



**Brighton & Hove
City Council**

Cabinet Meeting

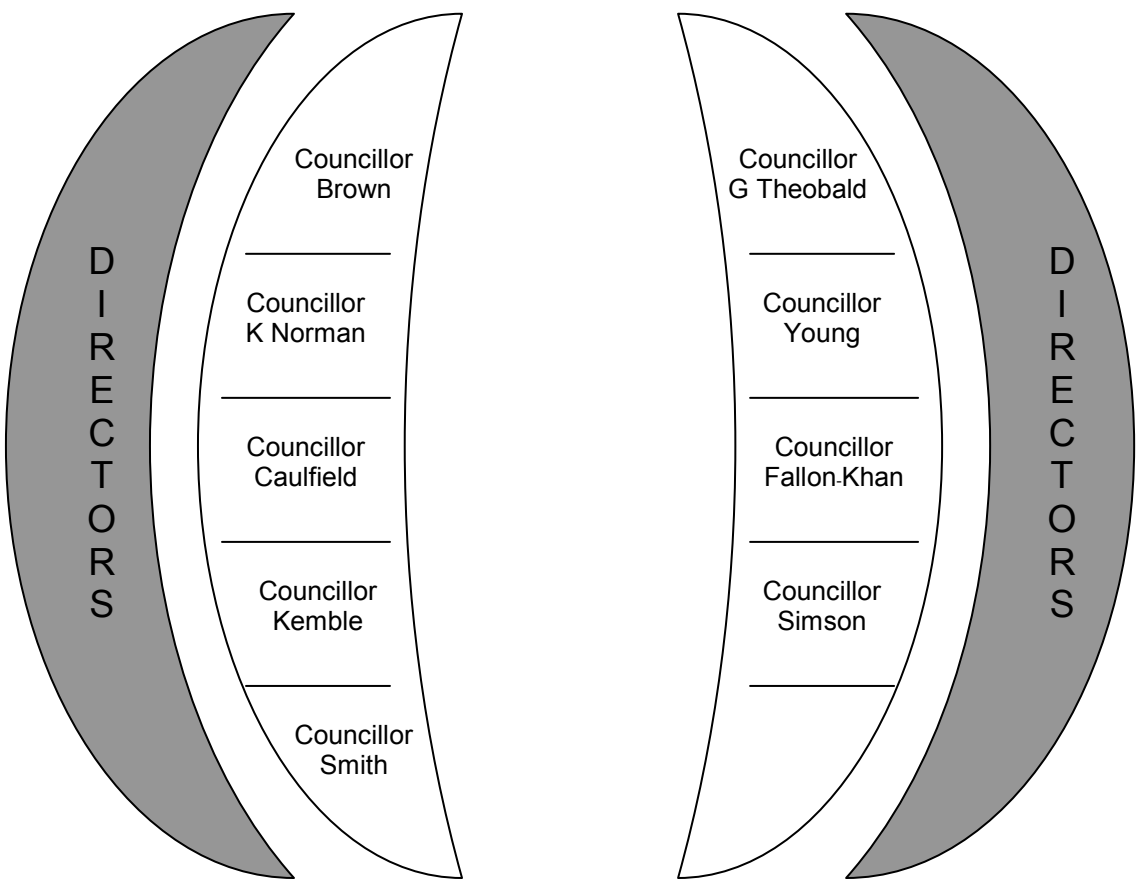
Title:	Cabinet
Date:	11 June 2009
Time:	4.00pm
Venue	Council Chamber, Hove Town Hall
Members:	Councillors: Mears (Chairman) Mrs Brown, Caulfield, Fallon-Khan, Kemble, K Norman, Simson, Smith, G Theobald and Young
Contact:	Tanya Massey Acting Senior Democratic Services Officer 01273 291227 tanya.massey@brighton-hove.gov.uk

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Democratic Services: Meeting Layout

Head of Law Councillor Mears Acting Chief Executive Democratic Services Officer

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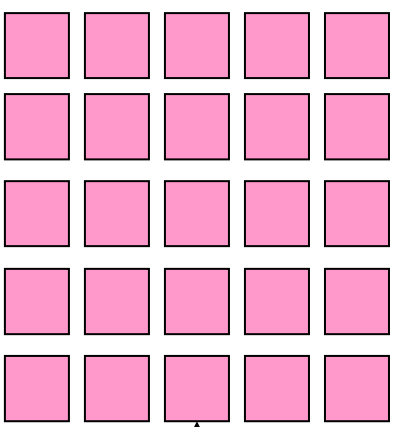


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Speaker Leader of the Labour Group Convenor of the Green Group Leader of the Liberal Democrat Group



Public Seating

Members in Attendance



Press



AGENDA

16. PROCEDURAL BUSINESS

- (a) Declarations of Interest by all Members present of any personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
- (b) 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 either that it is confidential or the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.

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

17. MINUTES OF THE PREVIOUS MEETING

1 - 12

Minutes of the Meeting held on 21 May 2009 (copy attached).

18. CHAIRMAN'S COMMUNICATIONS

19. ITEMS RESERVED FOR DISCUSSION

- (a) Items reserved by the Cabinet Members
- (b) Items reserved by the Opposition Spokesperson
- (c) Items reserved by Members, with the agreement of the Chairman.

NOTE: Public Questions, Written Questions from Councillors, Petitions, Deputations, Letters from Councillors and Notices of Motion will be reserved automatically.

20. PETITIONS

No petitions received by date of publication.

21. PUBLIC QUESTIONS

(The closing date for receipt of public questions is 12 noon on 4 June 2009)

No public questions received by date of publication.

CABINET

22. DEPUTATIONS

(The closing date for receipt of deputations is 12 noon on 4 June 2009)

No deputations received by date of publication.

23. LETTERS FROM COUNCILLORS

(The closing date for receipt of letters from Councillors is 10.00am on 1 June 2009)

No letters have been received.

24. WRITTEN QUESTIONS FROM COUNCILLORS

(The closing date for receipt of written questions from Councillors is 10.00am on 1 June 2009)

(copy circulated separately).

25. NOTICES OF MOTION

No Notices of Motion have been referred.

STRATEGIC & POLICY ISSUES

26. Corporate Plan: progress report

Report of the Acting Director of Strategy & Governance (copy to follow).

Contact Officer: Barbara Green *Tel:* 29-1081

Ward Affected: All Wards

27. Cultural Strategy

13 - 32

Report of the Director of Culture & Enterprise (copy attached).

Contact Officer: Paula Murray *Tel:* 29-2534

Ward Affected: All Wards

28. Museum Plan

33 - 72

Report of the Director of Culture & Enterprise (copy attached).

Contact Officer: Janita Bagshawe *Tel:* 29-2840

Ward Affected: All Wards

29. Local Development Framework Core Strategy - Amendments to the Spatial Strategy

Report of the Director of Environment (copy to follow).

Contact Officer: Liz Hobden *Tel:* 29-2504

Sandra Rogers *Tel:* 29-2502

Ward Affected: All Wards

CABINET

FINANCIAL MATTERS

30. Targeted Budget Management (TBM) Provisional Outturn 2008/09

Report of the Interim Director of Finance & Resources (copy to follow).

Contact Officer: Nigel Manvell *Tel:* 29-3104

Ward Affected: All Wards

31. Housing Revenue Account Budget 2009/10 Reduction in Rent Increases 73 - 78

Joint report of the Director of Adult Social Care & Housing and Interim Director of Finance & Resources (copy attached).

Contact Officer: Sue Chapman *Tel:* 29-3105

Ward Affected: All Wards

PROPERTY & REGENERATION MATTERS

32. King Alfred Leisure Centre – Update on Urgent Works and Potential Improvements 79 - 88

Joint report of the Director of Environment and Interim Director of Finance & Resources (copy attached).

Contact Officer: Ian Shurrock *Tel:* 29-2084

Ward Affected: Central Hove

33. Update on the Falmer Academy Project 89 - 96

Report of the Director of Children's Services (copy attached).

Contact Officer: Lorraine O'Reilly *Tel:* 29-2446

Gil Sweetenham *Tel:* 29-3433

Ward Affected: All Wards

34. Falmer Community Stadium - Spreading of Excavated Chalk on Land South of Village Way 97 - 102

Report of the Interim Director of Finance & Resources (copy attached).

Contact Officer: Angela Dymott *Tel:* 29-1450

Jessica Hamilton *Tel:* 29-1461

Ward Affected: Moulsecoomb &
Bevendean

GENERAL MATTERS

35. Pedestrian Network - Phase 2

Report of the Director of Environment (copy to follow).

Contact Officer: David Parker *Tel:* 29-2474

Ward Affected: Regency

PROPERTY & REGENERATION MATTERS

36. Falmer Community Stadium - Spreading of Excavated Chalk on Land South of Village Way 103 - 112

Report of the Interim Director of Finance & Resources (copy circulated to Members only).

[Exempt Category 3]

Contact Officer: Angela Dymott Tel: 29-1450

Jessica Hamilton Tel: 29-1461

*Ward Affected: Moulsecoomb &
Bevendean*

37. PART TWO ITEMS

To consider whether or not any of the above items and the decisions thereon should remain exempt from disclosure to the press and public.

CABINET

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

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Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

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If you have any queries regarding this, please contact the Head of Democratic Services or the designated Democratic Services Officer listed on the agenda.

For further details and general enquiries about this meeting contact Tanya Massey, (01273 291227, email tanya.massey@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk.

Date of Publication - Wednesday, 3 June 2009

BRIGHTON & HOVE CITY COUNCIL**CABINET****4.00PM 21 MAY 2009****COUNCIL CHAMBER, HOVE TOWN HALL****MINUTES**

Present: Councillors Mears (Chairman), Mrs Brown, Caulfield, Fallon-Khan, Kemble, K Norman, Simson, Smith and G Theobald

Also in attendance: Councillor Hawkes (Spokeperson, Labour), Randall (Spokesperson, Green) and Watkins (Spokesperson, Liberal Democrat)

Other Members present: Councillors Harmer-Strange, Kennedy, Kitcat and Oxley

PART ONE**1. PROCEDURAL BUSINESS****1A Declarations of Interests**

- 1a.1 Councillor Theobald declared a personal and prejudicial interest in Item 11 Three Year Strategic Grants 2010-13: Decision on Outline Bids as he was a member of Brighton & Hove Cricket Club, who had bid for funding.
- 1a.2 Councillor Randall declared a personal and prejudicial interest in Item 11 as he was a trustee of Same Sky, a member of the Credit Union and worked with people involved in Artists Open Houses Limited, all of whom had bid for funding.
- 1a.3 Councillor Watkins declared a personal and prejudicial interest in Item 11, as he was a member of the grant committee and also a trustee of Cornerstone Community Centre who had bid for funding.
- 1a.4 Councillor Simson declared a personal, but non-prejudicial interest in Item 11 as she was involved in Woodingdean Youth Centre in her capacity as a ward councillor and they had bid for funding.

1B Exclusion of Press and Public

- 1b.1 In accordance with section 100A of the Local Government Act 1972 ('the Act'), it was considered whether the press and public should be excluded from the meeting during an item of business on the grounds that it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press or public

were present during that item, there would be disclosure to them of confidential information (as defined in section 100A(3) of the Act) or exempt information (as defined in section 100I(1) of the Act).

- 1b.2 **RESOLVED** - That the press and public be excluded from the meeting during consideration of items 14 onward.

2. MINUTES OF THE PREVIOUS MEETING

- 2.1 **RESOLVED** - That the minutes of the meeting held on 23 April 2009 be approved as a correct record.

3. CHAIRMAN'S COMMUNICATIONS

- 3.1 The Chairman noted that the meeting would be web cast.
- 3.2 The Chairman explained that Item 13 on the agenda on the Local Development Framework: Core Strategy had been deferred and would be considered by the Cabinet in June.
- 3.3 The Chairman confirmed that she had agreed to accept a late report on Aboriginal human remains, which would be considered later on the agenda.
- 3.4 The Chairman highlighted the challenges and successes of the last two years and set out her vision for the city over the next year with a strong focus on making Brighton and Hove a City of Opportunity for residents, businesses and visitors.

4. ITEMS RESERVED FOR DISCUSSION

- 4.1 **RESOLVED** – That all the items be reserved for discussion.

5. PETITIONS

- 5.1 There were none.

6. PUBLIC QUESTIONS

- 6.1 There were none.

7. DEPUTATIONS

- 7.1 There were none.

8. LETTERS FROM COUNCILLORS

8(a) Letter – fraudulent school admissions applications

- 8.1 A letter was received from Councillor Kennedy concerning the problems caused by fraudulent school admission applications and the available sanctions (for copy see minute book).

- 8.2 The Chairman stated that there was a need to take care in discussing the issue further as there was a danger that individuals could be identified.
- 8.3 Councillor Brown explained that the council took offences of dishonesty very seriously and would not hesitate to take action where appropriate. She added that this was the general policy of the council and she could not comment further on individual cases for the reasons given by the Chairman.
- 8.4 **RESOLVED** – That the letter be noted.

9. WRITTEN QUESTIONS FROM COUNCILLORS

- 9.1 The Chairman reported that seven written questions had been received.
- 9.2 Councillor Kitcat had submitted the following four questions:
- (a) "Can Cllr G Theobald provide detail on the cost of the metal stoppers being added to the non-foot pedal communal bins? In particular:
- The cost per bin of adding the stoppers;
 - The total cost to the council of adding the stoppers;
 - How this cost will be met and from which budget."
- (b) "Can Cllr G Theobald explain why a small number of non-foot pedal communal bins have rubber seals on the flaps which reduce the noise of closure whilst most do not?"
- (c) "Does CityClean have any plans to expand the use of communal bins in the city?"
- (d) "Could Cllr G Theobald update the meeting as to current versus previous recycling and waste tonnages in the city centre where communal bins are used?"
- 9.3 The following response from Councillor Theobald to all four questions had been circulated:

"Thank you for your questions Councillor Kitcat.

As you are aware, beginning with the Council meeting on 4 December, you have asked some 30 questions at Council and Cabinet meetings. Notwithstanding my reservations and the pressure it was putting on officers, I have, up to now, endeavoured to answer all your questions in the hope that they are the last ones. I have a list of all your questions with the answers supplied if anyone wishes to see them. However, as is obvious to any fair minded, objective and impartial observer, this number of questions coming from a single Member about a single issue is excessive by any standards and certainly unprecedented in the history of this authority

Given the number, frequency and nature of the questions, a disproportionate amount of officer time and resources has been spent in doing the research and preparing the answers. I firmly believe that the interests of the hard working Council Tax payers of

Brighton & Hove is better served with officer time and resources being spent in delivering the service rather than having to research and answer an endless list of questions that add no value to the service.

I have always treated questions from Members and the public with respect and answered them. However, given what I have just said, and having taken advice, I do not feel it would be appropriate to continue to reply to a constant and endless list of questions on this subject from one Member.

As you are no doubt aware, at the Environment CMM on 7 May, I extended an invitation to all Members to meet Officers to share any concerns they have about waste and recycling issues. I repeat that invitation again. I do not therefore intend to answer your questions on communal bins as I believe that, for anyone genuinely interested in helping to improve the service, taking the invitation that I have again extended to all Members is a more appropriate way of making a difference than constantly tabling questions after questions at Council and Cabinet.

Thank you.”

9.4 In response to a Point of Order raised by Councillor Kitcat, the Head of Law clarified that paragraph 9.5 of the council’s Standing Orders permitted the Cabinet Member to decline to answer any question put by a Member of the council providing that a reason for the decision was given in writing.

9.5 Councillor Kitcat asked the following supplementary question to question (a):

“Is Councillor Theobald aware of the problems of the stoppers being welded on to the bins and what is he going to do about them?”

9.6 Councillor Theobald gave the following response:

“I am aware and we are looking into it.”

9.7 Councillor Kitcat asked the following supplementary question to question (b):

“Will Councillor Theobald apologise for the poor design of the communal bins and admit that the problems would have been avoided if residents had been consulted?”

9.8 Councillor Theobald gave the following response:

“I have apologised for the problems caused by the changes to refuse collections, but will not apologise for this.”

9.9 Councillor Kitcat asked the following supplementary question to question (c):

“Does Councillor Theobald agree that a communications campaign is not enough to boost recycling in communal bin areas?”

9.10 Councillor Theobald gave the following response:

“No.”

9.11 Councillor Kitcat asked the following supplementary question to question (d):

“Are you unable to answer because you do not know these figures?”

9.12 Councillor Theobald gave the following response:

“No, it is not because I do not know these figures.”

9.13 Councillor Kitcat had submitted the following question:

"Can Cllr Smith provide details on the usage of the Jubilee library meeting rooms? What percentage of the total bookable time for these rooms is used?"

9.14 The following response from Councillor Smith had been circulated:

“The three rooms that are available for hire in Jubilee Library are occupied approximately 75% of the time. The bookings range from educational activities such as adult learning sessions, to meetings and conferences run by external organisations, through to council internal meetings or training sessions. We are looking to increase the occupancy levels during optimum times such as targeting the main conference periods in the spring and autumn.”

9.15 Councillor Kitcat asked the following supplementary question:

“Are the bookings all charged at the same rate or varied dependent on who the customer is?”

9.16 Councillor Smith gave the following response:

“I can confirm that the rates are varied.”

9.17 Councillor Kitcat had submitted the following question:

"Can Cllr Smith provide a list of the books on sale in the Jubilee library shop to the meeting?"

9.18 The following response from Councillor Smith had been circulated:

“There are approximately 70 titles held in stock at any one time, and these vary according to current trends and themes. For example, at the 40th anniversary of Hungary Caterpillar we increased the number and range of editions to meet different customer needs.

The books can be grouped into a number of different categories, and here are some examples of titles under each:

Classics - including Dickens/Lawrence/Chaucer/Austen etc. (we offer 'buy 3 books and get the cheapest free')

Local History Titles (including tourist type guides) - Brighton Explorer/City Breaks/Brighton Boozers/Local Street Atlas/Pevsner Architectural Guide (B&H)/Seaside Album/Spirit of Brighton George the Pavilion Cat etc.

Children's non fiction & interactive style titles - complete range of Miffy (board and paperback)/ Elmer (Early years board and Paperback) / Spot / Hungary Caterpillar (board/interactive & paperback) / Princess & Fairy cookery and many other interactive and instructional titles assisting reading writing etc, stickers & cookery.

Children's Classics - C.S.Lewis/Lewis Carroll (board & paperback) Fairy Tales

Miscellaneous & Learning – Encyclopaedia of Immaturity (for adults!) Use The Book! Know It All/Sets of classics e.g. Narnia in presentation boxed sets / Sudoku / Pocket Guides various games/quiz books."

9.19 Councillor Kitcat asked the following supplementary question:

"Is the shop justified given the odd selection of titles and would it be better to have more books on loan in the library and give the space over to be used by the community?"

9.20 Councillor Smith gave the following response:

"The shop is used by the community all the time and the selection of titles on sale is excellent."

10. NOTICES OF MOTION

10.1 The Chairman reported that two Notices of Motion had been referred to the Cabinet from Full Council on 30 April 2009 under procedural rule 8.2.

10(a) Neighbourhood Policing, Council Services and Local Action Teams (LATS)

10a.1 The Cabinet considered the following Notice of Motion proposed by Councillor Duncan and amended respectively by the Labour Group and Conservative Group:

"This Council

Notes

1. That Sussex Police has adopted 'Neighbourhood Policing' as one of its three key priorities – and that the force's Local Policing Plan commits officers to working with communities across the city to help achieve its neighbourhood policing goals of (a) being visible and accountable, and (b) providing a quality response.
2. That a number of Local Action Teams (LATs) have either come into existence – or begun operating in place of a previously existing community group – to facilitate this.

3. The fact that many LATs have decided to broaden their remit into areas outside the scope of policing and this council's community safety team to include other matters relating to community safety: inter alia, licensing, planning, refuse collection and traffic problems and road safety.
4. The engagement of officers of this authority with LAT meetings to answer residents questions about service delivery.

Welcomes

1. The fact that Sussex Police have pledged to engage fully with LATs,
2. The formation of LATs – and the work that communities and members of this council have done and continue to do to allow them to function effectively,
3. The community-led, genuinely democratic, non party-political nature of LATs,

Resolves

1. To ask the Cabinet to acknowledge the work of LATS in reflecting the views of communities and neighbourhoods represented by them;
2. To ask the Cabinet to recognise the independence of LATS from the City Council; and that each LAT should have the autonomy to fix its own remit and to work together with other community organisations.
3. To ask that that the Cabinet Member responsible for community safety considers working with the Crime & Disorder Reduction Partnership to identify ways of supporting LATS;
4. To ask the Acting Chief Executive to write to the Chief Constable of Sussex, Martin Richards QPM, congratulating him on his commitment to neighbourhood policing and his officers' and PCSOs' pledges to attend future LAT meetings.

To ask the Cabinet to consider whether to provide proactive publicity for LATs on the council website and publications to encourage a greater involvement from the community.”

10a.2 The Chairman invited Councillor Kennedy to speak to the motion on behalf of Councillor Duncan who was unable to attend the meeting.

10a.3 Councillor Simson stated that the Cabinet acknowledged the importance of LATs and their work in the community in helping to ensure a successful local engagement network. The Cabinet also recognised their independence from the Council and Councillor Simson would be developing improved ways of working with the Crime and Disorder Reduction Partnership (CDRP) to help them find a stronger and clearer route through which they could support LATs.

10a.4 Councillor Simson confirmed that the Acting Chief Executive had written to the Chief Constable of Sussex Police to congratulate him on his commitment to neighbourhood policing and his officers pledges to attend LAT meetings at least 6 times a year.

