects funded via the councils Percent for Art Policy

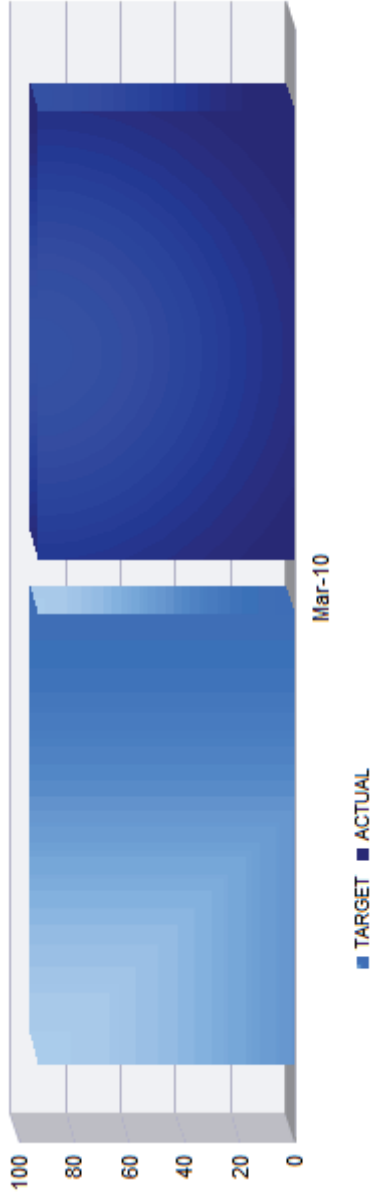
Actions	DOT	Comments	By When	Lead Officer
4.6.6.1 : Delivery of participatory public arts projects (5 per annum)		<p>Pankhurst Av Photography Project – Completed in March 2009 with 100 residents participating.</p> <p>Hollingbury Infant School & Downs Junior School Projects - Completed in June / July 2009. The celebrations event attracted 200 family members</p> <p>Myth of London Road - Very successful public art project led by Useful Arts and targeted at non and low arts attenders. 500 people entered the competition and a minimum of 600 audience members. The project also had 20 participants for a 2 day workshop. Additional workshops were run at Oasis and Recovery project.</p>	Mar/2010	Donna Close

4.6.7 : Collaborating on joint agendas with colleagues in other sectors to incorporate arts element to those such as the Journey On transport campaign and the work with the Drugs and Alcohol Action Team

Actions	DOT	Comments	By When	Lead Officer
4.6.7.1 : Input into at least 4 events annually (2008: Children's festival, Car Free Day, White Night)		<p>Delivered an aspect of White Night with Creative Future to engage with homeless and marginalised artists for the second year running and including taking them to our sister festival in France</p> <p>White Night also has joint projects planned with colleagues in road safety, safety in the community and sustainable transport.</p> <p>Car Free Day joint working to broaden the events (Sept 09)</p> <p>Useful Arts (service user led organisation) Myth of London Road</p> <p>new event called The Book and The Rose led by colleagues in Policy delivered April 2009</p> <p>Aqua festival planned collaborations with YMCA for March 2010</p>	Mar/2010	Donna Close

Strengthening communities and involving people

L 21 - Community engagement in local libraries



Indicator	Target	Actual	Status
%	93.00	92.85	

Comments
Progress against this local indicator is judged by the local targets selected in the LAA delivery plan (see plan for details).

Based on the % completion rates in the performance targets set, Libraries achieved 93% of the targets set for 2008-09 - this has been set as the target for the completion of 09/10 targets. A judgement against progress at mid year is based on the number of activities on-track or judged to be on track by the end of the year (green and amber).