10a.5 Councillor Simson added that an information pack for LATs on how to engage with the wider structures was being developed in addition to a guidance documents acknowledging and defining the role of LATs. A second event bringing together the chairs of all LATs was planned to ensure their engagement and involvement in any developments; it was hoped that the event would be as successful as the first one held in March 2009.

10a.4 Opposition councillors supported the approach and reiterated the importance of LATs and their independence.

10a.5 **RESOLVED** – That the Notice of Motion be noted.

10(b) Support Apprenticeship Programmes in Brighton and Hove

10b.1 The Cabinet considered the following Notice of Motion proposed by Councillor Turton:

“The number of people completing apprenticeships in England has risen from 50,000 to 112,000 in the last 4 years, due to the Government’s rapid expansion of apprenticeships.

Brighton and Hove has seen some of the biggest increases in the numbers of completed apprenticeships in the country. Apprenticeships in Hove alone have increased by over 500%.

Nationally, over 130,000 employers now offer apprenticeships across 80 different industry sectors including retail, manufacturing and the public sector and it is widely recognised that apprenticeships offer a valuable and worthwhile contribution to business, especially during an economic downturn.

This Council notes

- £140m has been made available to fund a further 35,000 apprenticeship places in 2009/10 with 21,000 of these will be in the public sector, across the country.
- Local Authorities like Kent CC, London Borough of Barking and Dagenham and Warwickshire have benefitted from apprenticeships.
- The Government is supporting a construction clearing house to help keep apprentices who fear losing their jobs employed and in training.

This Council actively supports the possible advantages and benefits of entering in to an apprenticeship programme. This Council requests that the Acting Chief Executive complete the online enquiry form at <https://apprenticeships.broadsystem.com/EmployerEnquiryForm.aspx> to get free information and advice on how the council could benefit more from apprenticeships and how best to promote apprenticeships across the city, amongst local businesses.

This Council requests that Cabinet members consider the following;

- Using the Council's positive influence on more local businesses to encourage the take up of apprenticeship schemes.
- Providing citywide information on the council's website about apprenticeships available in Brighton and Hove.
- Expanding its own apprenticeship programme within the Council and increasing the numbers of apprentices within the Local Authority."

10b.2 The Chairman invited Councillor Hawkes to speak to the motion on behalf of Councillor Turton who was unable to attend the meeting.

10b.3 Councillor Fallon-Khan reported that the council had been shortlisted for a national award for recruitment & innovation, linked to its work on the Local Employment Programme (LEP) and apprenticeships, and that the council had been a runner-up in regional awards in two other categories.

10b.4 Councillor Fallon-Khan explained that the council had the only dedicated LEP team in the country and in the last 6 months had helped 40 people from disadvantaged backgrounds into work with council. The council was also part of an 'exemplar network' with four other authorities.

10b.5 Councillor Fallon-Khan reported that the Administration had already built on previous numbers of apprenticeships with 19 in place since 2007 and a target of 30 for 2009/10. The council had already hit its LEP target of 40 within 6 months, giving an indication of their commitment in this area.

10b.6 Councillor Fallon-Khan assured opposition councillors that comments from all parties would be taken in to consideration; he hoped that they continued to support the approach and that people of all ages would benefit from the programme.

10b.7 **RESOLVED** – That the Notice of Motion be noted.

11. THREE YEAR STRATEGIC GRANTS 2010-13: DECISION ON OUTLINE BIDS

11.1 The Cabinet considered a report of the Acting Director of Strategy & Governance concerning the decision on outline bid applications for Three Year Strategic Grant funding 2010-13 from community & voluntary sector organisations (for copy see minute book).

11.2 Councillor Simson was pleased to announce that the council had been achieved first place in the Directory of Social Change's new funder ratings as the best community grant giver.

11.3 The Chairman and opposition members thanked officers for their hard work in this area.

11.4 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:

- (1) That the recommended 74 applicants be invited to Full Bid Stage for Three Year Strategic Grants 2010-13.

- (2) That, where appropriate, the recommended alternative support package for the 24 applicants not invited to Full Bid stage be agreed.

12. LOCAL DEVELOPMENT FRAMEWORK - BRIGHTON & HOVE CORE STRATEGY: SHOREHAM HARBOUR PREFERRED OPTIONS (DA7)

- 12.1 The Cabinet considered a report of the Director of Environment concerning approval for consultation on a draft preferred option (DA7) for regeneration of the wider Shoreham Harbour area, as part of the Council's Core Strategy (for copy see minute book).
- 12.2 In response to questions from opposition councillors the Assistant Director for City Planning made the following comments:
- The Shoreham Airport area was not a part of this development, which focussed on port land and some areas to the north.
 - South-East England Development Agency (SEEDA) were in talks with the Homes & Communities Agency (HCA) regarding funding.
 - With regard to the issue of housing provision and environmental industries, regeneration of the area needed to deliver real communities and appropriate employment opportunities in appropriate place.
- 12.3 The Chairman added that the council had consistently sought reassurance that the objectives of securing regeneration, significant new jobs, community facilities and infrastructure were leading the redevelopment, rather than housing numbers alone.
- 12.4 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendation:
- (1) That the draft DA7 for the wider Shoreham Harbour area (as set out in the appendix) be agreed for consultation and inclusion in the Council's Core Strategy subject to any minor alterations being made by the Director of the Environment in consultation with the Cabinet Member for Environment.

13. LOCAL DEVELOPMENT FRAMEWORK, CORE STRATEGY: URBAN FRINGE (SPATIAL STRATEGY, POLICIES SA4 AND CP11)

- 13.1 The item had been deferred until the June meeting of the Cabinet.

13A. REQUEST FOR RETURN OF HUMAN REMAINS TO AUSTRALIA

- 13a.1 The Cabinet considered a report of the Director of Culture and Enterprise concerning the council's response to the request for the return of five items of/incorporating Indigenous Australian remains held in the Royal Pavilion & Museums' (RP&M) collections (for copy see minute book).
- 13a.2 Opposition Councillors commended the sensitive handling of this matter and welcomed the outcome.
- 13a.3 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendation:

- (1) That the return of a water carrier made from a human cranium (WA501838 / R2778/491) within RP&M World Art collection be agreed.

PART TWO

14. PART TWO MINUTES OF THE PREVIOUS MEETING

- 14.1 **RESOLVED** - That the Part Two minutes of the meeting held on 23 April 2009 be approved as a correct record.

15. PART TWO ITEMS

- 15.1 The Cabinet considered whether or not any of the above items should remain exempt from disclosure to the press and public.
- 15.2 **RESOLVED** - That item 14, contained in Part Two of the agenda, remains exempt from disclosure to the press and public.

The meeting concluded at 5.08pm

Signed

Chair

Dated this

day of

Subject:	Cultural Strategy		
Date of Meeting:	11 June 2009	Cabinet	
	16 July	Council	
Report of:	Director of Culture & Enterprise		
Contact Officer:	Name: Paula Murray	Tel: 29-2534	
	E-mail: paula.murray@brighton-hove.gov.uk		
Key Decision:	Yes	Forward Plan No: CAB5892	
Wards Affected:	All		

FOR GENERAL RELEASE**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 Local Authorities are not required by statute to have a Cultural Strategy in place to work to, however, given the profile and impact of the cultural offer in Brighton and Hove, it would be both appropriate and relevant.
- 1.2 There are a number of more detailed policy documents that cover individual sub-sector areas that are covered by this overarching strategy. What the production of a Cultural Strategy for Brighton and Hove gives the opportunity to do, is to pull these together and present a summary picture of the impact and ambition.
- 1.3 This document will be used in a number of different ways:
 - to present an overarching picture of the role and current impact of culture in the city
 - to outline some of the areas for further development
 - to provide an outward facing document that external partners and providers can understand and link themselves to
 - to provide a headline document that can be linked with other relevant strategies at a local, regional and national level

2. RECOMMENDATIONS:

- 2.1 That Cabinet agrees the Cultural Strategy set out in the appendix to this report.
- 2.2 That Cabinet agrees that the strategy be reviewed in 12 months time and as part of that review further detailed consultation with partners and a full Equalities Impact Assessment be undertaken.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 A number of local authority areas have developed and adopted Cultural Strategies in recent years. Brighton and Hove had a very headline document 3 years ago that covered Cultural Services but until now has not drawn together a broader strategic document of this kind. Instead, cultural strategy has been embedded in a number of other key policy documents and initiatives such as the 20:20 Community Strategy, the city's Economic Strategy and the council's own Corporate Plan.
- 3.2 In 2007, prior to the Cabinet system of Governance being instigated, the area of Cultural Services was given its own Committee in order to raise the profile of the service area. Following this line of commitment under the present Cabinet system, officers were asked to produce a Cultural Strategy for the council that would provide a statement of achievement, a broad assessment of the state of play and express aspiration for the future.
- 3.3 The subsequent decline in the economic climate for the UK has added a further specific need to outline and articulate the importance of culture for Brighton and Hove, both for now and for its future. Culture has a role to play in the economic stability and future success of this city that is different from many other authority areas, and should be exploited to the full.
- 3.4 The Strategy attempts to provide an overarching series of themes and ensuing commitments that a range of cultural services providers and partners can subscribe to. Whilst celebrating success and some notable achievements, it also outlines a number of challenges faced by the city and focuses predominantly on areas for improvement or stretch in its proposed actions.

4. CONSULTATION

- 4.1 The Strategy has been produced with the benefit of consultation including the Overview and Scrutiny Committee for Culture, Recreation and Tourism, the Arts Council, the Brighton and Hove Arts Commission and senior officers from Culture and Enterprise.
- 4.2 It is also proposed that the strategy receives a 12 month first review which would incorporate feedback gathered via the council's website during that time. The importance of partner involvement and the need to highlight the work of partners in the city was a particular theme out of the Overview and Scrutiny workshop on the strategy. This period is to give particular opportunity to partners in the city, in the third sector, in the commercial sector and other public sector a chance to comment and to link into the framework. Partners would specifically be asked to submit additional case study material under the themed areas in addition to comment.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The Cultural Strategy links in to the department's Business Plan, and needs to be achieved within existing resources. For 2009/2010 Culture and Enterprise will work within a budget of approximately £13m, including external sources of funding. This places an emphasis on the maximisation of use of resources including the continuation of value for money measures and monitoring outlined in last year's VFM review.

Finance Officer Consulted: Peter Francis

Date: 01/06/09

Legal Implications:

- 5.2 The adoption of the Strategy is consistent with the Council's powers to promote the economic, social and environmental wellbeing of its area. Although not a mandatory requirement, it will contribute towards a more co-ordinated and strategic approach to the discharge of the Council's functions regarding cultural services.

Lawyer Consulted:

Abraham Ghebre-Ghiorghis Date: 25/05/09

Equalities Implications:

- 5.3 The actions outlined in the Cultural Strategy contribute positively to a wide range of equalities objectives in terms of activities and priority groups across the city. Detailed assessments have been undertaken in some of the areas covered by the strategy but an overarching headline Equalities Impact Assessment will be commissioned and undertaken on this Strategy prior to its final adoption. This will build on the individual Equalities Impact Assessment already completed and underway currently for various service areas.

Sustainability Implications:

- 5.4 Detailed sustainability implications of individual actions, projects, initiatives and programmes are covered in detail in the planning of each, for example – the programme for 2012 under development is committed to following the London Organising Committee's published guidelines on sustainable event practice. More broadly, the Strategy seeks to build the sustainability of the cultural sector itself, which in turn makes a significant contribution to the sustainability of the city's social and economic success.

Crime & Disorder Implications:

- 5.5 Much of the work outlined in the Strategy seeks to make specific positive contribution to the reducing of crime and disorder in the city at source; by supporting work with groups for example at more risk of engaging in anti-

social activity, by promoting well designed, well lit and well used public spaces, by creating and supporting activity in the public realm.

Risk & Opportunity Management Implications:

- 5.6 The detailed risk and opportunity management work relating to the areas covered by the Cultural Strategy are to be found in the series of more detailed documents that underpin its contents such as detailed service plans, Museum Plan, Libraries Plan. The Cultural Strategy itself does not add to these implications.

Corporate / Citywide Implications:

- 5.7 The Cultural Strategy itself is intended to provide a link document that can be used to more easily relate across to other strategic documents with a corporate and citywide reach. It is intended to be of corporate and citywide importance and impact. It is also intended to provide an inroad to external partners to connect with in order to join up to a citywide shared vision for the role of culture in Brighton and Hove.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The production of a Cultural Strategy is not a statutory requirement and as an authority Brighton and Hove has not had a Cultural Strategy at this level of detail before. The impact of the previous very short and headline document was not widely felt, partners were not aware of it and nor were Members or senior officers in the council. Additionally, it did not draw together different cultural service areas, but kept them very separate.
- 6.2 Brighton and Hove as an authority has, in effect, been operating an 'alternative option' over the last few years; embedding cultural strategy in other policy documents and working directly from more detailed sub-sectoral documents. Whilst these are both necessary and useful, they do not universally provide an overarching and outward facing document that can be used both as a position statement and framework for partners and stakeholders to join with.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The actions resulting from the Cultural Strategy are not controversial and universally seek to improve the social and economic circumstances in the city.
- 7.2 Culture is a unique strength of Brighton and Hove, this strategy seeks to exploit that in many directions in order to achieve improvement at a time when it is most needed.

SUPPORTING DOCUMENTATION

Appendices:

1. Draft Cultural Strategy

Documents In Members' Rooms

None

Background Documents

None

BRIGHTON & HOVE CULTURAL STRATEGY

DRAFT

May 2009

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Message from Councillor David Smith Cabinet Member for Culture, Recreation and Tourism

My name is Councillor David Smith and I have the absolute honour and pleasure to be the Cabinet member for Culture, Recreation and Tourism in Brighton and Hove. I have been involved as a Councillor in Brighton and Hove for over 30 years now and I know this city inside out. There is no other portfolio area that I would rather hold.

This area of work is of great personal importance to me, but more crucially – it is of great importance to the city and its future. I have always been an enthusiastic supporter of culture and have witnessed the benefits myself over the years, to individuals to our city and its development, to our residents, businesses and visitors.

Our Corporate Plan was written to include the importance to our Administration of supporting the cultural offer and services in the city. What this Cultural Strategy document does, is to build on that and go further in outlining strengths and challenges, plans and aspirations.

What is also very important to me, is that there is cross party political sign up to this strategy and its aspirations. I believe that the cultural offer, the activities, the organisations and individuals, the buildings and the inspirational work that goes on must be subscribed to from all sides for the good of the future of the city.

We have some exciting things ahead of us: London 2012 creates some great opportunities for us locally to increase participation and active volunteering and to create some great new events for the city for example. 2012 gives us a focus for all sorts of cultural activity alongside the charge it will create for sports development in Brighton and Hove. Following the example of the Mayor of London, we have not covered sports activity in this Cultural Strategy, but have chosen to cover it separately in its own strategy.

Finally I would like to mention and commend our partnership working. I am proud of the work that we lead at the city council, but the city would be nowhere without its fantastic cultural organisations and partners. We have a really enviable set of delivery organisations and individuals that go to make up collectively such an impressive sector.

I hope that over the next 12 month period we will hear more from them to contribute to this strategy and take forward our shared vision for the city.

A Cultural Strategy for Brighton and Hove Introductory Message: Scott Marshall Director of Culture and Enterprise

For a city like Brighton and Hove, a Cultural Strategy is not hard to write. Culture is one of the driving forces of this city and has been for hundreds of years; it is the city's past, its present and what this strategy sets out to do, is to set out what culture will mean to its future.

There is a particular link in Brighton and Hove between our cultural sector and the success of our economy. In this strategy we outline in more detail the precise contribution that culture makes to the success of our economy – but there is something more intangible in this that is to do with exactly how our city works, what makes it distinctive, what is its personality and what makes it tick.

In this current economic climate, in a time of recession, it is even more important for us to use all the assets that city has in helping to stabilise the economy and to look to build for the future – to be ready for when we can pull out of this recession. We need to be providing more free events for our city to encourage attendance and expenditure, we need to increase public confidence and improve and enhance the environment of our city through our culture. However, the role of culture and of creativity is not just about direct spend or jobs, it is also about the innovation and invention element in a chain of production, it is about broadening horizons and changing lives – it is all the things that we have need of now and will continue to have need of as we face a challenging future.

The importance of this Cultural Strategy for me is twofold; structurally it provides an overarching umbrella for the cultural services and initiatives that we have in the council and beyond. There is a range of more detailed policy documents that sit underpinning this which can provide additional detail and context in different areas. In this way, it also provides an easy link to a range of strategic policy documents such as the Community Strategy and Brighton and Hove's Economic Strategy.

Secondly, I hope that it will provide inroad opportunities for our partners across the city to link to, creating a framework for them to join with us in presenting the wealth of cultural opportunity we have to offer and stretch to meet the challenges.

With all of this combined, it gives us an outward facing statement of achievement and of intent that I hope we can all sign up to.

The City Today

Brighton and Hove is the creative powerhouse of the region and has the potential to become a national cultural leader. Its strength lies in its combination of people and place: a city of contrasts defined by the AND in its name. The city has unique architectural heritage and cutting edge contemporary culture: art and entertainment: countryside and cosmopolitan sea front and rich and poor neighbourhoods and communities. These contrasts are united by a uniquely Brighton & Hove spirit of creativity, open-mindedness and free spiritedness. The spirit of the City is captured in two unique wonders: the Royal Pavilion explodes with creative genius, energy and the excess of its colourful past and the Brighton Pier is loud and brash, pure fun, relaxation and pleasure by the sea.

There is the city's cultural quarter surrounding the renowned Royal Pavilion, with refurbished impressive historic homes for the Dome complex of theatres and the Museum and Gallery: the two hundred year old Theatre Royal Brighton crowning the Gehl designed contemporary New Road, and the award winning Jubilee Library, itself the centrepiece of a modern and lively district with new apartments, a hotel, retail and sporting facilities.

The city is cosmopolitan; it is socially, culturally and creatively diverse with a unique social history with long artistic traditions. We have two Universities with international reputations for excellence and demonstrable local commitment to the success of our economy and increasing opportunities for our residents. Several regional and national cultural organisations are based in the city including the National Dance Agency for the South East, New Writing South and Photoworks. There are over 50 Festivals each year ranging from critically renowned art-form festivals to neighbourhood festivals and community of interest festivals. This includes the Brighton Festival each year in May which is the largest arts festival in England and, with its umbrella 'festivals within festival', contributes more than £20m to the local economy. The city hosts major sporting and cultural outdoor events and attractions and is seen as a specialist in creating outdoor performance and a national leader in producing outdoor events. We have the largest Festival Fringe in England and a deserved and growing reputation for producing interesting site specific and cross art form performance.

It is also home to creative practitioners who forge new directions and has a reputation for networking, flexible working, innovation and collaboration. This attracts global giants in new technology and media: the city is the real world European home of Linden Lab the inventors of Second Life. We are home to the annual Develop Conference the leading European games development expo. Brighton and Hove is ranked at number 5 in the national Sharpie Index on Creative Cities published in 2008 which measures the creativity of individuals and businesses alongside a rigorous range of other indicators.

Brighton and Hove's Museum Service ranks in the top ten performing unitary authorities in the country, and it is a regional hub for museums. Its Library Services rank in the top five of unitary authorities with the Children's Library Services ranking as the second best in the whole country with satisfaction rates at 91%. Jubilee Library is fifth most popular (i.e. well used) library in the country and our libraries receive over 1.8 million visits each year. In terms of the new National Indicator NI11, Engagement in the Arts, Brighton and Hove is the top ranked authority in the country outside of the London Boroughs and the highest in the region.

Brighton & Hove manages the pressures of modern life without the stresses of a large population but with as much convenience and amenity as a large centre can offer. Surrounded by natural beauty, the urban environment is of a human scale, the City is an appealing place to live, work, play and visit and is high on the list as a major conference destination. There are 8 million visitors a year and the tourism industry contributes over £400m to the local economy.

The city is well known for its vibrant grassroots nightlife, a unique cabaret and theatre scene, a music scene which numbers 1,000 bands and club nights that cater for every taste. There are more than 50 venues - including theatres, performance spaces, pubs and clubs - mostly well within walking distance of each other. There are small scale contemporary art galleries, 1000 Open House artists and a growing public art portfolio finding a place throughout and across the City. There is also a diverse authentic and bohemian independent retail offer particularly in North Laine and The Lanes.

There is excellent cross sector partnership working supporting the development of culture and cultural representation on both the Local Strategic Partnership & the Economic Partnership underlining the importance the city places on culture. Successful models for stimulating the cultural sector have grown here, with the Brighton & Hove Arts Commission and Creative Brighton both providing independent and arms length sector led vision, advocacy and dialogue and creating a solid base for expanding infrastructure.

There are dedicated arts and cultural programmes for the young through the award winning Brighton & Hove Music and Performing Arts service, bespoke libraries, museums and arts programmes and a wealth of opportunities offered by the range of cultural providers in the city. The Further and Higher Education institutions in the city also offer a range of cultural opportunities including qualifications in Outdoor Events production and management at City College.

Community spirit is infectious in Brighton & Hove. The third sector is a powerful force for positive change in the city with strong community involvement in a range of neighbourhood services, facilities, activities and events. There are more than 5000 members of the Community and Voluntary sector forum. There is a successful and popular range of neighbourhood libraries museums and community centres across the city.

This position is one of great strength and an excellent foundation on which to build and thrive.

The Challenges

By standing still, the City will lose its place. Competition from elsewhere in the UK and Europe could challenge the City's leading position. It has the opportunity to achieve and maintain a national prominence it has not achieved before. It is the time for the City to show leadership.

The city faces some particular challenges as it grows and develops. Inequality and disadvantage are often linked to both social and economic background and geographical location and Brighton & Hove is home to more than its share of individuals and families with multiple disadvantages. We value our contrast in the cultural experiences on offer but will not allow this contrast to spread to access to opportunities.

As well as its intrinsic value culture provides solutions. It has a positive impact and contributes to meeting society's various social and economic agendas. Quite simply culture can help make life better.

The City has severe pockets of deprivation and is in danger of developing a dual economy: there is evidence of a growing gap between the wealthy and the poor. The City has a high degree of affluence but some of the most disadvantaged communities in the country.

The City's employment and skills plan concludes that the City needs to create sufficient jobs to support its growing working age population and to ensure that a good proportion of these jobs are high value-added to better deploy the highly qualified resident population. It needs to strengthen the City's economic base, increase the supply of jobs but not bypass lower skilled and disadvantaged local residents, improve business performance and productivity, and take social welfare interventions designed to tackle worklessness, inequality and disadvantage.

The City's study of creative workspace reports a shortage of suitable business sites and premises and a need to upgrade the quality of stock. There is a shortage of business support targeted at creative industries and a lack of finance for new and growing creative businesses.

There is increasing competition from home and abroad in the leisure and business tourism markets. The transport system, particularly the train system, does not encourage visitors to stay and enjoy the City's night economy. It is a difficult city for the tourist and visitor to navigate and find the sights. The City's reputation as a destination for freedom, amusement and pleasure can create difficulty in managing issues of safety, crime and antisocial behaviour.

There are a high proportion of arts and creative professionals living and working in the City but that has not translated into a high level of Brighton-based work created or showcased in the City.

Local people have high expectations of the city's libraries services and there are increasing demands for expanded children's services, support for reading and creative writing activities, and better quality information provision. The potential of many of the community branches could be maximised further and the standards of some are not meeting national benchmarks. The museums aspire to reaching the broader audiences,

the significance of the collections could be exploited further and public access to many important parts of the collections expanded.

There is much more that can be achieved in Brighton and Hove.

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Case Study 1: Useful Arts

Useful Arts is an arts organisation run for and by service users of the drug and alcohol treatment services and the mental health treatment services in the city. Useful Arts aims to provide support and encourage participation in arts and multi media events for both Service Users and the general public. Useful Arts believe that taking part in art activities has been shown to provide therapeutic benefits for Service Users, it aids their recovery process, provides a sense of accomplishment and promotes self confidence.

Their current project is The Myth of London Road is a community photography project which aims to raise awareness of the experience of being a Service User and challenge negative perceptions of Service Users whilst restoring some community cohesion into the London Road area. The project is running as part of Brighton Fringe festival and has been award the Argus Angel Community Project Award.

Case Study 2: Micro Museums: Royal Pavilion & Museums

In an exciting initiative to deliver 'micro museums' in non-museum locations across Brighton & Hove, we opened two micro museums in 2008: one at Sure Start Children's Centre in Whitehawk and the other at the community library and Sure Start Children's centre in Portslade.

The partner locations were hands-on in choosing the themes and collections for their own displays. At Portslade Library, toys and local history were chosen. After consultation at Whitehawk Children's Centre to find out what made their visitors tick, hundreds of objects and photographs were brought out of stores to form a series of new displays about the area's history, including its internationally important Neolithic archaeology.

Feedback from visitors at Whitehawk Children's Centre demonstrated that 68% of under 16s and 54% of adults said they will visit one of the city's museums as a result of seeing the display. Previously 6% of those who looked at the display had never visited any of the city's museums and only a quarter had visited the Royal Pavilion or Brighton Museum before.

The Commitments

Engagement

The city's cultural offer already engages with a high number of its residents. According to the most recent National Indicator surveys undertaken at the end of 2008, well over half the population engage with the arts and just over half with our museum and library services. The footfall figures for our main central library Jubilee are around one million visits per year and it is the fifth most popular library in the country. The Brighton Dome programme reached one in six households currently and the Brighton Festival audience each year is around 70% from local BN postcodes.

Against this healthy backdrop, our efforts are best placed in targeted outreach and inclusion work which seeks to break down barriers to engagement for those who are not currently accessing the city's fantastic opportunities as well as ensuring that we continue to serve and stretch our existing cultural audience.

There is some excellent work taking place in terms of targeted engagement work as shown in the case study illustrations.

In the next five year period we will build on this:

ACTIONS

- Work with our partners, such as the Brighton Dome and Festival to sustain and extend engagement.
- Create targeted arts programmes aimed at priority groups and prioritise engagement in our annual grants.
- Museums services will increase the number and broaden the diversity of people using our collections, buildings, gardens and services
- Develop an inclusive and inspiring programme for Brighton and Hove 2012 with city partners
- Develop our community libraries as local hubs which underpin social cohesion such as the extension of Portslade Library to include a Children's Gateway Centre and Micro-Museum which has resulted in a 30% increase in use
- Introduce a Visitor Greeter scheme to connect visitors with local people.

Case Study 3: Wired Sussex

Wired Sussex is a key business development agency for the digital media sector, supporting approximately 700 Brighton & Hove businesses. Basic membership of Wired Sussex is free, and benefits include networking events, specialist training, and assistance in recruitment; all of which has assisted in creating a powerful hub of peer-to-peer support in the sector.

The organisation works with public, private and third sector partners to represent the interests of the local digital business community, such as ensuring new flexible workspace is developed in the city, and working with the economic development to hosting potential inward investors. A number of these visits have proved successful; for example, Club Penguin, a subsidiary of Disney, opened an office in Brighton in mid 2008.

Case Study 4: The Royal Pavilion and its impact on tourism and the city

In 2006 Brighton Business School carried out a study to measure the cultural impact of the city's iconic palace. Over 600 surveys were conducted among both residents and visitors to the city. 74% of visitors had heard of the Royal Pavilion before their visit to the city, associating it most closely with royalty and history. 13% of visitors cited the Royal Pavilion as a factor that influenced their visit to the city. Based on the city's estimated tourism expenditure, this equates to approximately £55.9 million of visitor spend in the city being influenced by the Royal Pavilion. Among residents, 65% saw the Royal Pavilion as an important contributor to the city's economy and 77% saw it as an important part of the image of the city.

Economy

In Brighton and Hove culture means jobs and a positive impact on the city's economy in a number of ways. In terms of direct employment, the tourism sector accounts for 20% of employment and contributes over £400m into the local economy. The creative and cultural industries account for a further 10% of employment minimum. One fifth of businesses are classed in the creative and cultural sector and it is the fastest growing business sector. The Brighton Festival contributes £20m into the local economy every May.

Indirectly, the cultural offer is clearly an integral part of the success of our tourism; a reason for people to come and to stay. It is also a key contributor to the quality of life impacts that are so important both in retaining existing business and attracting new employers and investors.

Events and visible free cultural programmes across the city have a key role to play at the best of times and in a time of oncoming recession, the role is even more important. This is in raising public confidence and activity in the city, stimulating secondary spend and keeping a sense of year round vibrancy.

Maximising this impact and continuing to develop the gain for the city means:

ACTIONS

- Continuing to invest in cultural provision for the city; maintaining and developing the quality, freshness and uniqueness of the content
- Prioritising support to the creative industries sector; encouraging workspace expansion, including it in both mixed use schemes and as planning gain, working with partners in our Universities to maximise their strengths in innovation
- Developing the sustainable tourism charter hotel initiative
- Highlight the role of culture in relevant investment strategies such as the Economic Strategy
- Work with partners to develop new initiatives for the city's cultural calendar such as the Book and the Rose
- Develop the destination marketing activity to generate an increase in the £408m tourism impact.

Place

Culture has been a hugely important shaping force in the physical landscape of the city. The culturally led regeneration schemes over the last 15 years have defined the city as it is today as did the visionary architecture of 200 years ago.

The importance of high quality public and urban realm is well understood in Brighton and Hove. We have an excellent Legibility Strategy and an operational Percent for Art Policy that both feed into the aspirations of this strategy. The University of Brighton's courses in Architecture and Design offer opportunities for the city in developing urban design projects with the Faculty of Arts.

Art and design and history, events and activity are informative and inspirational starting points for the creation of successful public places and spaces. Our cultural buildings, both old and new, in Brighton and Hove make up a most enviable collection and most within walking distance of each other.

Culture must continue to play this successful role in the ongoing development of our city around us.

ACTIONS

- We will maintain a role in delivering the City's Legibility Strategy and in contributing to new developments
- Take responsibility for caring for the portfolio of historic buildings, preservation and increased access
- Promote and develop events for the city such as White Night and others
- Continue to develop innovative ways of improving public spaces including the use of large destination images on the front of disused premises

Case Study 5: New Road

As part of a comprehensive drive to improve streets and squares across the city, Brighton and Hove City Council commissioned an international design team led by Copenhagen's Gehl Architects to work with local residents and stakeholders in developing proposals for New Road.

The design uses granite blocks to create a high quality setting for the listed buildings which line New Road, including the Pavilion Theatre, the Dome and the Theatre Royal Brighton. The granite is attractive whilst being robust enough to take heavy traffic loads. The scheme encourages social, leisure and other uses and invites users to reclaim the city. The road is lined with a 50 metre bespoke wooden bench with an artist designed lighting commission in it which features random changing light patterns after dark.

The scheme has taken New Road from being an unsuccessful public space to the 4th most visited space in the city and the recipient of a Civic Trust Award.

Case Study 6: Jubilee Library and Square

The development has been key in maintaining the city as a regional and national cultural centre. It re-established the literary focus to the developing Cultural Quarter, and added leisure, retail and business services, a new city square and performance space.

The development prompted further upgrading to the surrounding areas, estimated to be worth £4.2m. The added footfall; more visitors staying longer has added an estimated additional £4.4m expenditure into the city.

The completed scheme is also estimated to have generated 500-700 sustainable full time jobs in the local economy – this is equivalent to £12.2 and £16.3m a year.

The return on public sector investment has been in the range of 1:10.

Case Study 7: Early Years: Royal Pavilion & Museums

Supported through funding from Renaissance in the Regions, a dedicated Early Years museum specialist has been working in all 14 of the city's Children's Centres and in libraries and nurseries, providing family learning workshops for children under five and their parents.

Such sessions are currently reaching 2,000 children a year. In line with *Every Child Matters* the workshops aim to create a sense of community through working with the stories and artefacts of the city, communicating shared histories and developing skills, knowledge and understanding in under 5s. Importantly they are also designed to develop confidence of parents in supporting their child's learning through play, with new initiatives for 2009 targeted at supporting father and toddler groups.

Case Study 8: Homework Clubs

Homework clubs offer stimulating and free professional study support for young people. Evaluation has shown that pupils who participate in study support do better than would have been expected from baseline measures in academic attainment, attitudes to school and attendance at school. Study support appears to be especially effective for students from minority ethnic communities. Participating pupils also acquired more positive attitudes to learning and better school attendance.

Learning

Cultural programmes can offer life changing alternative, accessible and engaging opportunities. We support education and learning at all stages in people's lives, through access to information, collections, creative and cultural activities. It is through creative and cultural activities that we can often reach those most alienated in our society.

There are significant roles to play in developing life skills, in connecting children and young people to each other and to the wider community, in increasing self esteem and positive self expression, in widening horizons and boosting a desire for self development. This impact is particularly significant for those children and young people that are often marginalized from mainstream services particularly looked after children and those not in education, employment or training.

Extending this valuable role that culture can play means:

ACTIONS

- Work with learning partners across the city to support and encourage learning at all ages, particularly our Universities and Further and Higher Education providers
- Target support to people facing particular barriers to learning/those alienated from traditional learning routes
- Promote the empowering role of informal learning in underpinning personal and community development, through reading, creative activity and cultural experiences
- Improving reading and literacy levels of children and adults through the implementation of a City-wide reading strategy
- Increasing access to information, knowledge and learning through online services in Libraries, making public information and communication technology (ICT) more available and more popular
- Improve museum education services for children and adults through the Museum Renaissance Programme
- Implementing key aims of Express – Strategy for young people education and the arts
- Developing apprenticeship schemes in creative and cultural industries.

Case Study 9: White Night

Brighton and Hove has a thriving night time economy. Sometimes, aspects of this can tip into anti-social and criminal activity that make the city centre less welcome and safe for all. White Night was an initiative developed by the Brighton and Hove Arts Commission in order to create an alternative night time offer. It is a 24 hour cultural festival which took place on the night the clocks went back in October 2008. Around 15,000 people came to take part in free events in the city centre, venues stayed open and there was a range of outdoor events, exhibitions and performances. The atmosphere was very friendly and the audience ranged in age from toddlers to pensioners. The majority of those surveyed felt 'extremely safe' and the event was very popular with those who might not otherwise come into the city at that time.

Case Study 10: Libraries and health

Research into health information seeking with library users carried out by the University of Brighton has revealed our public libraries are very highly trusted as a source of health information, second only to GPs and ranked above other health care professionals and pharmacists. National research has identified that 48% of people who visit libraries are seeking health-related information and 97% find this information useful (in Brighton & Hove terms that equates to 846,000 people. 75% of GPs (14 surgeries) found Books on Prescription helpful or very helpful in a study on the pilot phase.

Wellbeing

Culture makes us healthy and happy, it encourages people to be active and do the things they enjoy. This increases personal, physical and mental wellbeing and helps build healthy communities. Culture and sports activities support healthy lifestyles by promoting good physical and mental health and well being. Research shows that people who do not participate in culture and sport say they have lower levels of health. Libraries have a particular role in the support of health education, health promotion and self-help, by communicating public health information and lifestyle messages.

Arts and health is a broad area of work, covering what the National Network for Arts in Health (NNAH) defines as four distinct areas:

- Arts in health care settings: all forms of art within healthcare settings
- Community arts in health: the use of community arts to deliver health agenda and health messages
- Medical humanities: the use of arts and humanities in medical education
- Art therapy: a distinct area of practice, focussed on the individual and looking for therapeutic benefit through art.

The role of culture in the design and operation of public space can also have a positive impact in terms of reducing anti-social behaviour; making places safer whether through the use of lighting or by creating spaces that encourages active use and natural surveillance. There are particular issues in Brighton and Hove in terms of welfare that culture could focus on:

ACTIONS

- Work with health and community partners in providing reliable and effective health information across the city
- Develop role of arts and culture as integral part of therapy, especially in combating mental health issues plus specific initiatives with mental health service users
- Promote lighting strategies and projects for unsafe spaces
- Expand the number of White Night locations and programmes
- Extend the range of walking tour podcasts on visitbrighton.com

Identity

Our collective cultural identity for the city is important in many ways. Locally for our residents it contributes towards a pride of place, it is key to creating the civic identity or identities that people can sign up to and be part of; creating and belonging.

Our cultural identity beyond the city boundaries means our attractiveness to visitors, our credibility with regional and national agencies, our potential for taking a leadership role in the development of the cultural agenda for the UK and beyond.

This will continue to be important and in developing this dual identity, we need to be both responsive and to lead the way.

ACTIONS

- Support community based initiatives through culture that develop neighbourhood and community identity and cohesion
- Play a full role in Eurocities, particularly in the Culture sub group
- Take a leading and co-ordinating role in shaping a programme for Brighton and Hove looking towards 2012 to maximise opportunities for the city's residents, businesses and visitors
- Take a leading role in regional groupings such as the Cultural Regional Improvement Partnership
- Take a leading role in developing national groupings such as the Cultural Cities Network
- Take a role in the development of national policy in culture such as Chairing the new International Standard on Tourist Information.

Case Study 11: Pankhurst Avenue Photography Project

As part of a new housing development on Pankhurst Avenue a photography project was created to promote a new community centre to residents. The residents' committee needed a way to let the community know about the space and what facilities they could access there.

The committee commissioned a photographer to work to carry out a participatory project designed for all different members of the community: young mums and babies, teenagers, older people and entire families. Each group could sign up for a series of photography workshops, which took place in the new community centre, where they learnt how to use a digital camera and took photos for an exhibition.

All the workshops were full to capacity and the project resulted in a huge collection of photography which will be on permanent exhibition in the new facility and a film made by young people which can be also be seen at the centre. Over 75 community members took part in the project and a regular camera club has now formed. A group of teenagers have decided they want to make another film and have formed a group to write a script.

Case Study 12: Cultural Cities Network

Following Brighton and Hove's bid to host the European Capital of Culture in 2002, the city became a founder member of a national network of cities who had also bid. One of the results from the lobbying of this Network was the establishment of the Urban Cultural Programme which brought funding of £750k into a cultural programme for Brighton and Hove.

The Network has also run 2 successful national projects across the member cities. It is made up of a range of different sized cities and continues to lobby government on the importance of culture to local areas, providing case study material, good practice and advice.

Subject:	Museum Plan	
Date of Meeting:	9 June 2009	Culture, Recreation & Tourism Cabinet Member Meeting
	11 June 2009	Cabinet
Report of:	Director of Culture & Enterprise	
Contact Officer:	Name: Janita Bagshawe	Tel: 29-2840
	E-mail: janita.Bagshawe@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB10255
Wards Affected:	All	

FOR GENERAL RELEASE**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The purpose of the report is to agree the Royal Pavilion & Museums Strategic Forward Plan 2009-2012 which sets out the Council's vision for the service, building on the recent successes, and outlining the priorities and objectives for the next three years, in the context of the overall plans and ambitions for the city. The Plan demonstrates how the Royal Pavilion & Museums support the Corporate Priorities and contribute to the key strategies for the city, including the Local Area Agreement and Corporate Plan.

2. RECOMMENDATIONS:

- 2.1 That Cabinet note the extract from the proceedings of the Culture, Recreation & Tourism Cabinet Member Meeting held on 9 June 2009.
- 2.2 That Cabinet agree the Royal Pavilion & Museums Strategic Forward Plan 2009-2012.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 Museums Libraries and Archives Council's Museums (MLA) Accreditation Scheme sets nationally agreed standards for museums in the UK. The standards support museums in identifying opportunities for further improvement and development. Accreditation requires that museums have a forward plan approved by the Governing Body.

Main features of the Royal Pavilion & Museums Strategic Forward Plan 2009-12

- 3.2 The Plan sets out the Council's vision and ambitions for the Royal Pavilion & Museums, an overview of the Division's history and collections, the national and local context in which it operates, recent achievements, research and future priorities.

3.3 The Vision and Strategic Aims for the Division for the next three years are:

3.3.1 **Vision**

We will enrich the lives of all our visitors and continue to celebrate and care for our city's rich past and vibrant present by making our collections, services and buildings available to everyone for enjoyment, learning and inspiration. Users will be at the heart of what we do. We will build on our regional, national and international standing by seeking innovation and success in all that we do.

3.3.2 **Aim 1 - Develop audiences**

Through this aim we are setting out to increase and broaden the number and diversity of people using the collections, buildings and services. This aim will inform the strategic programming and development of services for residents, in particular from under-represented and priority groups and visitors to the city.

3.3.3 **Aim 2 - Care for and sustain our collections and buildings**

A key function of museums is to collect and care for collections. The city has responsibility for many significant collections, (three are designated of national/ international importance by a government scheme) and historic buildings. It is an essential role of the Royal Pavilion & Museums to care for the collections and historic buildings within the portfolio for the enjoyment, learning and inspiration for this and future generations.

3.3.4 **Aim 3 - Transform the ways we work**

The Division is operating in a constantly changing environment. To ensure that the Division is able to respond to new challenges and provide services that are right and relevant to today's visitors, staff need to develop new skills and knowledge, new ways of working and delivering services. These are at the heart of efficient and effective business planning. To remain competitive and to meet the challenges of the recession, new and different ways of delivering services will be of paramount importance.

3.3.5 **Aim 4 - Maximise income to develop a sustainable service**

Generated income and externally raised funding is essential for running the Royal Pavilion & Museums and improving value for money. The Division has one of the largest earned income targets for a local authority run service in England.

3.4 To achieve the strategic aims and vision the following priorities have been identified:

- Sustainability and modernisation of the service's business and financial infrastructure
- The continual restoration of the Royal Pavilion and improvement to visitor facilities
- Redisplays and reinterpretation of the permanent collections and the historic sites

- Care and presentation of the Royal Pavilion Gardens
 - Improvements to the documentation of the collections
 - Improvements to visitor facilities and DDA programme of improvements
 - Storage improvements
 - IT services
 - Temporary exhibition programmes
 - Support to local improvement agendas
 - Delivery of the Renaissance in the Regions programme¹
 - Workforce Development
 - Formal and informal Learning programmes
 - Establishment of new arrangements for the future management of Foredown Tower.
- 3.5 The Plan will be subject to continual review monitoring and updating. Progress on the Plan will be reported to Culture Cabinet Member and the Overview & Scrutiny Committee for Culture, Tourism & Enterprise on an annual basis.
- 4. CONSULTATION:**
- 4.1 The Plan is based on research, evaluation, service reviews and national policy including:
- Visitor satisfaction surveys at all museum sites (2005-09)
 - Pavilion Gardens Survey (2007)
 - Surveys of exhibitions, displays and events (2006-08)
 - Non-visitor research (2007)
 - Mystery Visitor Findings (2007)
 - Collections for the Future (Museums Association, 2005)
 - Understanding the Future: Museums and the 21st Century (DCMS, 2006)
- 4.2 The Plan has also benefitted from the active involvement of members of the Culture, Tourism & Enterprise Overview & Scrutiny Committee, through a workshop held in January 2009. The Plan has been improved by the inclusion of many of the suggestions made by Members who welcomed the opportunity to discuss the future plans and aspirations for the Royal Pavilion & Museums. The main issues covered were:
- Income generation, external funding and marketing
 - Increasing visitors to the non-central sites
 - Royal Pavilion Gardens maintenance
 - Storage of research collections
 - DDA improvements
- 4.3 The Plan has been issued to stakeholders for comment.

¹ A programme that provides government funding to transform regional museums into beacons of excellence and sector leaders.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The actions arising from the strategy are expected to be delivered within available budget, or through external funding. The net 2009/10 annual budget for the service is £2.2m (gross budget £5.68m, income support Royal Pavilion & Museums, of which Renaissance is the most significant. Delivering Value for Money is a key aim of the strategy.