4.7.1 : Increase use of public libraries – visits

Actions	DOT	Comments	By When	Lead Officer
4.7.1.1 : Achieve 1.836 million visits in 2009-10		Progress to Q2, September 2009: Total visits this year are 943,375, which means we are on target to achieve are end of year target of 1.8 million visits.	Mar/2010	Sally McMahon
4.7.1.2 : Achieve 1.47 million issues in 2009-10		Progress to Q2, September 2009: 672,968 issues so far, so slightly under target. However, there is a seasonal lull in issues over the summer holidays, and issues usually pick up once the new academic term starts in September/October, so the gap may be closed in the last 6 months of the year.	Mar/2010	Sally McMahon


4.7.2 : Improve access to information and learning through the provision of free ICT access in public libraries

Actions	DOT	Comments	By When	Lead Officer
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4.7.2 : Improve access to information and learning through the provision of free ICT access in public libraries

Actions	DOT	Comments	By When	Lead Officer
4.7.2.1 : Achieve 2.70 million virtual visits (website visits) in 2009-10		Progress to Q1, June 2009: 624,367 virtual visits to end of June, which would result in an end of year figure of 2.5 million. Although this is slightly below the set target, BHCC has the 4th highest virtual visits of any authority in the country (only Norfolk, Kent, Essex and Sheffield scored higher) in the CIPFA 2007-08 results, so we are confident that we are still one of the highest performing authorities in the country, based on this projected performance.	Mar/2010	Sally McMahon
4.7.2.2 : Increase the percentage of take up of available ICT time in libraries to 50%		Progress to end of Q2, Sept 2009: Current performance is at 45%. This is better than last year, but the take up time is lower than anticipated, due to peaks and troughs in demand for access.	Mar/2010	Sally McMahon

4.7.3 : Increase the range and number of new items added to Libraries stock

Actions	DOT	Comments	By When	Lead Officer
4.7.3.1 : Purchase 55,116 new items for stock in 2009-10		Progress to Q2, September 2009: 22,676 items bought for stock so far this year. Fewer books are published over the summer, with a boost in publication over the autumn period, so we expect our stock purchasing to increase in the 3rd quarter.	Mar/2010	Sally McMahon

4.7.4 : Increase the number new library members added

Actions	DOT	Comments	By When	Lead Officer
4.7.4.1 : Achieve 20,400 new members in 2009-10		Progress to Q2, September 2009: Current total of new members this year is 9,789. We are confident of reaching the target of 20,000 for the end of the year as we get more new members in the autumn due to the new academic year starting in September.	Mar/2010	Sally McMahon

4.7.5 : Increase the number of people participating in library run activities





Actions	DOT	Comments	By When	Lead Officer
4.7.5.1 : Achieve target of 38,000 people taking part in activities in libraries for 2009-10		Progress to Q2, September 2009: 18,566 participants in Libraries events so far this year. Regular activities such as Homework clubs and Baby Boogie cease over the summer, so we expect the numbers to reach are targets levels by the end of the year.	Mar/2010	Sally McMahon

4.7.6 : Improve satisfaction with libraries services

Actions	DOT	Comments	By When	Lead Officer
4.7.6.1 : Achieve 94% satisfaction rate with Libraries services from CIPFA survey of adult library users in October 2009.		Progress to Q2, September 2009: This survey is carried out every three years, and has just happened over two weeks in October this year. We will have the updated performance on satisfaction levels by the end of the year.	Mar/2010	Sally McMahon
4.7.6.2 : Achieve 90% satisfaction rate with libraries - Children		Progress to Q2, September 2009: This survey is carried out every three years, and our current performance taken from the survey carried out in 2007 is 91%. We have the second highest satisfaction levels in the country.	Mar/2010	Sally McMahon
4.7.6.3 : Achieve 77% satisfaction rate with computer facilities in the E-Plus CIPFA Survey in 2009		Progress to Q2, September 2009: This survey is carried out every three years, and our current performance taken from the survey carried out in 2008 is 77%.	Mar/2010	Sally McMahon