Finance Officer consulted: Anne Silley

Date: 15/05/09

Legal Implications:

- 5.2 There are no immediate legal implications arising from the Strategic Forward Plan.

Lawyer consulted: Bob Bruce

Date: 15/05/09

Equalities Implications:

- 5.3 The Equalities Impact Assessment that has been carried out on the Royal Pavilion and Museums identified the following key actions:

- Equalities training for all staff
- Implementation of Workforce Diversity Plan
- Publish Museums Forward Plan on web
- Improve monitoring of profile of visitors and non-visitors
- Continual research with users/non-users
- Targeted promotions to under represented groups
- Documentation of collections updated to identify items relevant to diversity themes

Sustainability Implications:

- 5.4 The Royal Pavilion & Museums, in line with Council policies, sets out to embed sustainability in its business practices as far as it practicable eg retail and trading, management of the buildings, exhibitions.
- 5.5 The strategic aim within the Plan 'care for and sustain buildings and collections' is concerned with the long-term conservation and sustainability of the council's unique assets.
- 5.6 The Museums Association has conducted a sector specific draft set of principles. These cover economic, environmental and social sustainability. It is expected that once these are agreed that they will be used as part of the way that museums manage their business and operations.

Crime & Disorder Implications:

- 5.7 There are none arising from this report.

Risk & Opportunity Management Implications:

- 5.8 The key risks with delivering the priorities within Plan are financial. The future of the Government funded Renaissance programme is unknown after March 2011. Renaissance has provided funding for many of the initiatives over the last 6 years ranging from education to exhibitions to gallery refurbishments.
- 5.9 The available level of funding from grant and trust giving bodies (eg HLF, Arts Council) has considerably declined since the start of the recession.
- 5.10 Earned income target, which form nearly 60% of the division's core budgets could be difficult to achieve in the recession. Achievement of earned income targets within the heritage sector nationally is causing concern within this period of recession.
- 5.11 Lack of funding to replace equipment and upgrade commercial units leading to pressures on income generation.

Corporate / Citywide Implications

- 5.12 The Royal Pavilion & Museums supports the delivery of the Council's priorities as outlined in 3.5 of the plan and the 2020 Community strategy 3.2 and the LAA 3.4.
- 5.13 There are a number of objectives in the Corporate Plan that the Royal Pavilion & Museums will specifically deliver or support:
 - Completion of the Stonework restoration of the Royal Pavilion
 - Increase and diversify participation in cultural activities
 - Work through museums to support to early years learning
 - Develop an inspiring programme of activities leading up to the 2012 Olympics
 - More children go on organised museums visits

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 None considered

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 A forward plan for museums is a key criterion for Museums Accreditation.

SUPPORTING DOCUMENTATION

Appendices

1. Royal Pavilion & Museums Strategic Forward Plan 2009-12
2. Extract from the proceedings of the Culture, Recreation & Tourism Cabinet Member Meeting held on 9 June 2009 (to follow)

Documents In Members' Rooms

1. Royal Pavilion & Museums Strategic Forward Plan 2009-12

Background Documents

None

Strategic Forward Plan for the Royal Pavilion & Museums 2009-2012

**Brighton & Hove City Council
Culture & Enterprise Directorate**



**Brighton & Hove
City Council**

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Executive Summary

The Museums Strategic Forward Plan sets out Brighton & Hove City Council's vision and ambitions for the Royal Pavilion & Museums and the services it provides to the community and the role it plays in supporting the visitor economy.

The Plan provides an overview of the history of the buildings and the collections for which the city council's Royal Pavilion & Museums has responsibility. It provides the strategic context in which the service operates at a local level and sets out some of the key recommendations from national policy documents that are driving changes and improvements to the sector.

There are four key aims for the Royal Pavilion & Museums for the next five years that are driving the development and priorities for the service.

Develop audiences

- Programmes of exhibition and display
- Programme for the Cultural Olympiad
- Programmes of learning and community engagement
- Special events programmes
- Developing the use of information technology to increase access to collections
- Research opportunities and loans of the collections

Care for and sustain collections and buildings

- Improvements to storage of collections
- Improvements to documentation
- Continued restoration of the Royal Pavilion
- Improvements to visitor facilities
- Improvements to physical access to building and services
- Improving the long-term sustainability of the Booth Museum and its collections
- Investment in the buildings to ensure long-term sustainability

Transform the ways we work

- Supporting local improvement agendas
- Workforce development
- Partnership working
- Marketing and communications
- Use of IT to improve programmes and services
- Address issues of succession planning

Maximise income to develop a sustainable service

- Sustainability and modernisation of the service's business and financial infrastructure
- Developing revenue from ethical and sustainable catering venues
- Product development for retail appropriate to collections and visitor demand
- A retail offer that promotes the creative play agenda to young audiences

1. Vision and Strategic Aims

We will enrich the lives of all our visitors and continue to celebrate and care for our city's rich past and vibrant present by making our collections, services and buildings available to everyone for enjoyment, learning and inspiration. Users will be at the heart of what we do. We will build on our regional, national and international standing by seeking innovation and success in all that we do.

Aim 1 Develop audiences

Through this aim we are setting out to increase and broaden the number and diversity of people using the collections, buildings and services. This aim will inform the strategic programming and development of services for residents, in particular from under-represented and priority groups and visitors to the city.

Aim 2 Care for and sustain our collections and buildings

A key function of museums is to collect and care for collections. The Museums Association defines a museum as "institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust". The city has responsibility for approximately one million artefacts and a portfolio of historic buildings and museums. It is an essential role of the Royal Pavilion & Museums to care for the collections and historic buildings within the portfolio for the enjoyment, learning and inspiration for this and future generations.

Aim 3 Transform the ways we work

The Royal Pavilion & Museums is operating in a constantly changing environment. To ensure that the service is able to respond to new challenges and provide services that are right and relevant to today's visitors, staff need to develop new skills and knowledge, new ways of working and delivering services these are at the heart of efficient and effective business planning. The profile of staff working in the service also needs to be more reflective of the demographic profile to ensure that museums are relevant to today's users and are able to support developing programmes to attract priority groups. To remain competitive, different ways of delivering services and responding to visitor demands is essential and this means introducing new systems in particular IT based ones.

Aim 4 Maximise income to develop a sustainable service

Generating earned income and externally raised funding is essential for running the Royal Pavilion & Museums and improving value for money.

In achieving these four aims the Royal Pavilion & Museums is committed to working in ways which support customer focus, partnership, community engagement, the local visitor economy, creativity, value for money, sustainability, excellence and innovation.

2. Brighton & Hove City Council's Royal Pavilion & Museums

- 2.1 The service is one of the largest in the South East of England with collections of local, national and international significance. The service enjoys a high profile, regionally, nationally and internationally, and has a reputation for innovative and high quality exhibitions and projects, which regularly receive national media coverage. The museums and historic houses are all accredited under the government's museums accreditation scheme, which sets standards for the

management and operation of museums. It directly operates six sites, which are open to the public:

- Royal Pavilion
- Brighton Museum & Art Gallery
- Preston Manor
- Booth Museum of Natural History
- Hove Museum & Art Gallery
- Foredown Tower Nature & Astronomy Centre

It also has responsibility for a number of historically important listed buildings and monuments:

On the Royal Pavilion Estate:

- William IV Gate House
- India Gate
- Northgate House
- 4/5 Pavilion Buildings

In addition:

- Portslade Old Manor
- The Old Courthouse and Courtroom on Church Street, Brighton
- Jaipur Gate at Hove Museum & Art Gallery

Furthermore, it is responsible for an off-site store where the reserve and research collections are housed and management agreements with two organisations that open sites to the public in listed buildings: *Fabrica* in Holy Trinity Church and West Blatchington Windmill. The service also provides advice to voluntary run museums in the city: The Old Police Cells Museum, the Fishing Museum, the Toy and Model Museum and the Grange at Rottingdean.

2.2 Overview of the Royal Pavilion & Museums' history and collections

The Royal Pavilion

The service's history can be traced back to the middle of the nineteenth century and has laid the foundations from which much of the cultural life in Brighton & Hove has flourished. The flamboyant, exotic, quirky Royal Pavilion, the Prince Regent's pleasure palace has, in many ways, set the tone and brand for the city and for the service. It was purchased by the Corporation of Brighton in 1850, following Queen Victoria's decision to sell it and make her seaside retreat the Isle of Wight. The town's policy of restoring and preserving the Pavilion as a 'work of art' was pursued from this time and has been considerably assisted by the generosity of successive monarchs, from Victoria to Elizabeth II, who have donated and lent original furnishings and fittings. It was used for a very varied range of functions between its purchase and the 1950s, which included civic functions, exhibitions, events and use as a hospital for Indian soldiers in the First World War. The decision to open it as a setting for the summer regency exhibitions was taken in the 1950s, and to open it throughout the year in the 1970s, to the public as a historic palace.

Brighton Museum & Art Gallery

Following the Pavilion's purchase, an annual show of paintings was organised and from the hanging fees it was hoped to purchase a permanent fine art collection. Amongst the range of different civic functions that were established in the Royal

Pavilion, rooms were set aside for use as a private museum displaying local private collections. Pressure mounted for a public museum and library, but several attempts to adopt the provisions of the Public Libraries and Museums Act were voted down. In 1873 a new Art Gallery, Library and Museum was built in a Moorish style on the site of ancillary stables, coach houses and servants' quarters, adjacent to the former Royal Stables (now the Dome Concert Hall).

Hove Museum & Art Gallery

Was the private residence of John Oliver Vallance, who had become Lord of the Manor of Hove in 1867 and who named the house after his father, John Brooker Vallance. Brooker Hall was purchased by Hove Corporation in 1926 and opened to the public as a Museum and Art Gallery in 1927.

Preston Manor

The Stanfords bequeathed their home Preston Manor and its contents, in the 1930s to the Corporation of Brighton. It was opened to the public as the Charles Thomas Stanford Museum and in the 1970s the decision was taken to restore the building as an historic property.

Booth Museum of Natural History

The Booth Museum was built by Thomas Edward Booth in 1874 to house his ever-growing collection of British Birds. The museum was bequeathed to the Corporation of Brighton in 1890 and in the 1970s was enhanced with significant collections of natural history, which were displayed at Brighton Museum & Art Gallery.

The Service, today, is responsible for around one million artefacts, and three of its collections have Designated status (recognised to be of national and international significance): Decorative Art (displayed in the Royal Pavilion, Brighton Museum & Art Gallery, Preston Manor and Hove Museum & Art Gallery) World Art (Brighton Museum & Art Gallery) and Natural History (Booth Museum of Natural History).

West Blatchington Windmill

The exact date of this 'smock' Mill is unknown; earliest records of the Mill date back to the 1820s. It was purchased by Hove Borough Council in 1937. Now a Grade II listed building, it is all that remains of a small community that included a manor house, parts of which dated from the fourteenth century, but which was demolished in 1955. Restoration of the Mill's exterior and interior was carried out in conjunction with the Friends of the Mill, who manage the building and open it to the public.

Many of the city council's collections are due to the generosity of the citizens of Brighton & Hove and are equal to many of the largest metropolitan cities, which were founded on collections of the country's great industrialists. Due to the foresight of its city fathers, the visionary directors and curators and the interests and generosity of its citizens such as Henry Willett, FW Lucas, the city today is blessed with a service of regional, national and international standing.

- 2.3.1 The service is also responsible for the contract with East Sussex County Council for the city's archives. These archives include material dating back to 1100. They are currently housed in Lewes and Newhaven. The public access to these is through the Public Record Office in Lewes.

2.4 What defines the service

2.4.1 The Royal Pavilion & Museums is not just a series of buildings and collections, it is also a complex organisation and a business.

It has many different facets and dimensions and plays a significant role in a complex and dynamic city, constantly re-adjusting and focusing on the needs and requirements of changing local and global communities. In particular, it is a significant cultural industry playing an important role in the cultural, economic, education and social life of the city, and the health and well-being of its citizens.

2.4.2 The Royal Pavilion & Museums are major tourist attractions with 53.7% of visits to Brighton Museum & Art Gallery coming from outside Brighton and 96% of visits to the Royal Pavilion coming from outside the city. They therefore have to balance the needs of local people at the same time as offering a high quality cultural offer, which supports the tourist economy and attracts visitors to the city.

2.4.3 The 'developed' world's economic activity is increasingly based on knowledge. As cultural industries, museums are seen as part of the knowledge economy. Museums research, create and disseminate knowledge through exhibition, display, publication, public learning and event programmes. As the knowledge economy grows it is influencing the ways that museums conduct their business. Production is an increasingly iterative process where services/knowledge are constantly adjusted and improved in response to the consumer. Curators and producers of knowledge also increasingly engage with users to develop knowledge. The growth in the knowledge economy has brought changes in people's expectations with greater need for emotional and creative expression. This has implications for what museums offer the public, both in what they provide for the public to see and engage with, as well as the opportunities to participate and learn. Increasingly, the overall experience matters with an emphasis on personalised services.

2.4.4 As a cultural industry, it directly employs a wide range of creative experts including curators, conservators, decorative artists, designers, artists, makers, teachers, actors and writers. It also provides inspiration, influence and a stepping off point for creative production both locally, nationally and internationally.

2.4.5 The museums set out to inspire, illuminate, educate and challenge visitors through showing and interpreting a very wide range of collections including archaeology, local history, natural history, fashion, world art, fine art, decorative art, design history, craft, toys, film and media and Egyptology. The service celebrates the city and its communities, helping generate civic pride, develop a sense of cultural identity as well as building respect and understanding of others. It has a key role in place shaping and promoting a positive image of the city.

2.4.6 The service has an annual temporary exhibition programme, which is vital in building new audiences for the museums and encouraging repeat visits. The programme has a national profile and as well as providing cultural opportunities for local people, also supports the visitor economy. It receives national and international media and press coverage, thus enhancing the city's cultural profile. The exhibitions show case and reinterpret the collections in fresh imaginative ways that ensure the city's heritage is made relevant to contemporary audiences. Temporary exhibitions are also able to draw on collections from across the UK and

overseas, giving residents the opportunity to enjoy some of the most outstanding artefacts in historical and contemporary collections.

- 2.4.7 Collections are often lent to exhibitions both in the UK and abroad. It is an essential function of museums to lend to appropriate institutions to support learning. In doing so, Brighton & Hove City Council's rich heritage comes to the attention of many thousands of people across the UK and the world.
- 2.4.8 To maximise the potential of the city's assets and to help people engage with museums, the Royal Pavilion & Museums provides a range of learning programmes for all ages ranging from pre-school workshops to reminiscence support to older people. The under fives sessions take place in the museums as well as at children's centres and libraries. A comprehensive service of activities is available to schools from workshops, tours, role-play, handling sessions, teachers' packs and Continuing Professional Development support to teachers. Children and Family learning includes special events, clubs and holiday activities. Adults can enjoy special events, lectures, guided tours, workshops, special courses and research facilities through the Brighton History Centre.
- 2.4.9 Increasingly, the service is operating in a virtual world in which it provides access to its collections to global communities, it is a world which many young people inhabit, it is where they meet and make sense of the world. The on-line opportunities include an increasingly comprehensive catalogue of the collections to support researchers and learners. The web also is a vital tool in promoting, providing information and selling services to the public.
- 2.4.10 Enterprise is an important aspect of the service's work and includes catering and retail at many of the sites. In addition, rooms are available for hire for corporate hospitality, seminars and civil partnerships/weddings in some of the city's, and indeed the UK's, most lavish surroundings.
- 2.4.11 The service has responsibility for the city's collections and some of its most important historic buildings. To this end it has a team of experts in the fields of conservation, curation and security to ensure that the city meets nationally recognised standards for the care and sustainability of its assets.

3. Setting the Scene: Policies, Trends, Challenges & Opportunities

This section sets the scene for the forward strategy for the Museum service. It sets out the local context, the achievements on which we can build and the national picture for museums.

3.1 Brighton and Hove in context

There are over a quarter of a million people living in Brighton & Hove. Compared with the average across the South East, the city has a relatively large working age population and slightly lower levels of childbirth and older people. The population growth over the last ten years is 5%, which is higher than the average for the same period in the southeast (4.5%) and nationally 4%. The growth is driven by increases in the 35-44 age group. It is predicted that the city's population will reach 300,000 by 2029.

The profile of the population is shifting. Approximately 5.7% of the population are from non-white ethnic groups. Although above the regional average, this is below the national average of 9.1%. No one group is more strongly represented in the BME population. However, the profile is changing. Over 15% of the city's residents were born outside the UK and the BME groups have increased by 35% over the period 2001-2004 against a national increase of 13%. 20% of all new births are to mothers born outside the UK. The city ranks in the top 10 local authorities in terms of migrant workers. There are 35,000 from LGBT groups, 20,000 full time students and 13,000 children living in lone parent households and one of the largest homeless populations in the country. It has a highly educated workforce with nearly 38% of the population educated to degree level, which is above the regional (30.5%) and national (27%) levels.

Since the mid 1990s it had a fast growing and strong economy until the current recession. However, in contrast the city also has some of the most deprived areas across the country (Queens Park, East Brighton, Moulsecoomb and Bevendean). These deprived areas are significantly more deprived than the city as a whole with levels on many indicators double the city average. However, many large numbers of people experiencing inequality in Brighton & Hove do not live in the most deprived areas. These demographic profiles have consequences for how the Service needs to think about the services and programmes it provides for the local community.

3.2. Tourism in Brighton & Hove

The city is a major tourist destination and the Service sits within the context of being both a service for the local community, but also a major business within the visitor economy. The Service supports the city's tourism strategy by providing a high quality cultural and heritage offer. There are trends which the Service needs to take into account in its planning and programming if it is to continue to have a share of the tourist market and continue to support it. The trends which are affecting the city's tourist economy include: the importance of visiting friends, opportunities for a unique experience eg authentic, undiscovered and distinctive. The city is primarily a short break destination, which means that the main groups are 20-34s (pre-family), no family and retired age groups. The city as a destination is somewhere with a sense of place/personality and atmosphere created by a combination of people, buildings, famous icons, locations, nightlife and history. A comprehensive high profile events programme is important for business. The key domestic market is the cosmopolitans (risk takers, comfortable with trying things out of the ordinary). Young people are most likely to visit in the peak season and are attracted by relaxing, getting away and having fun, older people in the off-peak season and are more likely to visit specific attractions and events.

3.2 2020 Community Strategy

Brighton & Hove's sustainable community strategy sets out the vision and plans of the agencies, organisations and communities who work together through the 2020 Community Partnership to improve the quality of life in this city. The Museums Strategic Forward Plan has been developed to support these priorities:

Promoting enterprise and learning through:

- Engage local communities in learning and research, using the city's collections to motivate their learning experience
- Increase access to collections in different locations and through e-learning
- Increase participation by under-represented audiences, focusing on children and community development

Strengthening communities and involving people through:

- Engaging young people through constructive and enriching activities
- Inclusive arts and cultural events

Promoting resource efficiency and enhancing the environment through:

- Maintaining biodiversity data bases at the Booth Museum of Natural History
- The management of the Royal Pavilion Gardens
- Care for the city's historic buildings within the division

Providing quality services through:

- Implementing customer care standards across all areas of work and service delivery
- Use customer surveys and research to inform service delivery

3.4 Local Area Agreement

Museums contribute to positive outcomes for communities and have an important role to play in the delivery of the Local Area Agreement. In Brighton & Hove the Service does have further potential to contribute to outcomes. The National Outcomes children and young people – make a positive contribution; children and young people enjoy and achieve; adult health and wellbeing; local economy; stronger communities and tackling exclusion and promoting equality. The Royal Pavilion & Museums supports the Arts N1 11 indicator adopted in Brighton & Hove LAA. The number of school-aged children in organised school visits to museums has been adopted as a local indicator L22.

The Division also has the potential to support N16 participation in regular volunteering; N14 people who feel they can influence decisions in their locality; N1 1 people who feel they can get on with others from different backgrounds; N1 79 achievement of a level and qualification by the age of 19 and N1 117 – 16 to 18 year olds who are not in education, training or employment.

3.5 Corporate and Directorate Plan

The corporate plan identifies the key council priorities for the next three years and museums have some specific objectives to achieve. The service contributes to the City Council's five overall corporate priorities in a number of specific ways:

- **Protect the environment while growing the economy:** The service is responsible for a number of significant heritage buildings and gardens which form part of the city's built environment and are recognised as part of the cultural make up of the city, contributing to local people's quality of life, learning and enjoyment and the tourist economy. The Royal Pavilion and Brighton Museum & Art Gallery in particular, are significant in the role they play in attracting visitors

to the city. The service is also an important business and creative industry in its own right. It supports creative businesses and cultural practitioners in the city, and beyond by providing inspiration for creativity and production and for showcasing works of art. The service also has a significant role to play in promoting public understanding of environmental issues with its nationally significant natural history collections.

- **Better use of public money:** The service earns nearly 60% of its revenue budgets from earned income from admissions, retail, catering, corporate functions and charges for services. In addition, it attracts considerable external funding for its activities and projects. This is significant for a Local Authority run service and compares favourably with National Museums in relation to the percentage of the core budget. A value for money review in 2008 has emphasised the need for the Service to maximise its income. The Service has and will continue to deliver the city council's efficiency savings and look at new ways of delivery to maximise its ability to achieve value for money. Furthermore, the Service will continue to find different ways to support itself financially through new ways of attracting external funding to ensure the long-term sustainability and development of the service.
- **Reducing inequality by increasing opportunity:** The Service works extensively with excluded and marginal groups, to ensure that they are able to access the Service's activities, and that the Service reflects their needs; the Service has invested heavily in increasing its work with schools and young people in recent years, particularly as a result of increased investment through Renaissance (see paragraph 3.10 & 4.3).
- **Fair enforcement of the law:** Some of the division's buildings are located in areas which are prone to anti-social behaviour. Through improvements to the design of these areas the service is working to mitigate the possibilities of anti-social behaviour. Furthermore, by increasing activity for example in the Royal Pavilion Gardens that enhances the visitor experience, it is hoped that the gardens will no longer be a magnet for anti-social behaviour.
- **Open and effective leadership:** The Service is increasingly working with audiences and communities to inform the services that it provides. It keeps local people informed of what services it offers through a range of communication strategies, which it is also constantly monitoring and seeking to improve. It has undertaken major consultation exercises with non-user groups and runs customer surveys throughout the year. Many people are engaged with volunteering with the service. The Service also has a role to play in supporting the creation of an inclusive city through supporting understanding of diversity through its displays and learning programmes.

3.6 Cultural Strategy

A new Cultural Strategy has been developed that recognises the importance of culture in Brighton & Hove, and the aspirations of people who live and work in or visit the city. It reflects on the unique profile, strengths and qualities of the city, and sets out a direction for the future of the city's culture. The strategy identifies priorities for growth and improvement in services and activities through cooperation

and partnership, and sets out a framework for guiding decision –making and interaction with other public, private and community partners. The role of the Royal Pavilion & Museums in providing a high quality cultural and heritage offer for the community and its key role in supporting the visitor economy is acknowledged in the plan.

3.7 Collections for the Future (Report by the Museums Association, 2005)

The report was published in 2005 and was followed up with an action plan by the Museums Association to support the key recommendations of the report in 2007. The key message was that although museums have made great strides to improve access to the collections and unlock their potential for engagement with the public on many levels, more could be done. It is a report that is guiding much of the work that the Service is undertaking.

The report recommended that:

- Museums should do more to expand the opportunities open to people to engage with collections.
- More collections should be in active use and museums should improve the way they manage collections-related knowledge. For example by getting more collections out of store.
- It highlighted the need for continued investment in digitisation.
- Museums need to develop their collections to ensure that they remain relevant to current and future audiences. Collections should be more mobile, seen in more venues both within the UK and internationally.
- The museum sector needs to be strengthened. Increased collaboration and more investment in training, development and succession planning is needed.
- It is not desirable, let alone practical, for a museum to have all the expertise it requires in-house. Individual museums can work together to share expertise across the sector. It will be equally if not more important to build closer links with external sources of knowledge and expertise.

3.8 Understanding the Future: Museums and the 21st Century (Report by DCMS, 2006)

This report identified the following priorities for museums:

- (1) The need for museums to fulfill their potential as learning resources. Museums will be embedded into the delivery of education in every school in the country. Understanding of the effectiveness of museum education will be improved further and best practice built into education programmes. The value of museums' collections as a research resource will be well understood and better links built between the academic community and museums.
- (2) Museums will embrace their role in fostering, exploring, celebrating and questioning the identities of diverse communities. The sector needs to work with partners in academia and beyond to create an intellectual framework supporting museums' capacity to tackle issues of identity. The museum sector must continue to develop improved practical techniques for engaging communities of all sorts.
- (3) Museums' collections will be more dynamic and better used

Government and the sector will find new ways to encourage museums to collect actively and strategically, especially the record of contemporary society. The sector will develop new collaborative approaches to sharing and developing collections and related expertise.

- (4) Museums' workforces will be dynamic, highly skilled and representative. Museums' governing bodies and workforces will be representative of the communities they serve. Find more varied ways for a broader range of skills to come into museums. Improve continuing professional development.
- (5) Museums will work more closely with each other and partners outside the sector. A consistent evidence base of the contribution of all kinds of museums to the full range of public service agendas will be developed. There will be deeper and longer lasting partnerships between the National Museums and a broader range of regional partners. Museums' international roles will be strengthened to improve museum programmes in this country and Britain's image, reputation and relationships abroad.

3.9 National Museums Strategy

The Museums, Libraries & Archives Council will publish the draft national museums strategy for England in early 2009. The plan will promote action in three key areas building on the two former DCMS reports, *Understanding the Future: Museums and 21st Century Life*, 2005 and the 2006 *Understanding the Future: Priorities for England's Museums*. (See above). It is expected that there will be three key themes:

- Supporting excellence – encouraging and rewarding museums that use their collections and develop their scholarship to deliver the very best cultural experiences for the public, and to interpret collections for new and wider audiences.
- Promoting partnerships – strengthening the links between museums of all sizes; between museums and the rest of the cultural sector; and building on the relationships with tourism and the creative economy.
- Building capacity – investing in the workforce, in scholarship and collections care, in new finance and governance models, and in digital technology, to ensure long-term effectiveness and sustainability in the sector.

3.10 Renaissance in the Regions

The Royal Pavilion & Museums is a partner in the South East Regional Hub, one of the regions that is a beneficiary of the national Renaissance in the Regions programme, which was established in 2003 to create world-class museums, which are beacons of excellence and act as sector leaders. The South East Hub is lead by Hampshire County Council Museums' service and comprises Oxford University Museums, Chatham Historic Dockyard and the Royal Pavilion & Museums.

The main aims of Renaissance is to put users at the heart of museum services by increasing engagement with people and communities, supporting learning and skills, and developing world-class museums through collections development and through workforce and organisational development. The overarching guiding

principles for Renaissance are: developing capability within the workforce; ability of museums to exploit collections for wider benefit; sustainability ie income streams, fundraising, staffing and succession planning; partnerships ie working with museums, libraries, archives, other cultural organisations and non-sector partners to deliver communities; excellence ie innovation, risk taking, best practice.

The Hub museums are expected to play a key leadership and supporting role to the sector in the South East through joint partnerships, support in developing the sector. In the South East there are 300 museums; this is the largest concentration of museums of any region in the UK.

All Hub museums are expected to achieve or maintain the Investors in People award and MLA Accreditation.

Renaissance has provided the framework and support to shape the Service's development and ability to deliver Council priorities and deliver outcomes for the local community. A major review is underway for the future of the Renaissance programme, which will have implications for the Service. It will be published in the summer of 2009.

Much of the Strategic Forward Plan's achievement is dependent on securing Renaissance funding for 2009-11. After 2011, funding towards Renaissance is uncertain and will both depend on the outcome of the Comprehensive Spending Review and the current Renaissance Review. Consequently, the service will be developing strategies for making the programmes currently funded by Renaissance sustainable.

3.11 Sustainability

The Museums Association has launched a consultation on sustainability seeking views from the sector. It has drawn up a draft set of principles for its consultation that it believes the sector needs to adopt to flourish sustainably. These cover economic, environmental and social sustainability. It poses questions around museums' roles in supporting messages and providing information around sustainability issues; succession planning; sharing good practice; managing growth. The consultation ended in September 2008 and the results are yet to be published. Independent of this review, the Royal Pavilion & Museums, in line with Council policies, is setting out to embed sustainability in its business practices, for example through local sourcing of food and goods for its retail and catering outlets as far as is practicable.

4. Achievements

4.1 In the last ten years, the Service has secured over £20 million of external funding for refurbishment and special projects. This investment has enabled important improvements to be put in place including: new displays, enhanced interpretation, increased education activity and upgraded ICT facilities. In turn, this has led to greatly improved standards of artefact care, conservation and new opportunities for public access to the Service's collections.

4.2 Significant achievements include:

- restoration of the Pavilion Gardens to Nash's scheme;
- refurbishment and redevelopment of Brighton Museum & Art Gallery;
- refurbishment and redevelopment of Hove Museum & Art Gallery;
- continuing restoration and conservation of the Royal Pavilion and the conservation of the museums' collections;
- refurbishment of the Courthouse, adjacent to Brighton Museum & Art Gallery as a community lecture theatre, drawing on Renaissance, PFI and other external funds see below;
- significant academic links, programmes of study, and research activity;
- development of learning programmes, community and outreach work;
- at the same time, the Service is playing a central role in developing the city's cultural offer with important exhibitions and other public programmes.

4.3 A further important development since 2003 is the *Renaissance in the Regions* Programme, which provides central Government funding to transform regional museums and galleries (see 3.10 above). Brighton & Hove is a partner in the programme's South East Museum Hub.

Renaissance Funding has provided the funds to:

- Work with local schools; with new staff appointed to the Service and now working with teachers and pupils across the area to support the delivery of National Outcomes, Every Child Matters, the National Curriculum and Local Area Agreement
- Undertake a substantial programme of documenting and digitising the Service's collections
- Develop a new multi-purpose flexible space for lectures and events (the Old Courtroom Lecture Theatre)
- Work to improve access and storage of the collections
- Modernise the workforce through training and development and programmes to diversify the workforce
- The establishment of micro museums across the city to provide access to the collections in community centres and libraries to support
- Work with the under 5s through the Children's Centres, libraries, nurseries etc
- Exhibitions to support the tourist economy and stronger communities
- Gallery redisplay to ensure that the museums remain fresh and of contemporary relevance, eg the ancient Egypt galleries (opened March 2009) and provide children and young people with opportunities for enjoyment and achievement
- Provide effective leadership within the sub-region (Sussex and Surrey) through work with museums that are not in the Hub
- Improvements to customer care and development of divisional standards, including improvements to the entrance hall at Brighton Museum
- New web and IT infrastructure to modernise management information and business systems
- Undertake focus group research with non-users to inform Service developments

- Support training and development and provide expertise to the museums sector within the South East.

5. Partnerships

Are critical to the delivery of services to communities, and long-standing and new partnerships need to be developed to continue to successfully deliver. The Service has, amongst others, partnerships with Renaissance South East, University of Brighton, University of Sussex, East Sussex Archaeology & Museums Programme, the V&A National Strategic Partnership, British Museum, East Sussex County Council, University College London, Sussex Wildlife Trust, Brighton Dome/Festival, Theatre Royal Brighton, Royal Collections Trust.

Increasingly, the Service will be developing existing and exploring new partnerships to deliver outcomes for Brighton & Hove. As resources are squeezed we will need to build on the benefits of partnership working to achieve economies of scale.

6. Research and Review

Our Strategic Forward Plan is informed by continual processes of review and research, both internal and external. These processes occur across the Service as a whole, or in relation to individual projects, but all outputs of research contribute to forward planning and build our capacity for sustained and targeted improvements to the Service. We are mindful of likely changes to the needs of cultural audiences and gather evidence to support changes to the outcomes and outputs of the Service. The business planning process will continue to be supported by the corporate performance monitoring system through its structure of Departmental Plans, Team Plans and Personal Development Plans, linking in to Renaissance Planning and Action Plans.

Currently there are a number of pieces of research, which are contributing to business and action planning.

6.1 Visitor satisfaction surveys

- **Brighton Museum and Art Gallery 2005 – 2008**

In general, visitors are satisfied with their visit to Brighton Museum. In 2007/2008 94% rated their visit as excellent or good. In 2007/2008 52% of respondents had visited the museum before.

Digivey survey October–December 2008. The service has been introducing IT based self-filling surveys in its buildings over the last year. This has seen a large increase in the number of visitors filling in surveys compared to paper based surveys.

81.6% of adults and 79% of under 16s rated the visit as excellent or good

66.4% of adults and 66.2% of under 16s rated the staff as friendly and helpful

71% of under 16s had enjoyed their visit

41.1% of visits were first time visits

58.9% were repeat visits

Surveys over the last three years have highlighted the importance visitors put on the ambience of the building. The space, light, cleanliness and tranquillity of the

museum are important. The museum is seen as a long-standing asset to visitors outside and within the city. The exhibitions are highly regarded

- **Hove Museum and Art Gallery 2005 – 2008**

In 2007/2008 96% rated their visit as excellent or good. 68% of visitors had visited the museum before.

As the high satisfaction percentage shows, visitors particularly enjoy visiting Hove Museum. There are consistently positive comments around the ambience, the variety of displays and exhibitions and the tearoom.

- **Booth Museum of Natural History**

In 2006/2007 95% of visitors were very or fairly satisfied with their visit. 46% of respondents had visited before.

The message that comes from these surveys is that the Booth Museum is fun, educational and inspirational for adults and children of all ages. In 2007/2008 86% of respondents thought that the museum is child friendly. The museum was described with positive intent as, 'eccentric', 'original', 'fascinating', 'lively' and 'idiosyncratic'. Visitors value its distinctiveness.

- **Preston Manor**

2007/2008 99% of visitors rated their visit to Preston Manor as excellent. 29% of respondents had visited before.

Visitors feel that Preston Manor is unique and visitor friendly. There are several comments about the knowledgeable and helpful staff.

- **Royal Pavilion**

In the survey April 2005 – March 2006 86% of respondents rated the tour guides as excellent or good, but there were suggestions that there could be more guided tours. There were also numerous requests for audio guides as in other historic buildings. The survey demonstrated a huge amount of adoration for this building, words such as wonderful, beautiful, stunning and decadent being used 76% of visitors had also stated that they had gained new knowledge and understanding as a result of their visit.

6.2 The audio guides survey January –September 2008

Visitors answer questions about their visit on the audio guide. 98.4% of visitors to the Royal Pavilion rated the experience as excellent or good and 97.3% rated the audio guide as excellent or good.

6.3 Digivey survey November 2008-January 2009

The Service has been introducing IT based self-filling surveys in its buildings over the last year. This has seen a large increase in the number of visitors filling in surveys, compared to paper based surveys. The new system was introduced to the Pavilion in late 2008.

91.5 % of adults and 81.4 under 16s rated their visit as excellent or good
 92.5% of adults and 66.6% of under 16s rated the audio guide as excellent or good
 75.9% of adults and 79% of under 16s rated the staff as friendly and helpful
 72.4% of adults rated the visit as providing value for money
 87.9% of adults rated the presentation of the building as excellent or good
 88.6% of under 16s had enjoyed their visit.

6.4 Pavilion Gardens Survey – August 2007

The clear message that came from this survey is that visitors to the Gardens think it is a tranquil, beautiful, oasis in the centre of Brighton and have lots of praise for the maintenance of the grounds. Many of the respondents use the Gardens as access to other areas, socialising, and for quiet lunch breaks. They clearly like the Pavilion Café.

Respondents have mixed views about buskers and the entertainment, but clearly would like to see an end to the street drinkers and cyclists.

6.5 Surveys of exhibitions, displays and events

- *Fashion & Fancy Dress: The Messel Family Dress Collection 1865-2005 (Brighton Museum and Art Gallery) October 2006-July 2006*

This visitor research indicates that the *Fashion & Fancy Dress* exhibition was well received by visitors and had something to offer to a broad range of people, including those with a professional interest, families with young children, students and casual browsers.

Visitor experience of the exhibition was generally very good.

The interactive elements of the exhibition proved popular with visitors. One visitor commented that her family loved it so much she had brought her daughter and friends as a birthday treat, to see the exhibition and play with the dressing up clothes, which had proved a great success.

80% of respondents felt they had learnt something new from the exhibition.

- *Little Black Dress* Exhibition – May 2008

The exhibition appears to have been well publicised with 67% of respondents being aware of the exhibition before coming to the museum. There were many comments from visitors about how the exhibition had surpassed their expectations.

This exhibition proved to be inspiring and over 70% of visitors gained knowledge and understanding.

- *Chinese Festival* event – 31st August 2008

This was a short postcard evaluation.

Over 90% of respondents described their experience of the event as excellent or good. “Good way to promote the Chinese culture, keep it up”.

- Non-user research for *On The Pull* – February 2007

Qualitative research was commissioned to support the development and design of the project, and inform the way the museum will consult audiences in the future.

Two panels of 12 people were recruited on the street in specific postcode areas and at central shopping areas. One group of 18-24 year olds and one group of 60-75 year olds, with a common recruitment criteria of C2DE, socially active and never been to a museum before of their own volition. All had a similar lack of awareness/knowledge about museums and similar prejudices about what they would be like.

The biggest implication of all is that if Brighton Museum & Art Gallery wishes to make real connections with any of these people it needs to ensure it offers in the new exhibition (and more generally):

Fun/activity
 Low effort
 Opportunity for social interaction
 Relevance to me
 Sense of “wow”

Younger people would like on-street word of mouth and non-print media like radio for advertising/marketing.

Brighton Museum & Art Gallery is physically as well as emotionally well-hidden for these people. Its location and lack of visibility are a significant barrier. Very few of the two groups were aware of free entry and had a very old-fashioned view of museums, “*Think museum, think brown*”. “*Museums are just not for me*”.

The message from this research is to break the trance (that says museums are not for me) with fun, newsworthy activities and events that people don’t expect from a museum.

6.6 Brighton Museum & Art Gallery – Museums, Libraries, Archives Council commissioned October 2007 – April 2008

An average of 76% were very satisfied with their overall visit to Brighton Museum & Art Gallery with over half saying it was better than they expected it to be. Over 70% of respondents said they are likely to return to Brighton Museum & Art Gallery in the future.

6.7 Independent Research

- **“Mystery Visitor” Exercise (service standards for customer care and focus)**

An in-depth detailed service standards benchmarking exercise, funded externally through the Museums Renaissance Programme, revealed a number of shortcomings in customer service at the Royal Pavilion and Brighton Museum & Art Gallery. This exercise was undertaken in the form of a “mystery visitor” in March 2007. It was commissioned to inform the ability of the Service to raise income. The exercise looked at a range of services, which form part of the visitor experience, from planning a visit, to finding the buildings to the actual on-site visit and customer care. There were a number of significant findings of

shortcomings in all of the categories, in particular around staff customer service. As a result, the Service has responded to these shortcomings through instigating organisational changes such as establishing a sales team, a duty management team and a comprehensive set of service standards for all parts of the organisation.

- **The Royal Pavilion Palace, Brighton: impact, values, perceptions and strategy**

Brighton University Business School undertook a study of the Royal Pavilion in 2005-06 to research its iconic value to the city through gathering perceptions from the public and visitors of Brighton, especially in relation to the economy of the city. 34% of visitors made a significant association between the Pavilion and Brighton and 74% had heard of it. 9% said that their reason for visiting Brighton has been influenced by the Royal Pavilion. Overall the study concluded that the Royal Pavilion contributed approximately £55.9M pa to the visitor economy, this figure was derived from the actual visits to the Pavilion and those whose visit to Brighton had been influenced by the Pavilion.

- **What might consumers want from the sector in ten years**

MLA undertook a piece of work that identified the key drivers for change and how these might impact on the strategic direction that the sector needs to follow. There were four key drivers identified: social, emotional, identity specific and intellectual.

- To address the evolving social and emotional need to consumers, it predicted that museums would need to offer more customised and exciting entertainment events to attract visits for the core offer where there are opportunities to socialise with peers and family. Young people raised on the virtual world will no longer demand the cultural offer that is available today.
- To meet the changing intellectual needs to consumers, museums will need to become providers of informal and personalised education opportunities through both the on line offer and the programmes that take place in the museums.
- To address the implication of identity-specific and social drivers of change, what was outreach will become part of the mainstream offer. In order to stay relevant and financially viable.
- To address the implications of the intellectual drivers of change, the sector will need to operate using different business models and diversify its funding resources.

7. Looking Forward: Vision for the Future

The Service has achieved a remarkable programme of redevelopment and restoration in many of its buildings and services over the last ten years. Over the next five years we want to build on our achievements and maintain our reputation for excellence. To do this we need to remain relevant, innovative and competitive. We have to be responsive to evolving public expectation, the rapidly changing environment and the emerging national picture for museums. The visitor needs to be at the heart of what we do and we need to engage with and sustain an active

dialogue with our visitors, partners and stakeholders about our work and the services we provide. We need to actively develop public participation with our services and understanding about our heritage and collections and their importance to society today. Making our collections relevant to today's and future audiences, through developing new interpretation, has to be a key priority alongside widening access to our collections through changes to displays, exhibitions, improved storage, loans, the web and other initiatives. In particular, where there has been investment eg at Brighton and Hove Museums, it is essential that they remain fresh and that they keep abreast with the tastes and interests of our changing population. To achieve a Service that is meeting new and different public demands, we must act creatively and root our developments and services in need, research and evaluation. We will be supporting the local government improvement agenda with our museums being places of learning, enjoyment and challenge. We need to ensure that the whole visitor experience is given attention from the welcome that visitors receive, the presentation of our galleries, the visitor facilities through to the way that we market our services.

To achieve our ambitions for the Service, we need to urgently address a number of challenges. Attention needs to be focused on growing and diversifying our fundraising capacity to ensure that we no longer just rely on grant giving bodies and we need to examine new business models for running our services. We need to balance the priorities of opening our services to non-users and priority groups at the same time as generating income. With diminishing core resources we need to achieve efficiency through ensuring that we focus on priorities and provide excellence with the best public outcomes. We need to transform the ways we work, find new ways of delivering our services and to take opportunities to work in partnership. To do this we will need to continue to broaden and develop our skills and knowledge. It is equally important that the huge amount of existing knowledge about the buildings, collections, exhibitions and projects is captured to create a bank of information to assist future developments and projects. IT plays an increasingly vital part in how we run our services. The web is our virtual museum that reaches to audiences worldwide, it is also increasingly how we communicate and market our services to our audiences. We need to ensure that we can take advantage of the possibilities that new technologies offer to ensure that our service remains competitive and responsive to contemporary needs.

Key Priorities

- **Sustainability and modernisation of the service's business and financial infrastructure:** This Service has the highest proportion of earned income, approximately 60%, in its revenue budgets to any greater local authority museums service in the UK and is indeed higher than many of the National Museums. This is largely attributable to the admissions at the Royal Pavilion. It also attracts a good level of external funding through grants, trusts and DCMS initiatives such as Renaissance in the Regions. It also has the support of the Green Charitable Trust, which uniquely supports the work related to the World Art Collections.