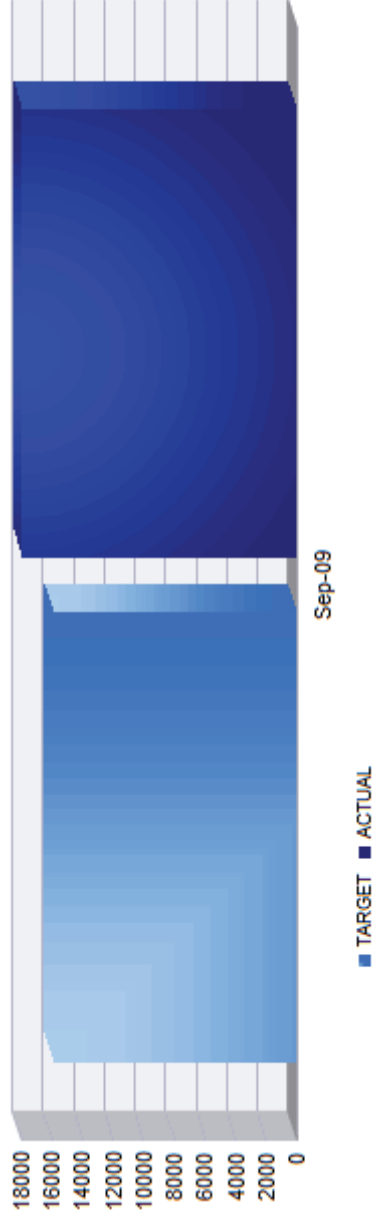
4.7.7 : Support children's learning

Actions	DOT	Comments	By When	Lead Officer
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4.7.7 : Support children's learning			
Actions	DOT	Comments	By When Lead Officer
4.7.7.1 : Improve take up of Bookstart packs for those aged 1-3 years olds for 2009-10		Progress to Q2, September 2009: Based on resident population figure for babies of 3088: Stage 1 (0-12 months) - 102% take up Stage 2 (18-30 months) - 78% take up Stage 3 (36-48 months) - 102% take up All increases on previous year.	Mar/2010 Sally McMahon
4.7.7.2 : Increase the percentage of children completing the Summer Reading Challenge to 40% for 2009.		The Summer Reading Game took place over the summer holidays, and the numbers completing the challenge increased from 37% last year to 39% this year. We participated in a national evaluation exercise with one of our local schools, which will look at the impact of participating in the game on children's reading. We will add the results of this evaluation to this report when we have this later in the year.	Mar/2010 Sally McMahon
4.7.7.3 : Increase the numbers of children attending Homework Clubs to 2,800 in 2009-10		Progress to Q2, September 2009: Cumulative total for April to September is 502 children. This is slightly down on last year, however this is because the Homework Clubs finished early at the end of last term, and they are only now getting underway for the new academic year.	Mar/2010 Sally McMahon
4.7.8 : Provide better health information and support in libraries			
Actions	DOT	Comments	By When Lead Officer
4.7.8.1 : Expand the Books on Prescription scheme		This target was completed last year. We are awaiting further evaluation information on the project from our health partners.	Mar/2010 Sally McMahon

Strengthening communities and involving people

L 22 - Number of school age children in organised school visits to museums			
Indicator	Target	Actual	Status
No.	15,862.98	17,880.00	
Comments			
<p>Target of 15,863 up until September 09 is a profiled target to take into account seasonal fluctuations of data (i.e. school holidays etc). It is expected that the rest of the target to make up the annual targeted figure of 45, 323 will be made up in the second part of this year.</p> <p>In 08/09 the target was 32,700 and the result was 40,023 so well achieved over target.</p>			



4.8.1 : Deliver the outreach programme which includes visits to school assemblies and development of outreach sessions

Actions	DOT	Comments	By When	Lead Officer
4.8.1.1 : Reach 8500 children through outreach sessions (including out of city)		Number of children reached 1898 (target for this period was 1870). New promotional material distributed September 2009	Mar/2010	Abigail Thomas
4.8.1.2 : Visits by 3480 young people aged 14-18 in formal education		898 up to Sept 09 so short of target for this period (1688).	Mar/2010	Abigail Thomas

4.8.2 : Engage very young children by delivering sessions to the early years (pre-school) age group

Actions	DOT	Comments	By When	Lead Officer

4.8.2 : Engage very young children by delivering sessions to the early years (pre-school) age group

Actions	DOT	Comments	By When	Lead Officer
4.8.2.1 : Reach 6146 children by delivering early years sessions - incs loan boxes, preschool & outreach		1,656 children reached up to September. Short of target for this period but high quality work undertaken for example in addition to delivering sessions across all Museum sites, in libraries & Children's centres work is being done to pilot training session for parents at Moulescombe Children's Centre and develop sessions with the Children's mental health centre in Hove	Mar/2010	Abigail Thomas

4.8.3 : Support teachers to use museums and museum objects in teaching.