The Council is supporting through an Invest to Save, the installation of new systems to support the earned income infrastructure of the Service with a new booking and ticketing system which will be integrated with telephone systems that will enable on line-booking, reduce lost calls and provide detailed customer information to support promoting the business.

However, there is increasing competition for diminishing external funds and the Royal Pavilion & Museums needs to develop its capacity to fundraise from different sources and make good use of its Friends organisation in supporting fundraising activities. A number of council lead services have established Development Trusts to support fundraising for their museum services eg Manchester, Tyne and Wear and Hampshire County Council.

Improvements to the quality of the catering services at the Royal Pavilion need to ensure that it is in keeping with visitor expectations of this iconic Royal Palace. Whilst there have been many improvements in the in-house catering it needs to embody the quality and brand of the Royal Pavilion and its heritage which can only be achieved through investment.

- **Raising the profile of the Royal Pavilion & Museums:** The Service operates in a highly competitive market, where success of a service not only relies on meeting the demands of visitors and users, but also on funding and engaging partners and other stakeholders. Raising the profile of the service is critical and will be achieved through a strong communications plan including advocacy, press and marketing for the work of Brighton & Hove City Council's Royal Pavilion & Museums locally, regionally, nationally and internationally.
- **The continued restoration of the Royal Pavilion and improvement to visitor facilities:** Whilst there has been a concentration on ensuring that the exterior of the building is restored and maintained, there has been a lack of investment in the interior of the building. The visitor attraction market, which historic houses form part of the offer, is highly competitive. Visitors expect good facilities, and the Pavilion does not meet these expectations. It lacks disabled access to the tearoom, it has no cloakroom facilities, its toilets are substandard and much of its interpretation is dated. Although a remarkable and unique building, it needs to remain relevant to contemporary audiences. It is also necessary to ensure that there is something new to underpin marketing and promotional strategies. The conservation team are currently working on the restoration of the Saloon. It is an aspiration to reconstruct the original fireplace, carpet and curtains.
- **The long-term sustainability of the Booth Museum and its nationally significant natural history collections:** The Booth Museum collections are at risk; whilst the museum offers wonderful insight into how museums used to be, this 'time capsule' is not the best environment for such important collections. The collection of birds has faded in the uncontrolled light levels and is prone to infestation. Most of the collections are not accessible to the public or indeed researchers at a time when the collections have much to teach us about the environment in which we live and the impact that humans are having on the natural world. The Museum itself suffers also from being in a location that is out of the city centre and is mostly residential, it has very limited passing footfall. In undertaking an options appraisal for the future of the Booth, we need to look at its major potential to support understanding of current environmental agendas and how we overcome the location issues that have been identified / must be explored.
- **The display of significant collections currently not on public display** in particular those that are of regional and national significance. We will develop a strategy, through peer review and partnership for the future use and display of our

Archaeology collections, which include significant local material and Sussex-wide material.

- **Redisplays and reinterpretation of the permanent collections and the historic sites** to keep the galleries, in particular in the redeveloped sites, up to date, alive and fresh and relevant to contemporary audiences.
- **Care and presentation of the Royal Pavilion Gardens** to ensure these restored Regency Gardens, which are the historic setting of the Royal Pavilion are maintained to standards appropriate to one of the UK's top tourist attractions.
- **A high profile programme of events for the Royal Pavilion Gardens** which are in keeping with its Regency setting and its role in the centre of the city's cultural quarter.
- **Improvements to the documentation**, collections management and access to all the collections in particular those in store to underpin the public programmes of engagement.
- **Improvements to visitor facilities** to meet modern standards, customer care expectations and DDA legislation at the Royal Pavilion, Preston Manor, Hove Museum & Art Gallery and Brighton Museum & Art Gallery.
- **DDA** a programme of DDA improvements has been undertaken over the last few years. These include at Preston Manor: an induction loop has been fitted in the entrance area; a lift from the basement to the ground floor, improvements have been made to make the basement area accessible, an accessible toilet in the basement, a ramp has been installed to the building at basement level and a designated parking bay established; at Brighton Museum & Art Gallery: the improvements to the entrance hall included the installation of a low level reception desk; at the Booth Museum induction loops have been fitted in the entrance area and teaching area, improved lighting in the teaching area and an accessible toilet has been put in. There is still further work to do.
- **Improvements to storage** The research collections are inadequately housed for their long-term sustainability. They are largely housed in areas that are difficult to access and don't meet the conservation standards required for their long-term preservation. Equally, the archive collections which are cared for by East Sussex County Council on behalf of the city do not meet the standards for archives care and accessibility of The National Archives.
- **IT** underpins many services that the Royal Pavilion & Museums offers. It is essential that IT based services remain up to date whether they are supporting gallery interpretation and engagement with visitors, income generation, administrative procedures or promoting the work of the division.
- **Development and delivery of vibrant temporary exhibitions** across all the sites.
- **Contemporary collecting** to ensure that collections remain relevant to current future generations and different audiences.

- **Access to the collections** through development of opportunities in different locations to improve access to the collections for the local community (such as in libraries and children's centres), development of accessible storage facilities, loans, web and other initiatives.
- **Support to the creative industries** in the city through projects and partnerships with artists and makers including exhibitions, installations and learning activities.
- **Supporting local improvement agendas** eg Local Area Agreement and the 2020 Community Strategy through projects that support and engage local communities in Brighton & Hove who are excluded, disadvantaged or disaffected (priority groups) and learning and skills agendas.
- **Delivery of the Renaissance agenda** nationally and in particular in the South East to develop the ability of museums to exploit collections for wider benefit and achievement of national outcomes.
- **Workforce development** museums are working in a changing environment with the need to respond to new challenges and different ways of working, in particular, to strengthen capacity for community engagement, partnership working, digital development and entrepreneurial leadership. Broadening the profile of staff that work within the museum sector through initiatives that support bringing under-represented groups into the workforce through placements, targeted volunteer schemes and traineeships. Succession planning is also essential in developing workforce development plans and the instigation of initiatives to provide apprenticeships for the specialist skills that are required for the long-term care of the Royal Pavilion.
- **Learning informal and formal** learning is central to engagement with museums and their collections. Alongside providing well interpreted and displayed galleries, a broad ranging programme of learning activities will continue to be provided and developed both on site and through outreach. Sessions supporting the delivery of the national curriculum and other new school/college initiatives will be offered. Work with the Children, Families & Schools Directorate will be built on to support Continuing Professional Development for teachers. Links with the City's two universities in support of higher education will be strengthened. Informal learning opportunities for families and children and adults will form part of the core programme.
- **Foredown Tower** we are working with Hove and Adur Sea Cadets to establish a community run visitor facility at the Tower, providing a gateway to the South Downs National Park and a training and learning base for young people.

8. Monitoring and Reviewing our Plan

- 8.1 We will monitor the progress of our Strategic Forward Plan on a six monthly basis through the Royal Pavilion & Museums Management Team. This will involve not only reviewing progress, but also taking corrective action where necessary and planning ahead.

- 8.2 The Divisional and individual work plans that flow from the Strategic Forward Plan are prepared annually across the Service, and form part of the corporate performance monitoring system. Managers monitor team plans throughout the year at departmental management meetings. Individual plans are monitored throughout the year through performance and development reviews. Divisional plans are placed on the Corporate website, and linked to Equalities, Health & Safety and Risk Management plans and assessment.
- 8.3 At the end of each financial year there will also be a formal review of what the Strategic Forward Plan has achieved towards the key priorities, under each strategic aim and areas which remain to be addressed. This annual review will subsequently form the basis of the Assistant Director's annual performance and development with the Director of Culture & Enterprise.
- 8.4 Progress on the Strategic Forward Plan will be reported to Culture Cabinet Member and the Overview and Scrutiny Committee for Culture, Tourism and Enterprise on an annual basis.

APPENDIX				
Aim 1 - Develop Audiences				
Objective	Key Actions	Funding Source*	Partners**	Timescale
Research and consultation with users and non-users to inform service development	BME Young People Disability	Renaissance		June 2009 March 2010 March 2011
Programme of exhibition, interpretation and display,	New interpretation at Preston Manor	Renaissance		March 2010
	New interpretation & displays at Royal Pavilion	External funding	Royal Collections	End 2009 and ongoing
	Temporary exhibition programmes at the museums	External funding/ Renaissance/ Headley Trust/ Core funding	Screen South University of Sussex Charleston Farmhouse Brighton Festival/ Dome British Museum British Council Museums Libraries and Archives Council	Ongoing
	Cultural Olympiad: Redisplay of World Art Galleries	Stories of the World bid/Renaissance/ James Green Trust	Renaissance South East Hub /Museums in the South East	2012
	Displays/galleries for collections not currently on show	External funding		2011 and ongoing

Programme of learning and community engagement	Children & Families learning & events programme	Core funding/ Renaissance	SureStart/Arts Commission	Ongoing
	Adult learning & events programme	Core funding	University of Brighton University of Sussex	Ongoing
	Learning resources relating to the collections	Core funding/ Renaissance	University of Sussex	Ongoing
	Develop gallery interactives at BMAG	Renaissance		Ongoing
	Schools learning programmes	Core funding/ Renaissance	Children Family and Schools Renaissance South East Hub Brighton and Hove Art Teacher's Panel	On going
	Outreach programmes to support gallery developments	Core funding/ external funding		
	Micro museum developments	Renaissance	Libraries/ Children's Centres	
Develop an innovative programme of special events	Royal Pavilion & Estate events programme	Renaissance External funds	Brighton Philharmonic Early Music Festival Theatre Royal Brighton Dome/Festival City Council	2009, 2010

	White Nights	Core funding/ external funds	City Council/Arts Commission	2009, 2010
	Programme of evening openings at Brighton Museum	External funding	Brighton Dome/ Festival Others	
Develop use of information and communications technology to increase access	Online access to and interpretation of collections developed	Renaissance		2009-11
	Online exhibitions	Renaissance		
	Develop collections access across museum services within South East	Renaissance/ external funding	MLA/Renaissance SE Hub	2009-11 and ongoing
Provide access to collections through research and loans	Loans to national and international museums for exhibitions	Core funding		Ongoing
	Review the role of the Brighton History Centre in relation to The Keep		East Sussex County Council University of Sussex	2009
	Build knowledge base of collections to underpin future programming	Arts and Humanities Research Council	AHRC University of Sussex University college London	2009

Aim 2 - Care for and Sustain our Collections and Buildings				
Objective	Key Actions	Funding Source*	Partners**	Timescale
Develop collections management	Achieve MLA standards for conservation of collections and maintain Accreditation standards	Core funding/ Renaissance		Ongoing
	Programme of preventative conservation	Core funding/external funding		Ongoing
	Documentation of collections to provide research and access	Core funding/ Renaissance		Ongoing
Improve the long-term sustainability of the Booth Museum and collections	Promote the role of the specialist environmental and scientific knowledge of the service	Core funding/ Renaissance	Sussex Wildlife Trust University of Brighton University of Sussex Environment Directorate	
	Action plan for the care of the research collections	Core funding		
Develop relevant collections for future generations	Collections reviews and strategies for future collection development	Core funding/ Renaissance		Ongoing

	Develop strategy to ensure access to archaeology collections	Core funding/ Renaissance	Renaissance SE Hub East Sussex Archaeology and Museums Project Brighton and Hove Archaeology Society	2009
Invest in buildings to ensure their long-term sustainability and improve access	Restore Royal Pavilion stonework	Council Planned Maintenance budgets		2011
	Improve visitor facilities and access to the Royal Pavilion	External funding bid		2011
	Improve energy usage/ consumption & impact of running buildings	External funding		
	Pavilion floodlight replacement	External funding	B&HCC Sustainability Team	2010
To improve the long-term care of the collections and archives	New storage facilities	Core funding/ external funding	East Sussex County Council University of Sussex	2010
	Restore the Royal Pavilion Saloon to its 1823 decorative scheme	Core funding/ external funding	Royal Collections Trust English Heritage	2009-12
	Plan for future restoration of Royal Pavilion room	Core funding/ external funding	Royal Collections Trust English Heritage	2010
Improve the visitor experience	Develop new visitor facilities at the Royal Pavilion	External funding	English Heritage	2011-13

	External signage and internal way finding improvements	Core funding/ external funding		March 2010
	Access improvements to meet DDA legislation at the Royal Pavilion & Museums		English Heritage	

Aim 3 - Transform the Way We Work

Objective	Key Actions	Funding Source*	Partners**	Timescale
Develop new business systems and models	New ticketing system developed & installed	Invest to save BHCC/ Renaissance		2009
	Establish bookings and sales office	Invest to save BHCC		Spring 2009
Partnership working	Develop partnership working across the Council to deliver priorities and improve performance targets	Core funding/ Renaissance/external funding	Children, Family & Schools Culture & Enterprise Directorates	Ongoing
	Develop partnerships to deliver nationally and locally agreed outcomes for visitors/users	Renaissance SE	Renaissance SE Hub The V&A Strategic Commissioning Partnership Brighton Photo Biennial University of Brighton University of Sussex East Sussex Archaeology and Museums Project Brighton Festival/ Dome Theatre Royal Brighton	

			The British Museum Strategic Commissioning Partnership	
	Establishing a gateway to the South Downs National Park at Foredown Tower		Adur and Hove Sea Cadets	
Develop marketing and communications activity	Web/e-marketing based marketing development plan	Core funding/external	Museums sector B&H City Attractions Dome/Festival Theatre Royal	2009 and ongoing
	Communications plan for raising the profile of the work of the service nationally with key sector organisations and stakeholders		Renaissance SE	2009 & ongoing
	Promotion of the Cultural Quarter	Core funding	Brighton Dome/ Festival Theatre Royal	2009 & ongoing
Develop use of information technology to improve programmes and services	New website improve collections interpretation online	Core funding/ Renaissance		Ongoing
Develop and train a customer-focused and creative workforce	Development and learning plan implemented to achieve business plans	Core funding/ Renaissance	Renaissance SE	
	Achieve IIP	Core funding		Achieved Jan 2009
	New customer service standards implemented across	Core funding/ Renaissance		

	the division			
Address issues of succession planning	Develop knowledge capture strategy and build e and online dissemination of collections research and interpretation	Core funding/ Renaissance		
	Establish apprenticeships/ traineeships in Conservation Team	Renaissance funding External funding		
Equalities	Achieve greater diversity amongst the work force	Core funding		Ongoing
	Positive Action Traineeship placements	Museums Association/ Renaissance	Museums Association	2009-11
	Implement Volunteer strategy	Core funding/ Renaissance		Ongoing
Embed sustainability	Build sustainability into exhibition and display design			
	Local sourcing of food and goods for catering and retail outlets			

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Aim 4 - Maximise Income to Develop a Sustainable Service				
Objective	Key Actions	Funding Source*	Partners**	Timescale
Exploit the income potential of buildings, collections and services	Develop corporate functions and hirings across the division	Core funding		Ongoing

	Develop the role of the sales and bookings team to achieve income targets	Invest to Save/ core funding	VisitBrighton	Ongoing
	Improvements to catering and retail to meet customer expectations and achieve income targets	Core funding/ external funding		Ongoing
	Explore partnerships to support income generation	Core funding		
	Develop the role of the Friends of the Royal Pavilion, Art Gallery & Museums Charity			
Capitalise on information technology to market and sell services	On-line retail development	External funding		2009-10

* Subject to securing funding and agreements with funders

** Further partners will be identified as projects develop; also some partnerships are subject to agreement

Subject:	Housing Revenue Account Budget 2009/10 - Reduction in Rent Increases		
Date of Meeting:	3 June 2009	Housing Cabinet Member Meeting	
	11 June 2009	Cabinet	
	27 June 2009	Housing Management Consultative Committee	
Report of:	Director of Adult Social Care & Housing Director of Finance & Resources		
Contact Officer:	Name: Sue Chapman	Tel: 29-3105	
	E-mail: sue.chapman@brighton-hove.gov.uk		
Key Decision:	Yes	Forward Plan No: CAB10424	
Wards Affected:	All		

FOR GENERAL RELEASE**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The Housing Revenue Account (HRA) Budget for 2009/10 was approved at Cabinet on 12 February 2009. This report included increases to rents in line with the Government's Subsidy Determination in January 2009. To support tenants, in light of the current economic climate, the Government has now issued a revised Subsidy Determination allowing Council's to reduce rent increases. This report seeks approval to revise the approved rent increases for 2009/10 in line with the Government's proposals.

2. RECOMMENDATIONS:

- 2.1 That Cabinet notes the extract from the proceedings of the Housing Cabinet Member Meeting held on 3 June 2009.
- 2.2 That Cabinet approves the amendments to individual rent increases and decreases in line with rent restructuring principles as determined by the latest Government Subsidy Determination issued in May 2009.

3. RELEVANT BACKGROUND INFORMATION**Rents 2009/10**

- 3.1 Rents are calculated in accordance with the government's rent restructuring guidelines. Target rents for each property are calculated based on the relative property values, bedroom size and local earnings. The act of moving tenants' current rents to the target rent is called rent convergence. In order to limit increases in current rents to reach target rents, the guidance specifies a maximum rent increase equivalent to inflation + ½% + £2 per week.
- 3.2 The original subsidy determination 2009/10 required Local Authorities to use the September 2008 RPI (Retail Price Index) of 5% for setting rent inflationary increases. The Government acknowledged that this level of RPI would set high

rent increases and in order to minimise these, the determination proposed to set a 'provisional' rent convergence date for the future. This meant that the date for rent convergence will now change yearly depending on the level of inflation for that year. Therefore, the rent convergence date has now been extended from 2011/12 to 2023/24 and this resulted in an average rent increase of 5.45% for Brighton & Hove, against a national position of an average guideline rent increase of 6.2%.

- 3.3 The government then announced in March, that as a result of the unprecedented global downturn that they would like to offer real help to council tenants by reducing the national average rent increase for this year from 6.2% to 3.1%.
- 3.4 In May 2009, the Government issued a revised Housing Subsidy Determination. This proposed that for 2009/10, rent convergence would remain at 2023/24 but actual rent increases for Brighton and Hove would increase by an average of 2.37% or £1.52 per week compared to the current approved increase of 5.45% or £3.50 per week. This amends the average weekly rent, from £67.70 to £65.72. The reductions to the rent increases will be back dated to 6 April 2009.
- 3.5 However, all rents are moving towards their individual targets which means that although the average increase is £1.52, some rents will be increasing by more than the average and others reducing. The maximum increase will now be £3.94 and the maximum reduction will be £0.71 per week.

Housing Subsidy Determination 2009/10, issued May 2009

- 3.6 The HRA is part of the national housing subsidy system through which Council Housing Rents are standardised across the country. The subsidy system uses a national formula to set guideline rents for each property together with allowances for management, maintenance and capital charges based on notional costs. The current subsidy system was introduced in 1990 and relies on the Secretary of State publishing annual 'Determinations' which set out the basis of subsidy. Full details of the original subsidy determination are detailed in the HRA Budget Report 2009/10 approved at Cabinet on 12 February 2009.
- 3.7 The council will be compensated for the loss of rental income from the reductions in rent increases by an increase in housing subsidy. The net effect means that the HRA Budget will remain in balance. The table below shows the revised subsidy position taking into account the latest determination. This results in an overall subsidy position (taking into account the capital element) of a reduction in subsidy payable to the Government of £0.696 million.

Housing Subsidy	2008/09 £'000	2009/10 £'000	Change £'000
<u>'Notional' Revenue Items</u>			
Management Allowance	(7,638)	(8,041)	(403)
Maintenance Allowance	(14,526)	(14,869)	(343)
Capital Charges	(7,065)	(6,240)	825
	(29,229)	(29,150)	79
Less Guideline Rent	40,723	40,233	(490)
Net revenue subsidy payable to the Government (exc. MRA)	11,494	11,083	(411)
<u>Capital Items</u>			
Major Repairs Allowance	(9,067)	(9,352)	(285)
Overall subsidy position – net payment to the Government	2,427	1,731	(696)

4. CONSULTATION

- 4.1 Tenants are consulted during the year on the HRA Budget and the Estate Development Budget. After Cabinet approval, tenants will receive notification of their individual rents and charges for 2009/10.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The government will compensate the council for the loss of rental income from reductions in rents by increasing housing subsidy. This will ensure that the HRA Budget will remain in balance. However, the council will need to fund any additional HRA costs required to amend the rents, such as printing of letters and ICT changes from within existing budgets. The Government have stated that they will advise separately regarding the treatment of any costs falling to the General Fund. All additional costs will be monitored as part of the Targetted Budget Management process for 2009/10.

Finance Officer Consulted: Sue Chapman Date: 07/05/09

Legal Implications:

- 5.2 The Council is required to keep a separate Housing Revenue Account (HRA) by virtue of the Local Government and Housing Act 1989. Preceding any financial year, the council must formulate for that year proposals relating to i) the income from rent and charges of all property within the HRA, ii) the expenditure on repair, maintenance, supervision and management of that property and iii) any other prescribed matters. In formulating the proposals, the council must use its best assumptions and estimates to secure that on their implementation the account will not show a debit balance. Within one month of formulating the proposals it must prepare and place on deposit a statement setting out the proposals and estimates.

Lawyer Consulted: Liz Woodley Date: 07/01/09

Equalities Implications:

- 5.3 There are no equalities implications from reducing tenants' rents. Tenants' rents are based on a formula determined by the Government.

Sustainability Implications:

- 5.4 There are no sustainability implications from reducing tenants' rents.

Crime & Disorder Implications:

- 5.5 There are no crime and disorder implications from reducing tenants' rents.

Risk and Opportunity Management Implications:

- 5.6 Financial risks have been assessed throughout the development of these proposals.

Corporate / Citywide Implications:

- 5.7 The reduction in tenants' rents should improve their affordability in the current economic climate.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 Rents are set in accordance with the Government's rent restructuring guidance and increases are in line with the Housing Subsidy Determination. The Housing Subsidy Determination controls rent setting by removing resources from local authorities through non compliance. The current 2009/10 Rents have been approved based on the original determination which calculated an average increase of 5.45% for Brighton and Hove tenants. This report recommends reducing the 2009/10 increase from 5.45% to 2.37% based on the revised subsidy determination received in May 2009. The alternative option would be to remain with increases at the current level, which would make rents less affordable to tenants in the current economic climate.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The council's constitution requires that the council seeks approval for the setting of tenants' rents in line with the Local Government and Housing Act 1989.

SUPPORTING DOCUMENTATION

Appendices:

1. Extract from the proceedings of the Housing Cabinet Member Meeting held on 3 June 2009 (to follow)

Documents In Members' Rooms

None

Background Documents

1. HRA Subsidy Determination 2009/10, January 2009. HRA Subsidy Determination 2009 – 2010 Amending Determination 2009.
2. 2009/10 HRA Rent Restructuring Working Papers

Subject:	King Alfred Leisure Centre – update on urgent works and potential improvements		
Date of Meeting:	11 June 2009		
Report of:	Director of Environment Director of Finance & Resources		
Contact Officer:	Name:	Ian Shurrock	Tel: 29-2084
	E-mail:	ian.shurrock@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB10426	
Wards Affected:	Central Hove		

FOR GENERAL RELEASE**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 This report provides an update on the urgent works being undertaken at the King Alfred Leisure Centre, a request to release further funding and options for further works to improve the building in the medium term prior to redevelopment.
- 1.2 The works are required in order to keep the facility open to the public.
- 1.3 The King Alfred Leisure Centre is the city's largest wet and dry sports facility. The extensive wet facilities including the main, teaching and learner pools provide the only public swimming facilities in the west of the city. The pools provide a range of opportunities for recreational and club swimmers, learn to swim programmes and school lessons, as well as the recently launched 'Free Swimming' Programme. These facilities together with the sports hall, fitness room and indoor bowls are all very important to the health and well-being of local residents.

2. RECOMMENDATIONS

- 2.1 That Cabinet notes the progress on the urgent works undertaken from the initial allocation of £859,000 to the capital programme as agreed at the Cabinet meeting on 20 November 2008.
- 2.2 That Cabinet approves an allocation of £641,000 to the capital programme to complete the health and safety and planned maintenance works as identified in the report to Cabinet on 20 November 2008.
- 2.3 That Cabinet approves an allocation of £0.75 million to undertake improvement works to benefit the operation of the building in the medium term (3-5 years).
- 2.4 That Cabinet agree that the Director of Environment and Chief Finance Officer, in consultation with the Cabinet Member for Culture, Recreation and Tourism and the Cabinet Member for Finance, determine the priority of works referred to in 2.2 and 2.3.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 At the Cabinet meeting on 20 November 2008, members approved an allocation of £859,000 to undertake health and safety and maintenance works to keep the Leisure Centre operational.

3.2 The decision to invest monies into the King Alfred Leisure Centre was taken in the context of the following:

- The current economic climate is not one that can currently deliver the valuations to support wholesale redevelopment of the site to deliver a mixed use scheme and a sports centre which meets the current sports brief. For this reason the council will have to re-examine the available options in the medium and longer term to deliver a new sports centre.
- A redevelopment of the current site, even if project objectives were agreed immediately, would not result in a start on site for several years but certainly not for 3 years at a minimum. The timescale to revisit the briefs (including consultation), go to the market, analyse and evaluate and consult upon any proposals, test out proposals, work up further to Stage D design stage and undertake pre-planning discussions would take considerable time and this is assuming that viable project can be found in the present economic conditions.
- Closure of the King Alfred Leisure Centre would significantly reduce opportunities for participation in sport. The Centre provides a wide range of sporting and leisure opportunities for a cross section of the local population.

3.3 The decision taken to invest in the Leisure Centre also followed a Property Performance Review undertaken as part of the Asset Management Process. Further investment would need to be considered in light of this review and the need to achieve value for money. The review includes two performance indicators and the conclusions for the Leisure Centre were as follows:

- Suitability Assessment – indicated that without a suitable replacement the current service delivery would be significantly reduced in the city, so the existing centre needs to be open.
- Condition Assessment – indicated that in general the condition is fair to poor relative to a modern sports facility, and the maintenance requirement is well above average to bring the property to a state required to deliver the service to a reasonable level.

Value for Money

3.4 Options need to ensure that costs are kept to a reasonable minimum and that value for money is achieved while keeping the building open and safe.

3.5 Investment into the facility needs to reflect reasonable pay back periods and to ensure that money is well spent in the priority areas identified to attract users.

- 3.6 Due to the condition and lack of suitability of the building it is not cost effective or possible *in some areas* to bring the facility up to the required standard of a modern sports centre.

Urgent works update

- 3.7 Significant progress has now taken place on the urgent works in the Leisure Centre as follows:

- Demolition of external flumes
- High level internal and external structural inspections
- Updated DDA access audit
- Some electrical testing and inspection of council operated areas of the Leisure Centre. Remedial electrical work to these areas including earthing bonding, lighting replacement, rewiring and power sockets
- Installation of new dosing system on water mains and new valves
- Deep clean of wet changing room floor and replacement lighting
- Environmental cleaning of external areas
- Cleaning of pool water balance tanks
- Repairs to main pool slide
- Fire alarm components replaced and upgraded in pool hall areas and ballroom suite
- Additional unexpected works have included repairs for main air handling supply motor failure, main poolside extract failure, sewer sump pump breakdown and repairs following a fire in indoor bowls
- A specification has been prepared for a package of further priority works which is due to go out to tender in June. Subject to gaining agreement, it is planned for these works to start on site by the end of July 2009
- An Action Plan is regularly updated to record and monitor progress of all works and actions to date against defects identified in the first condition survey of the council operated areas of the Leisure Centre.

Further planned works

- 3.8 Further works identified in the condition survey include:

- Brick parapet, concrete and boundary wall repairs
- Damp-proofing
- Further repairs to roofs and rainwater goods
- DDA access improvements and further structural assessments
- Further mechanical and electrical works on lighting, electrical supply, air handling, pool plant, phased boiler replacement and pipework replacement
- External repairs and redecoration (subject to options appraisal)
- Repairs to doors and windows (subject to options appraisal)
- Marking and labelling of electrical circuits/ distribution boards
- Phased electrical rewires
- Replacement of air conditioning units in redundant café (subject to options appraisal)

- 3.9 The priority of the original condition survey was the operational area of the Leisure Centre. The King Alfred building also includes a whole range of tenanted and obsolete areas. These areas include:
- External Amusement Area
 - Cheetah's Gym
 - Pro Am Gym
 - Hove Amateur Boxing Gym
 - Offices
 - Storage areas
 - Former Ten-Pin Bowling and Laser Centre
- 3.10 Separate condition survey reports have recently been completed for these areas, the only exception being the former ten-pin bowling and laser area which Health, Safety and Wellbeing have deemed not safe for the surveying team to enter.
- 3.11 To date it is anticipated that the actual cost of the works identified in the first condition survey report will fall within the original estimated figures in 2.1 and 2.2. The residual sum is therefore planned to be used towards meeting works identified in the second condition survey of tenant occupied areas. These relate only to works identified under landlord's obligations and urgent health and safety work.

Potential improvements

- 3.12 The unknown future life span of the existing Leisure Centre means that it is not possible to give building surveyors an exact timescale for recommended improvements. Therefore, some areas such as replacement of windows versus repair will need pragmatic decisions taken. While replacement would give a greater life-span than the 3-5 year time scale, it would give the frontage a lift to encourage users and have a positive impact on the existing operation. However, it is clear that a full scale refurbishment of the leisure centre would still not provide a facility of modern day standards, as the current building is a series of adaptations and alterations over its 70 year history.
- 3.13 Whatever decision is taken on the long term future of the site, it will mean keeping the existing leisure centre open and offering as good a service as possible for at least 3-5 years and possibly longer.
- 3.14 The council had identified £2m to support the provision of affordable housing within the King Alfred development and £1m to support seafront sustainable transport relating to the King Alfred project.
- 3.15 The Capital Resources and Capital Investment Programme 2009/10, approved at Budget Council on the 26th February 2009, included the earmarking of £0.641m to progress the urgent health and safety and planned maintenance works at the King Alfred during 2009/10. The approval of recommendation 2.2 will add these resources to the 2009/10 capital programme.
- 3.16 The allocation of the £0.641m added to the £0.859m already approved leaves £1.5m from the original £3m identified to support the development of the King Alfred site.

- 3.17 In order to manage the pressure on the existing revenue budget on the Leisure Centre, it is important that improvements are made to retain existing customers and attract new customers, particularly as users have higher expectations following the development of new facilities in other areas. It is proposed to allocate £0.75m of the remaining £1.5m King Alfred resources to fund improvements.
- 3.18 Potential options for improvement are suggested in an indicative order of priority at 7.11 of this report. These options require feasibility studies to be completed with full costings obtained that take into account the loss of revenue and amenity as well as any potential increase in revenue from increased usage following improved facilities.
- 3.19 The prioritisation will take into account the 3-5 year lifespan and the need to demonstrate value for money in terms of financial and user benefits. The priority order would then need to be considered in relation to the funding available as it would not be possible for all the improvements to be undertaken within a budget of £0.75m.
- 3.20 The allocation of £0.75m to fund improvements will leave £0.75m as a contingency to cover any further works required to keep the building operational, future years planned works and to support any future development proposals.
- 3.21 The approval for any of the options to be undertaken could be delegated to the Director of Environment and Chief Finance Officer in consultation with the Cabinet Member for Culture, Recreation and Tourism and the Cabinet Member for Finance.

Potential Medium Term Options

Options to Improve Exterior Facade

- 3.22 One of the main issues of the existing building is that the 1980's swimming pools are built on the southern side, with the entrance on the west side, and an uninviting 'frontage' of the 1938 building. It is not practical from an operational perspective to re-open the 'front doors' on Kingsway. Therefore, a replacement of existing signage, a programme of window and door replacement / repair, together with replacement of the existing entrance canopy, would seek to highlight to customers that the Leisure Centre is open. Such improvements would require consultation with Planning Officers.

Options for Empty Café

- 3.23 The existing small fitness works gym is located at the front of the building away from the main hub of the Leisure Centre. As the successful conversion of the café at the Prince Regent Swimming Complex to a fitness room has shown, such an improvement can have a positive impact on generating income in a facility. The longstanding café tenant could not make a café financially viable and a further tenant also reached the same conclusion. Therefore, the use of the large space in the heart of the sports centre would also provide a positive message that the facility is very much open for business. As at the Prince Regent, vending machines would provide a refreshment service. If the gym is moved from the

front of the building, the subsequent vacant area could potentially be used as a community room.

Options to Refurbishment of Wet Changing Facilities

- 3.24 The usage of the King Alfred Leisure Centre is dominated by swimming (72% of all users) in the main, leisure and teaching pools. Poor drainage plus heavy usage over a 25 year period have resulted in the wet changing rooms having the highest number of complaints. While not having the same potential to enhance income as moving the gym, refurbishment of the wet changing rooms would have the biggest positive impact on the standard of service to existing users and would attract new swimmers (particularly in conjunction with the Free Swimming scheme).
- 3.25 The refurbishment of the wet changing facilities has been a success at the Prince Regent Swimming Complex. However, there would be a significant capital cost involved and an initial negative impact on revenue as there would need to be at least a three month closure of the wet facilities to enable the work to be undertaken.

Options to Improve Internal Decoration

- 3.26 Many internal areas of the sporting facility would benefit from internal decoration. Due to the height of such areas including the sports halls this would require a phased approach and significant cost. However, this would provide a positive impact on the quality of the facilities across large areas of the building.

Options to Improve Equipment /Features

- 3.27 The existing features such as the internal slides in the swimming pools will shortly be obsolete. In order to maintain interest for existing users and attract new customers it is important that such features are replaced.

Options for Redundant Ten-Pin Bowling/ Laser Centre Area

- 3.28 This area has been vacant since the closing of the Ten-Pin facility at the end of the 1990's and the closure of the Megazone Laser Centre a few years ago. Health, Safety and Wellbeing have deemed the area unsafe for the surveyors to undertake a condition survey. Therefore, the possibility of re-opening such an area would need to be considered in light of this assessment. Comparison could then be made against the cost and practicalities of demolition of the area (which would need to be considered carefully in relation to shared services such as electricity and water with the main Leisure Centre) to provide an area of hard standing.
- 3.29 The potential options for improvements include items that would be revenue rather than capital expenditure such as internal decorations. Although the £0.75m was originally allocated to the capital programme these resources can be switched to revenue if required. Therefore in determining the priority of work, the allocation of the £0.75m will be reflected in either the revenue budget or capital programme as appropriate.

Costing and Prioritisation of Works

- 3.30 All of the above suggested options require detailed feasibility studies which need to be funded in order that prioritisation of the works can take place relative to the total resources available, potential positive impact on revenue generation for the centre and negative impact on the centre's income from any closures to undertake the works. Most of the works would require detailed plans, costings from a quantity surveyor and in some instances planning approval. The financing of these estimates would need to come from the additional resources requested for the improvement works, together with the cost of both client and contract project management. Property and Design does not have the resource capacity to contract manage these works but will support the client with advice and monitoring of the works. When such costed feasibility studies have been completed for the improvement works a decision on priority relative to the resources available can then be made via the suggested delegated powers.

4. CONSULTATION

- 4.1 It is recommended that full consultation continues with the client (Sport and Leisure) to agree the prioritisation and logistics of undertaking the relevant work. Such consultation is required to programme the works, undertake procurement of works in certain areas and manage the works effectively to ensure there is minimal disruption to the service.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The financial implications are included in Section 3 of this report under Potential Medium Term Options.

Finance Officer Consulted: James Hengeveld Date: 08/05/09

Legal Implications:

- 5.2 The immediate key legal implications revolve around health and safety issues, staff retention and the continued occupation of the building by tenants who had been previously advised that the building would be demolished as part of the redevelopment proposals.
- 5.3 The Council must ensure that the building is safe for staff, tenants and all users of the building. Staff and tenants must be kept informed of the proposals and where appropriate tenants/licensees will receive revised leases/licenses which will be granted by officers under delegated powers in consultation with the Cabinet Member for Culture, Recreation and Tourism and the Cabinet Member for Finance.
- 5.4 There are existing briefs relating to the site e.g. the Affordable Housing Brief, the Sports Centre Brief and the Public Realm Brief. In the context of a future procurement process for a replacement sports centre at this site, these briefs should be reviewed and as and when a new major project emerges a Project Board set up in accordance with the council's project procedures.

Lawyer Consulted: Bob Bruce Date: 17/04/08

Equalities Implications:

- 5.5 Closure of the King Alfred Leisure Centre would significantly reduce opportunities for participation in sport. The Centre provides a wide range of sporting and leisure opportunities for a cross section of the local population.
- 5.6 There is a need for a range of sporting facilities to be available across the City so that there is equality of opportunity for local people to participate in sport.

Sustainability Implications:

- 5.7 There are no direct sustainability implications arising from this report. It should be noted however that the works to the building arising from this report will not be sufficient to bring the building into line with current good practice. With the introduction of Display Energy Certification in October this year for all public buildings, they will need to demonstrate their energy performance. A building of the age of the King Alfred (built in 1938 and remodelled in 1980) cannot be expected to perform to the same standard as newer buildings. Sustainability implications will be considered when deciding some of the improvement options e.g. window replacement.

Crime & Disorder Implications

- 5.8 There are no direct crime and disorder implications arising from this report.

Risk and Opportunity Management Implications:

- 5.9 The recommendations of this report are intended to mitigate issues of risk in relation to the continued operation of the King Alfred as a public leisure facility. Without this expenditure it is unlikely that the Leisure Centre at the King Alfred could remain open. With the expenditure there is a stronger chance that an extended lifespan can be achieved from the building.

Corporate / Citywide Implications:

- 5.10 The King Alfred is the largest wet and dry sports facility in the City and draws users from a wide catchment area. The closure of the centre would have a significant negative impact on the opportunities available for local people to take part in sport. There is already a shortage of wet and dry facilities within the City. The works identified in this report are required in order to keep the present facility operating. While the centre does not meet the current standards of a modern facility, it does enable much needed sporting opportunities which provide a valuable contribution to the activity levels and health of the local population.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 An alternative option would be to not commit any further expenditure. This would create a situation of considerable risk for the council and result in the potential loss of a key leisure facility for the City.

Maintaining the service

- 6.2 The proposals in this report are about maintaining and improving a service for the community and the continued provision of sport and leisure facilities in the City. In addition, improvements would help alleviate the pressure on income at the facility in the medium term.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The underlying reason for the recommendations regarding expenditure is to ensure that the King Alfred Leisure Centre remains operational for at least a 3-5 year timescale and thereby maintain for the City the provision of much needed sport and leisure facilities.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms:

None

Background Documents

1. Cabinet Report – 20 November 2008

Subject:	Update on the Falmer Academy Project		
Date of Meeting:	11 June 2009		
Report of:	Director of Children's Services		
Contact Officer:	Name:	Lorraine O'Reilly	Tel: 29-4226
		Gil Sweetenham	29-3474
	E-mail:	lorraine.o'reilly@brighton-hove.gov.uk	
		gil.sweetenham@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB10323	
Wards Affected:	All		

FOR GENERAL RELEASE**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 In line with the Council's policy to ensure that all pupils are given every opportunity to excel, this report updates Members on the process for the development of an Academy on the Falmer High School site. The report updates Members on a wide range of developments. It informs Members of the outcomes of the procurement process for the construction of the Academy and endorses the preferred bidder. Additionally, the report informs Members of the progress in relation to the appointment of a Principal and relative TUPE matters together with an update on further engagement with the community. The report also informs Members of the requirement for Cabinet approval in September of the Final Business Case and providing a draft framework for the Final Business Case. It also updates Members on the arrangements for the continued leadership of the Falmer Academy Project.

2. RECOMMENDATIONS

- 2.1 That the Cabinet note the progress since the Cabinet Meeting of 16 October 2008.
- 2.2 That the Cabinet considers the outcome of the procurement process undertaken between mid November 2008 and mid May 2009 and endorses Kier as the Council's preferred bidder to enter into the next stage of tendering.
- 2.3 That the Cabinet agrees that the preferred bidder undertakes the demolition of the central block and removal of trees as required during the school summer holiday period.
- 2.4 That the Cabinet note the requirement for approval of the Final Business Case in September 2009.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 Following the submission of the Expression of Interest in April 2008 and having received ministerial approval in early May 2008, the Council undertook the consultation process on the future of Falmer High School. This consultation was undertaken between 19 May and 4 July 2008 and was reported to Cabinet on 10 July 2008. It was then resolved to proceed to the publication of Statutory Notices for the closure of the school. Notices were published on 1 September 2008 and a statutory 'representation' period of 6 weeks then followed. This concluded on 13 October 2008. The Cabinet meeting of 16 October 2008 confirmed the Council's commitment to close Falmer High School on 31 August 2010 to enable the Falmer Academy to open on 1 September 2010.
- 3.2 In October 2008, the Council submitted its Outline Business Case to the DCSF. The Secretary of State gave his approval on 17 December 2008. This together with the Council's commitment to close Falmer High School moved the project from the second (Feasibility) stage into the third (Implementation) stage. The OBC approval confirmed the Funding Envelope for the build of £26.041m and an ICT contract of £2m bringing the total envelope to £28.041m.
- 3.3 In January 2009, the Falmer Academy Trust was established as a legal entity thus enabling the formal agreement (The Funding Agreement) between the Secretary of State and the Sponsor to develop Falmer Academy. This follows substantial discussions between the Project Director, the Sponsor, legal representatives and the Council's Legal Services. During these negotiations, Heads of Terms were successfully agreed by all parties enabling land and related issues to be resolved.
- 3.4 Agreement has been reached with the DCSF to undertake the recruitment process for a Principal prior to the formal Funding Agreement being signed. The first round took place in December 2008 but was unsuccessful in securing a Principal.
- 3.5 Second and third rounds of recruitment were undertaken in February and April. Mrs Philomena Hogg has been successfully appointed to the post of Principal Designate and will take up post in September 2009.
- 3.6 The Headteacher at Falmer High School has been successful in securing the post of Principal at Portslade Community College and will commence there in September 2009. The CYPT School Improvement service is working actively with the governing body and senior management team at the school to ensure stability and progression of the school. The process is underway to appoint an interim headteacher to lead the school during the transition phase. For the academic year 2009/10, a School Improvement strategic planning group is being established to provide challenge and support during this time. Additional resources for school improvement are available to the school from the Local Authority and from the DCSF as part of the National Challenge Scheme.
- 3.7 The procurement process for engaging the construction consortium who will undertake the Design and Build contract commenced in mid November 2008 and concluded on 11 May 2009. The process uses a National Framework arrangement with the potential number of bidders (6) going through a competition

process to secure the contract. Three companies entered Expressions of Interest to the initial Invitation to Tender. One company was eliminated at this stage and the remaining two have since gone through a detailed and rigorous evaluation process. The Evaluation Team comprises the Sponsor, representatives from CYPT, Legal, ICT, Property Services and Finance.

3.8 The Evaluation Panel unanimously agreed Kier, they were appointed after an evaluation which focussed on:

- How the Sponsor's vision is to be delivered
- How the building phasing is to be addressed
- The strength and depth of experience the design and construction teams have
- How value for money is to be achieved
- How the building is to match its surroundings in an area of outstanding beauty
- Consultation with staff and students
- Deliverability

Kier's bid satisfied the Design Brief very well, providing an inspiring design which is sensitive to the environmental surroundings, inspirational to the pupils, staff and the community, and which encapsulates the Sponsor's Vision and Ethos. All designs submitted moved away from the reference design and the preferred design will require full planning permission. Given the conditions detailed at the Outline Planning stage and following initial discussions with the Council's Planners, no difficulties are foreseen and normal planning procedures will apply.