Actions	DOT	Comments	By When	Lead Officer
4.8.3.1 : Train 36 teachers through Continuing Professional Development (CPD) sessions		1 cancelled CPD event but highly successful event held in early October 09 reaching 65 teachers	Mar/2010	Abigail Thomas
4.8.3.2 : Loan boxes of museum objects reaching 6500 children		Exceeded target for the period (3617 children)	Mar/2010	Abigail Thomas

4.8.4 : Work with LEA advisors to promote the service and link up with schools for projects & free workshops for temporary exhibitions (funded externally)

Actions	DOT	Comments	By When	Lead Officer
4.8.4.1 : Engage with 1500 children through temporary exhibitions		325 reached. Currently not achieved target for the period but we are expecting the majority of visits for 09/10 to take place during the Autumn term due to two curriculum linked exhibitions The Land Girls at Brighton Museum & War Stories at Hove Museum	Mar/2010	Abigail Thomas
4.8.4.2 : 5 new schools in Brighton & Hove visiting Museums i.e. who have not visited in the last two years		Schools approached expecting visits in Autumn/Spring terms	Mar/2010	Abigail Thomas

CULTURE, TOURISM AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Agenda Item 40

Brighton & Hove City Council

Subject:	Business Retention and Inward Investment Strategy and Implementation Plan - Update		
Date of Meeting:	23 November 2009		
Report of:	Director of Culture and Enterprise		
Contact Officer:	Name:	Andy Glover	Tel: 29-1093
	E-mail:	andy.glover@brighton-hove.gov.uk	
Key Decision:	No	Forward Plan No.	
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Business Retention and Inward Investment (BRII) Strategy and Implementation Plan was approved at the Enterprise, Employment and Major Projects Cabinet Member meeting on 23rd March. This Strategy sets out the framework for the city council to work with internal and external partners to safeguard and develop the economic base of the city; setting out actions to support and retain existing businesses and attract new ones to the city. This report presents an update on activities carried out in the first 6 months against the approved Implementation Plan.

2. RECOMMENDATIONS:

- 2.1 The Committee is recommended to consider the content of the report, and
- 2.2 Request further updates from the Director of Cultural Services on the actions contained within the Implementation Plan.

3. RELEVANT BACKGROUND INFORMATION

Background

- 3.1 The Implementation Plan as contained with the main Business Retention and Inward Investment Strategy sets out a number of activities for the successful delivery of the Strategy over the short, medium and long term. The short term activities cover the first 3 years of the Strategy and following on from this the internal Officer Working Group, charged with delivering the BRII has prepared a 1 year Action Plan for the first year.
- 3.2 The Action Plan is broken down into 7 key task areas with discrete actions underpinning each main task. This report will identify the main activities that have taken place during the first 6 months of the action plan under each key task heading.

1 – Marketing and Communications

- 3.3 The BRII has been launched to all the identified partners including the Economic Partnership, SEEDA, the city's commercial agents, Business Link and has also be launched on the council's web site.
- 3.4 A Welcome Pack has been prepared which is in the final stages of production which provides information to businesses that are already located in the city, businesses that are looking to move within the city and businesses considering Brighton & Hove as a business location. The Pack has been produced in such a way that it can be collated to meet the specific needs of the business enquiry.

2 – Investor Information

- 3.5 Research has been carried out to source the most appropriate database for information on investor information locally, regionally and nationally and after a series of tests of various databases, FDI Markets has been purchased and a member of the economic development team has been trained on how to use the database.

3 – Commercial Property

- 3.6 The current commercial property database which is managed by the economic development team in partnership with the commercial agents operating in the city has been reviewed and compared against comparator authorities. The provider of the database is currently making a number of significant changes to the database in line with the findings of the review and this will include a more effective monitoring and reporting system behind the database which will enable officers to track commercial space movement in a more robust manner. These improvements currently being tested by the database provider and are due to be launched on the councils web site at the end of November.