3.9 On 12 May 2009, the Council announced that Kier was its preferred bidder. A further round of stringent negotiations and evaluation will now take place and conclude at the end of September 2009 when the Design and Build contract will be signed.

3.10 Prior to the Design and Build contract being signed, the Council must submit a Final Business Case (FBC). The FBC is submitted and approved by Partnerships for Schools. The Cabinet meeting in September 2009 will be asked to approve the FBC before its submission. Therefore the FBC will be brought before Members at the September Cabinet meeting.

3.11 The current staff of Falmer High School who are employees of the Council will transfer under the Transfer of Undertakings Protection of Employment Regulations (TUPE). Discussions and consultation with the unions have been taking place since the inception of the Academy early in 2008. These arrangements have now moved to a more formal stage with letters covering the arrangements being issued to the relevant unions at the beginning of April.

3.12 Staff at the school have been kept constantly informed via a number of mechanisms. These include monthly School Engagement Group meetings, weekly drop surgeries, union representatives and governing body meetings. Information packs of all relevant documentation were issued to every member of staff and governors in February.

- 3.13 The engagement process will continue up to and through to the opening of the Academy and significant training opportunities funded by the DCSF will be available to staff at the school.
- 3.14 The current Falmer Academy Project has been brought to fruition through the leadership and management of an interim Project Director and Project Manager.
- 3.15 In April 2009, Mr Rod Derbyshire was appointed as the permanent Project Manager. Mr Derbyshire takes up post on 1 June 2009 and Geoff Wingrove will leave in mid June. Leadership of the project will transfer from the current Project Director, Lorraine O'Reilly, to Gil Sweetenham in his new role of Schools Futures Project Director.
- 3.16 A handover has been in place for several weeks and will conclude at the end of June when Ms O'Reilly leaves. A new School Futures Board has been established and will oversee the work of the Academy together with our school capital, Building Schools for the Future, Primary Capital Programme and Private Finance Initiative work.
- 3.17 Pupils and staff at the school have been engaged in the design of the new Academy and have met with both bidders.
- 3.18 As the preferred bidder has been announced, a briefing for Members will commence and detailed pre-application planning discussions can take place. Demolition of the Central block at Falmer High School and removal of some trees (which do not have Protection Orders), which will not require planning permission, will take place over the Summer holiday period to enable construction access and to minimise disruption to the school.
- 3.19 The build programme is scheduled to start in October/November 2009. The Academy will open in September 2010 in a mix of existing and new buildings. The complete construction is scheduled to be open at the end of 2011. Once the development of the Academy is complete, the surplus land as previously agreed will be available for development.
- 3.20 The privately owned Huggles nursery will need to move from the Central block. The owners were made aware of this in June 2008. Their original lease was extended from December 2008 until the end of June 2009, when the nursery will close. Support has been provided to help the nursery re-establish itself in alternative premises, including negotiations with City College and further site investigations, as yet the outcome is unknown.
- 3.21 The South block at Falmer High School will not be required by the Academy after the build programme concludes. Although some minor reconfiguring of the South block may be required, none of the current occupants including the Bridge or the Daisy Chain nursery will need to move. A two year lease has therefore been issued and signed by the Daisy Chain nursery pending further review of the site.

4. CONSULTATION

- 4.1 To ensure that the local community were fully informed about the development, extensive presentations and discussions have taken place including:

- 4.1.1 10,000 Academy newsletters are distributed monthly to households in the area and pupils at Falmer High School and the four feeder primary schools. Ward Councillors, City College and other secondary schools also receive multiple copies.
- 4.1.2 At meetings held with each of the four main feeder primary schools (Bevendean, Moulsecoomb, Coldean and Coombe Road), each headteacher was in support of the proposed Academy's development. The Project Director has also attended the local Headteachers' Cluster Group meeting.
- 4.1.3 The Swan Centre staff have been briefed and updated on developments and their views have been sought on the new Swan Centre which will form part of the Academy.
- 4.1.4 A Parents' Council has been established with its first meeting scheduled to take place at the end of June 2009.
- 4.1.5 The Partnership Board, with representatives from all major partners including Brighton & Sussex Universities, City College Brighton & Hove, Brighton & Hove Albion Football Club and Sussex County Cricket Club has met on four occasions giving support, commitment and tangible assistance to the Academy
- 4.1.6 Both Brighton and Sussex Universities have further considered their support of the proposed Academy at board level and have reiterated their commitment as has City College Brighton & Hove, Brighton & Hove Albion Football Club and Sussex County Cricket Club.
- 4.1.7 Staff consultation is referred to in section 3 of this report.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The funding envelope for the Design & Build contract is £26.041m. There is a separate £2m contract for ICT to be let in summer 2009. This funding is provided by the DCSF Academy Programme and includes a contribution from the council's capital resources of £557k toward the redevelopment of the caretaker's flat and the Swan Centre within the Academy. A further £2m will be contributed by the Sponsor in the form of an endowment. £300k has been drawn down from DCSF funding to move the Project from the initial Expression of Interest through the Feasibility Stage and into the current Implementation Stage. £200k will be provided in 2009/10 through the Strategic Investment Fund approved by Full Council in February 2009 to enable the Council to meet its obligations in relation to the Design and Build Contract and the delivery of the build programme.
- 5.2 Recent changes (falls) in interest rates have meant that cost assumptions made in the original DCSF funding model are now lower than expected and are expected to provide up to £2m additional value to the scheme. Bidders were clearly instructed to provide evidence of additional value for money within their design and build tenders and this has been considered as part of the evaluation process.

- 5.3 The next stage of the process is the preparation of the Final Business Case. That Final Business Case will be subject to Cabinet approval in September 2009. Project management costs for the overall project management are met by the DCSF via its engagement of PKF (Accountants & Business Advisers). Project Management costs for the building of the Academy are met by the Council as mentioned above.
- 5.4 The revenue budget for the Academy and Swan Centre will be based on the existing Falmer High School and Swan Centre budgets and be finalised nearer the time.

Finance Officer Consulted: Nigel Manvell

Date: 08/05/09

Legal Implications:

- 5.5 Heads of Terms have been agreed by the Council's and the Sponsor's lawyers enabling the Academy development to take place. The building contract with the preferred builder will accord with the national requirements for Academy development and will be let once the Final Business Case is approved by Cabinet.
- 5.6 A side agreement will regulate the tree removal and demolition works referred to in paragraph 3.17. These will be carried out by the preferred bidder on a fixed cost basis in the period between 20 July and 3 September and should take about 3 weeks.

Lawyer Consulted:

Bob Bruce

Date: 08/05/08

Equalities Implications:

- 5.7 Young people leaving Falmer High School are presently the highest group in the City in terms of Not in Education Employment or Training (NEET) being 10.5% in 2008, almost double the 5.9% average for the City. Although the figures for pupils undertaking further education have increased over the past few years, this rate in 2008 at 81.2% is lower than the average of other schools in the City where sixth form provision is provided in the school environment. It is therefore hoped that over time, provision of the sixth form will increase the number of pupils fully engaged in post-16 education widening participation of the young people in this area of the City in further education thus improving the high number of working age adults in the area who have no formal qualifications, currently 35%.

Sustainability Implications:

- 5.8 The construction of the proposed Academy will adhere to DCSF guidelines (Building Bulletin 98) and will be in line with stringent new targets issued by the Government in March 2008 to reduce school carbon footprints to 60% for all new school buildings. Thus the proposed new building will take full advantage of all appropriate environmentally sustainable energy and recycling systems including proposals bio mass boilers, green roofs and solar panels. The proposed design meets the Building Research Establishment Environmental Assessment Model (BREEAM) Excellent standard. Thus the proposed Academy will be a flagship for

environmentally sustainable schools for Brighton & Hove for the future and will be one of the “greenest” buildings in the City.

Crime & Disorder Implications

- 5.9 Throughout the development of the proposed Academy, consultation with both community groups and the Community Safety team and police liaison officers will take place. Sussex Police Service endorse the view that the engagement of the community in the use of the facilities at the Academy and with the availability of those facilities outside normal school hours, it is envisaged that crime and disorder in the local area will be reduced, as will the numbers of pupils not in education, employment or training (NEET).

Risk and Opportunity Management Implications:

- 5.10 A preliminary risk register has been compiled and a full risk register must be undertaken and submitted to Partnerships for Schools as part of their approval process for the Final Business Case.

Corporate / Citywide Implications:

- 5.11 The development of an Academy on the Falmer High School site is in accord with the DCSF’s policy on developing a range of schools in each Local Authority, thereby increasing the variety of types of school available to parents. As part of the development of the Academy, careful consideration will be given to developing the community use of the facilities and a community engagement plan. The City’s Neighbourhood Manager for the area has taken an active part in the community engagement and the Parents’ Council as have a range of voluntary and YMCA organisations.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 Officers and the Lead Member of the CYPT have considered the alternatives to an Academy to improve not only the outcome for pupils (which have improved considerably over the last few years but which fall short of the 30% benchmark for GCSEs when including English and Maths) and the possibility of rebuilding the current school.
- 6.2 When work on the proposed Falmer Academy began the Council was expecting to enter the Building Schools for the Future (BSF) Programme in 2015. The Council has now submitted a revised Expression of Interest for entry into the BSF programme and expects to be invited to join the programme before the end of the financial year 2009/10. As part of the BSF programme The Office of the Schools Commissioner expects local authorities to widen parental choice which includes the development of Academies. In this context officers continue to consider the Academy at Falmer as offering the best option for the pupils and the local community, and the site.
- 6.3 Of the two options presented by the shortlisted bidders that of the preferred bidder scored consistently higher than the other’s.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 Given the opportunity afforded both to pupils and the local community, the substantial capital investment that will be made by the DCSF together with the sponsor's endowment and the exciting design and overall approach of the preferred developer and in the light of the outcomes of the formal consultation on school closure and the Government's directives on BSF, Members are asked to approve the recommendations of this report.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms:

1. The full proposal including:
 - (a) The Expression of Interest
 - (b) Informal Stage consultation documents and responses
2. Closing a Maintained Mainstream School – A guide for Local Authorities and Governing bodies
3. Representations received to the Formal Consultation Period
4. The full Outline Business Case
5. The Terms of Reference for all groups within the Governance Structure
6. The Options Appraisal Document

Background Documents

1. Policy and Resources Committee paper: Development of an academy on the Falmer School site – 7 February 2008
2. Policy and Resources Committee paper: Update and Expression of Interest for an Academy on the Falmer school site – 6 March 2008
3. Cabinet Paper: Consultation on the Future of Falmer High School and the proposals for the development of an academy on the school site – 10 July 2008
4. Cabinet Paper: Update and outcome of the formal consultation stage for the proposed Falmer Academy – 16 October 2008

Subject:	Falmer Community Stadium – Spreading of Excavated Chalk on Land South of Village Way		
Date of Meeting:	11 June 2009		
Report of:	Interim Director of Finance and Resources		
Contact Officer:	Name:	Angela Dymott	Tel: 29-1450
		Jessica Hamilton	29-1461
	E-mail:	angela.dymott@brighton-hove.gov.uk	
		jessica.hamilton@brighton-hove.gov.uk	
Key Decision:	No		
Wards Affected:	Moulsecomb & Bevendean		

FOR GENERAL RELEASE**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The Community Stadium Limited (the Club) has secured planning permission to deposit excavated chalk arising from the construction of the Community Stadium onto a field owned by the council (the Land). The field is directly opposite the Stadium site on land south of Village Way. Approval is sought to grant consent *via* a seven year licence to the Club to enable this work to take place. By granting consent the Club will avoid the need to transport the chalk off site saving lorry movements and CO₂ emissions. Cabinet is also asked to note urgency decisions taken by the Director of Finance and Resources in this matter.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves granting the Club a 7 year licence to deposit chalk on the Land and carry out a programme to restore the Land to agricultural use on substantially the terms set out in the confidential report elsewhere on this agenda and that authority to enter into the licence is granted to the Director of Environment and the Director of Finance and Resources in consultation with the Leader and Cabinet Member for Central Services.
- 2.2 That Cabinet notes the urgency decisions taken by the Director of Finance and Resources in consultation with the Leader and Deputy Leader in respect of the surrender agreement with the tenant farmer and the grant of a temporary licence to allow works on site to continue.

3. RELEVANT BACKGROUND INFORMATION:

- 3.1 A previous report to Cabinet on 15 January 2009 on the Community Stadium explained that the Club were seeking planning approval to the disposal of excavated chalk from the stadium site on the Land. It indicated that should planning permission be granted a separate agreement between the council as landowner, the tenant farmer and the football club would be required and that a separate report to Cabinet would be required to seek approval should agreement in principle be reached.

- 3.2 The Land is subject to a 1986 Agricultural Holdings Act tenancy which also includes the farm cottage and a farm shop. To enable the proposal to proceed it was necessary for the council to negotiate a surrender of the tenant's interest.
- 3.3 If acceptable terms had not been agreed with the Club and the tenant, the Club would be required to transport all chalk arising from the construction of the Community Stadium to a suitable landfill or recycling site. The Club has calculated that 21,400 lorry movements on public roads would be required to move the excavated chalk offsite. If the chalk is relocated onto the Land the Club also estimates significant amounts of CO₂ will be saved by not transporting the chalk.
- 3.4 There are two elements to the arrangement:
- (i) Agreement between the council and the Club on the terms of the licence to be granted to enable the chalk spreading to happen.
 - (ii) Agreement between the council and the tenant on the terms of surrender of the tenancy of the Land. [The terms are set out in the confidential report elsewhere on the agenda.]

The Current Position

- 3.5 The time involved in the technical exercise of establishing all the costs involved together with negotiating two separate legal agreements has meant that the date on which the Land was required by the Club would have passed with consequent delay to the start of the Stadium works. The council therefore consented to a short term temporary licence being granted by Mr Lenihan to the Club to enable work to begin.
- 3.6 The surrender agreement between tenant and the council is agreed in principle and is to be completed prior to the Cabinet meeting. The decision regarding the surrender was taken under urgency powers because of the need to ensure no potential delay in the stadium works. At the same time a short term licence is to be granted under officer delegated powers by the council to enable works to continue pending a Cabinet decision on the grant of the 7 year licence approval to which is sought in this report.
- 3.7 The 7 year licence to the Club covers a premium to be paid to the council together with requirements for method statements for the deposit of the chalk and topsoil and an aftercare plan for the field to bring it back to agricultural quality (in total estimated to take 7 years). The principal terms are agreed and set out in the confidential report elsewhere on this agenda. It is recommended that Cabinet approves completion of the licence on substantially the terms set out in the confidential report with authority to enter into the licence delegated to the Director of Environment and the Director of Finance & Resources in consultation with the Leader and Cabinet Member for Central Services.

4. CONSULTATION

- 4.1 On 30 March the Leader and the Cabinet Members for Environment, Culture Recreation & Tourism and Enterprise Employment & Major Projects were briefed on the negotiations about the advantages and disadvantages of spreading the chalk across the Land as compared with transporting the chalk away from the site. Taking into account all the factors including the wider social, environmental and economic benefits as mentioned in 6.2 below agreement was given in principle to proceeding with the Club's proposal.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 These are set out in the confidential report elsewhere on the agenda.

Finance Officer Consulted: Peter Sargent Date: 26/05/09

Legal Implications:

- 5.2 This matter is being reported to Cabinet in accordance with Urgency Power 7(2)(b). It is not considered that any third party's Human Rights Act rights will be adversely affected by the recommendations of this report.

Lawyer Consulted: Marten Matthews Date: 29/05/09

Equalities Implications:

- 5.3 An Equalities Impact Assessment is not relevant to this report

Sustainability Implications:

- 5.4 By taking a surrender of the existing farm tenancy and granting a licence to the Club allowing them to deposit chalk on the Land the Club will avoid approximately 21,400 lorry movements and will make significant savings in CO₂ emissions, assisting them in meeting their sustainability obligations in accordance with the planning permission granted.

Crime & Disorder Implications:

- 5.5 During the period in which the chalk disposal and land restoration works are carried out the contractors acting for the Club will be responsible for the security of the site.

Risk and Opportunity Management Implications:

- 5.6 The Land forms part of the South Downs National Park and as such there may be some concern regarding the chalk deposits. To address this the field will be re-contoured to reflect the natural undulations of the area. In addition the stripping, storage and depositing of the chalk will be carried out to a specification to minimise the effects of soil handling and on completion the land will undergo an aftercare plan by the Club to restore the land to a quality allowing continued agricultural use.

Corporate / Citywide Implications:

- 5.7 The recommendation supports the council's priority to protect the environment while growing the economy by reducing potential lorry movements and carbon emissions.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 To facilitate the Club's request to deposit chalk on the Land legal advice was taken to establish whether any formal process could be followed to recover possession of the land from the tenant. Having established that no formal process was available to the council that would meet the required timeframe, the only option available was to seek a surrender by negotiation. Given these restrictions and the desire on the council's part to facilitate the Club's proposal as part of its overall role in facilitating the delivery of the Stadium, agents were instructed to negotiate and agree the best terms possible for the surrender of the tenancy.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The recommendations will result in the council being able to deliver the Land on a timely basis to the Club. In taking these steps and reaching successful agreement with both the council's tenant and the Club, the council has avoided the need for a significant number of lorry movements on public roads during the early construction phase of the Community Stadium.

SUPPORTING DOCUMENTATION

Appendices:

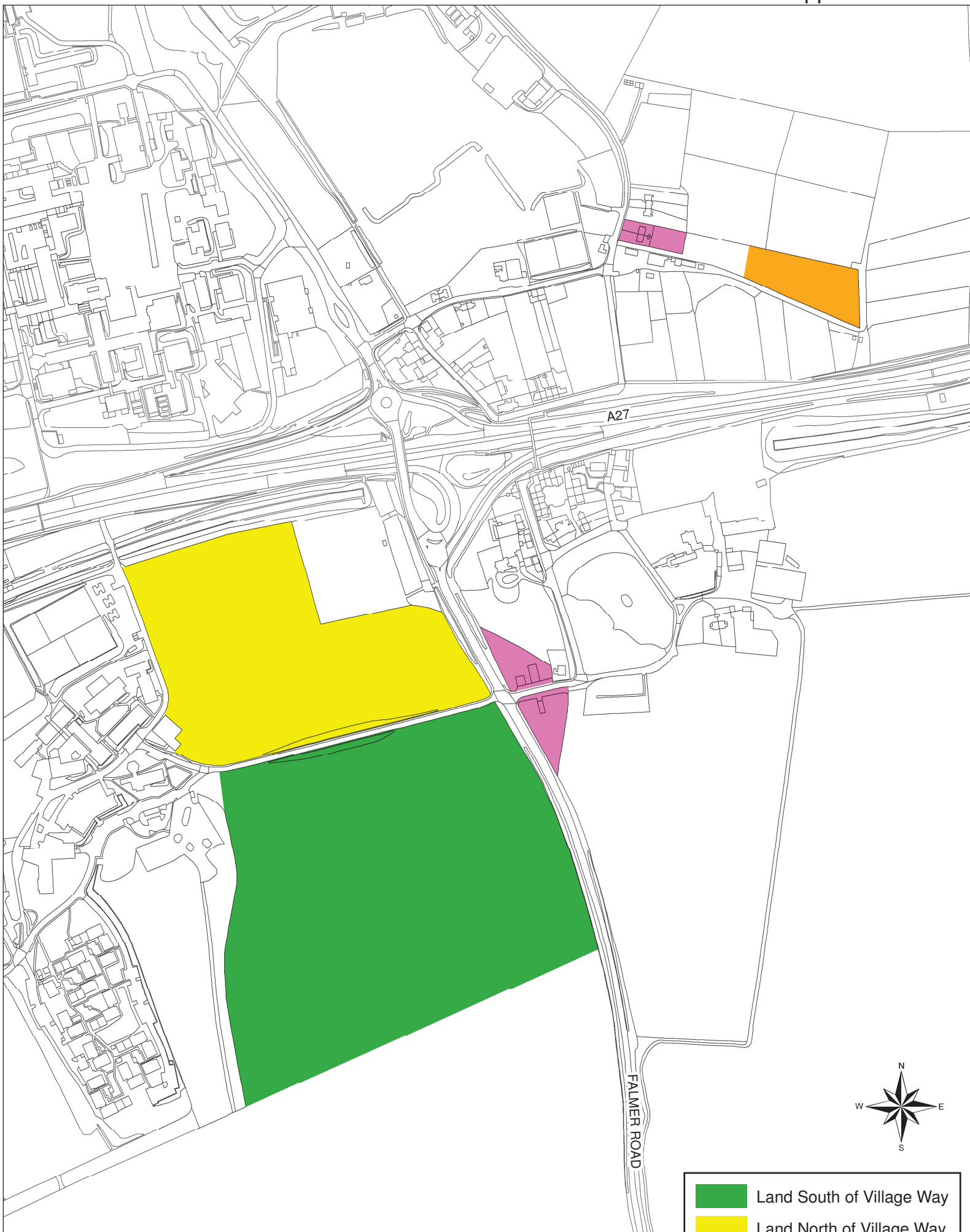
1. Plan

Documents In Members' Rooms

None

Background Documents

1. Report to Cabinet 15 January 2009.
2. Report to Policy and Resources Committee 16 January 2003.
3. Report to Policy and Resources Committee 26 March 2003.
4. Report to Policy and Resources Committee 19 November 2003.



	Land South of Village Way
	Land North of Village Way
	Paddock
	Farm Shop & Cottage

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