4 - Inward Investment

- 3.7 An Inward Investment Board has been formed as an early action and the representation comprises from the city council, the Economic Partnership, SEEDA, the two universities, City College and the commercial agents. This Board oversees the work of the Officer Working group and acts as 'ambassadors' when required for inward investment enquiries or hosting business events.
- 3.8 Inward investment enquiries previously have been handled in a reactive manner and information collated and provided when an enquiry is received. A generic report about the city and its benefits as a business location has been prepared and commercial property information is included at the end of the report to meet the property search requirements.

- 3.9 A sector specific workshop has been held with national, regional and local partners with regards to the handling of inward investment focusing on the digital media sector.
- 3.10 A Proposition Offer document for Brighton & Hove will be produced early in the new year working with colleagues from the Inward Investment team at SEEDA which will be used to promote the city to all of SEEDA's overseas reps. This will enable Brighton & Hove to compete for international inward investment along side other locations in the region more effectively.

5 - Business Retention

- 3.11 The key sectors for growth in the city were identified in the main BRII Strategy and the original action plan identified that the city council would work closely with SEEDA and other sector support agencies to carry out a co-ordinated approach towards business retention. Currently SEEDA are undergoing a review of their programme of sector support with a shift in emphasis away from the area based approach towards a sector based approach. They have identified the key sectors for the region and the majority of these coincide with the identified sectors in Brighton & Hove. This new working practice at SEEDA will be in place and operational from April 2010.
- 3.12 At a local level, information is being gained on the key sectors and a programme of activities to work with the various sectors in the city is being planned.

6 – Research

- 3.13 The position of Research Officer has recently been appointed within the economic development team. This officer will be able to provide up to date information on all aspects of economic development to support the delivery of the main Strategy and assist businesses when a request for research information is made.

7 – Events

- 3.14 A number of events have been attended to promote the BRII and a programme of activities for the remainder of the year is being drawn up with partners.

Additional Information

- 3.15 During the first 6 months the economic development team has been directly involved in the handling of 15 business retention and inward investment enquiries. To date these have resulted in one business relocation within the city and one inward investment into the city. A number of enquiries are still live and on-going.

4. CONSULTATION

- 4.1 The Action Plan was prepared by the Officer Working Group and the BRll Board were consulted with regards to the actions contained and approved this at their first Board meeting.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The Implementation Plan has identified a series of actions that are required to enable a more structured and proactive approach towards business retention and inward investment. For 2009/10 an allocation of £60,000 has been made from the LABGI grant, the amount available to support this work in 2010/11 will be considered by Cabinet once the LABGI grant for 2010/11 is announced.

Finance Officer Consulted: Anne Silley, Head of Financial Services

Date:

Legal Implications:

- 5.2 The recommendations in this report are consistent with the council's economic development and well-being powers and duties and there are no adverse implications arising.

Lawyer Consulted: Bob Bruce Principal Solicitor *Date:*

Equalities Implications:

- 5.3 The Strategy and Implementation Plan has not had an Equalities Impact Assessment completed at this time but one will be carried out in due course.

Sustainability Implications:

- 5.4 The Strategy and Implementation Plan fully supports sustainable development in the city.

Crime & Disorder Implications:

- 5.5 It is not considered that there are any direct implications for crime and disorder arising from the actions contained within.

Risk & Opportunity Management Implications:

- 5.6 A risk analysis has been prepared as part of the Implementation Plan identifying potential risks and mitigation measures.

Corporate / Citywide Implications:

5.7 The condition of the economy has a major impact on the city. The Strategy has considered the relevant policies, locally, regionally and nationally in reaching its conclusions in the Implementation Plan.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 Not applicable in this instance

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 The Business Retention and Inward Strategy and Implementation Plan will provide a structured and proactive approach to assisting local businesses and attracting new businesses to the city. The current economic climate makes this even more important and will provide the city with the tools to be able to compete for business growth.

SUPPORTING DOCUMENTATION

Appendices:

1. 1st year Action Plan

Documents in Members' Rooms

1. none

Background Documents

1. none

Business Retention and Inward Investment Strategy

1st Year Action Plan 2009/ 10

Key Task	Actions	Timescale			
		Q1 April – June	Q2 July - Sept	Q3 Oct- Dec	Q4 Jan - Mar
1 – Marketing and Communications	1 – Identify key partners current marketing and communications activities				
	2 – Identify key publications for inward investment activities locally, regionally and nationally				
	3 – Prepare Welcome Pack for Brighton & Hove including consultation on content with key partners.				
	4 – Launch BRII to commercial agents in the city				
	5 – Launch BRII on ED website				
	6 – Prepare Inward Investment proforma for inward investment enquiries				
	2 – Investor Information	1 – source relevant databases for information on investor information locally, regionally and nationally			
2 – Purchase investor database and training					
3 – Liaise with commercial agents to establish protocol for tracking investor movement in (and out) of the city					

	4 – establish business enquiry database to track level of enquiries being generated through the economic development team				
3 – Commercial Property	1 Review current commercial property database and look at other inward investment commercial databases currently operational locally and regionally				
	2 – set up meeting with current provider to determine how the database can be updated				
	3 – look at how the reporting mechanisms can be improved to provide relevant information to support inward investment activities				
	4 – Update commercial property database in line with competitors information				
	5 – Monitor and review quality of database				
4 - Inward Investment	1 – Launch BRll to inward investment partners				
	2 – Set up Inward Investment Board				
	3 – same as 1.6 above				
	4 – set up ‘bank’ of support providers for inward investment visits				
	5 – Provide relevant information when requested to inward investment enquiries				
	6 – facilitate visits when requested for inward investment enquiries				
	7 – monitor and follow up on visits				
5 – Business Retention	1 – identify key sectors that require support				

	2 – Liaise with IDM from SEEDA for co-ordinated approach to business retention to ensure appropriate businesses / sectors are identified for support				
	3 – Establish appropriate level of officer / member involvement for business retention				
	4 – Develop a programme of Business Retention / aftercare visits to key businesses / sectors				
	4 – Revised – develop a programme of local business events to invite a wider attendance in partnership with the Brighton & Hove Business Forum / Economic Partnership to discuss issues around Business Retention and aftercare.				
	5 – Provide on going support from any issues raised through programme of visits				
6 – Research	1 – working with key stakeholders and commercial agents provide supported information to developers to assist in bringing forward business space to meet business needs				
	2 – provide appropriate research information when requested to meet business requirements				
	3 – up date and monitor research information on web site				
7 – Events	1 – identify potential events taking place in the city where BRIL would be appropriate to take to				
	2 – attend three events in the city promoting the BRIL and its activities				
8 – Monitoring and Reporting	1 – Define the roles and responsibilities for delivering the BRIL				

	2 – Set up monitoring procedures for all activities associated with BRII activity				
	3 – Provide quarterly monitoring information based on the key tasks identified in the Action Plan				
	4- Reporting to City Council and Economic Partnership on 6 monthly basis				

Agenda Item 41

Proposed Amended Work Programme for 09-10

23 November 2009	14 December 2009	4 th February 2010	1 April 2010
<ul style="list-style-type: none"> • VisitBrighton Contact Centre review • Brighton Marathon update • Update on Performance Indicators • UK City of Culture proposals • BR11 Update • Work programme update 	<ul style="list-style-type: none"> • Draft budget proposals. 	<ul style="list-style-type: none"> • Presentation by Fred Hasson re: digital gaming • Presentation from the East Sussex Credit Union? • Sports Facilities – one year on • Open Houses • Major projects update • South Downs Park update? <p><u>New Items:</u></p> <p>Update on the Foredown Tower (requested by Cllr Mel Davis)</p> <p>Monitoring and funding of sports development – update/overview</p>	<ul style="list-style-type: none"> • Major projects update • Work programme and Ad-hoc panel update • Creative Industries update <p><u>New items:</u></p> <p>Public Art and planning?</p> <p>Music venues in the city</p>

1 July 2010	30 September 2010	25 November 2010	3 January 2010
<p>Presentation by the B&H Archaeological Society and report on what artefacts are in the city?</p> <p>The city's approach to tourism (Cllr Steve Harmer-Strange)</p> <p>Update on Museums' plan and renaissance funding (agreed at 2 July meeting)</p>			

Other possible items suggested:

Children's Festival presentation

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