

Agenda Item 7

Brighton & Hove City Council

For general release

Meeting: Culture, Recreation and Tourism

Date: 13th June 2007

Report of: Acting Director of Cultural Services

**Subject: Tourism Strategy and Arts & Creative Industries
Strategy and Museums Forward Plan Refresh**

Ward(s) affected: All

1. Purpose of the report

- 1.1 This report sets out a timetable and process for a proposed refresh of a number of existing strategies and plans.
- 1.2 They include the 2004 Tourism Strategy, the 2001 Arts and Creative Industries Strategy and the Museums Forward Plan.
- 1.3 While these three pieces of work exist as separate documents currently, officers believe that there are significant synergies between them and are therefore presenting the proposals jointly in this committee paper and hope that the conclusions to this work will allow for the new plans and strategies to be presented as a 'family' of policy documents

2. Recommendations

- 2.1 To agree to a refresh of the 2004 Tourism Strategy, the 2001 Creative Industries Strategy and the Museums Forward Plan to cover the period 2008-2012.
- 2.2 To agree to a closer combination of the previously separate strategies for Tourism and Arts & Creative Industries and to ensure

- that the Museums Forward Plan takes account of the Tourism and Arts and Creative Industries strategies and vice-versa.
- 2.3 To agree to work with the Brighton and Hove Arts Commission, Creative Brighton and the Economic Partnership on these refreshed strategies.
 - 2.4 To bring the refreshed strategies and plan back to the Culture, Recreation and Tourism Committee for their endorsement.

3. Background

- 3.1 The 2004 Tourism Strategy, produced jointly with the Economic Partnership, was the first citywide tourism strategy to be produced for Brighton and Hove. It has been extremely helpful in supporting the development of the City as a destination over the last 3 years.
- 3.2 The 2001 Creative Industries Strategy has also been a valuable tool, marking the beginning of a proactive approach from the city council to the support of the creative industries sector and providing a useful framework for action over the last six years.
- 3.3 The Museums Accreditation Scheme, managed by the Museums, Libraries and Archives Council (MLA), sets out to encourage all museums and galleries to achieve agreed minimum standards in museum management, user services, visitor facilities and collection management. The Royal Pavilion and Museums made a successful submission for accreditation in July 2005.
- 3.4 One of the requirements of the accreditation scheme is that museums submit a five- year forward plan. The plan comprises a strategy for the development and improvement of the service over five years and a plan outlining key actions for the period 2005-07.
- 3.5 The current Museums Strategy and Forward Plan was developed through workshops with staff, consultation with key partners, analysis of surveys and data and visitor research and comments. The plan also took into account the key aims of the MLA's Renaissance in the Regions programme, which aims to create regional museum services that are beacons of excellence enabling them to raise their standards and make a real difference to learning, social inclusion and economic regeneration.

- 3.6 While there have been many achievements against the actions set out in the existing plans and strategies, the local economy, local and national policy and customer needs have all moved on and the strategies needs to be refreshed to take account of these. Policy changes will include a national MLA strategy driving the delivery of the next phase of the Renaissance programme which will emerge in the autumn and this will need to be taken into consideration in the refresh of the museums forward plan.
- 3.7 The refreshed strategies will also be able to take full account of the 2006 Audit Commission Cultural Services Inspection and Action Plan. Officers have been working diligently on this Action Plan and will ensure that relevant actions are embedded in the refreshed strategies. Officers will also be able to ensure that links are strengthened with the Community Strategy and can support the revised Local Area Agreement. The strategies will also take account of the outcomes of the ongoing work by the LSP around reducing inequality.

4. Proposed Activity for the refresh of the strategies and plan

- 4.1 For the Tourism and Arts and Creative Industries Strategies it is anticipated that the project to deliver refreshed strategies will take approximately 6 months. The various stages of the proposed project are as follows:
- Culture, Recreation and Tourism Committee Approval: The Committee to approve the project initiation.
 - Project Initiation: Acting Director of Cultural Services, Head of Tourism, Head of Arts & Creative Industries and representatives from the Brighton and Hove Arts Commission and Economic Partnership will form a project team and will meet to confirm the project scope, milestones, tasks and responsibilities.
 - Desk Based Research: A review of progress against existing strategies and consideration of those actions which need to be transferred to the new strategy, plus a review of local, regional and national policy and strategy which may impact on delivery.
 - Citywide Performance: Review current performance of the culture and tourism sectors in the city and identify future developments and their impact.
 - Emerging Priorities: Identify new and emerging priorities, objectives and actions.

- Draft Strategy: Produce a draft strategy incorporating items carried over from earlier strategies and newly identified priorities.
- Member Consultation: It is proposed that a number of workshops be held with relevant and interested members from Culture, Recreation and Tourism Committee. This will ideally help to develop thinking around the emerging priorities and identify opportunities for closer collaboration with other policy areas.
- Stakeholder Consultation: Circulate the draft strategies for consultation among stakeholders. Review comments and feedback and incorporate the results into the emerging strategies.
- Final Strategy: Produce revised strategies for endorsement by the Culture, Recreation and Tourism Committee, Economic Partnership, Brighton and Hove Arts Commission and Creative Brighton.

4.2 The Museums Strategy and Forward plan refresh will be developed through a workshop with members of the Culture, Recreation and Tourism Committee. The workshop will provide the opportunity to examine:

- The strategy;
- The main features of the forward plan;
- Key recommendations from research and evaluation;
- Key objectives of the Renaissance in the Regions programme.

The strategic role that museums and the Royal Pavilion play in tourism and culture will also need to be considered in the refresh of the Museums strategy with appropriate cross referencing with the emerging strategies for Tourism and Arts and Creative Industries.

4.2.1 Since the production of the existing plan, there have been a number of significant activities achieved against the forward plan's strategic aims. New research has been undertaken and a number of reviews and evaluations of activities have taken place that need to be considered in refreshing the strategy driving the forward plan.

4.2.2 The refreshed Museums Forward Plan will be tested with key partners and stakeholders and then brought back to Committee for endorsement.

5. Key Principles

5.1 In developing the new strategies there are some useful principles which will be adopted:

- The strategies must be ambitious but actions should be achievable.
- The strategies must find the right balance between contextual analysis and appropriate and deliverable actions.
- There must be a clear indication of who is responsible for delivering the actions.
- Consultation is critical to achieving valuable strategies which have the buy-in of all those different stakeholders who are critical to their delivery.
- Principles of sustainability should be employed in the development of each of the strategies. They should be able to demonstrate that the outcomes are good for visitor, local businesses, residents and the environment. That each of these elements in balance will achieve successful strategies.

5.2 It is anticipated that much of this work can be contained within existing resources but that the project to deliver the three strategies will cost in the region of £10000-£15000. This will include costs of consultation, as well as additional staff costs to administer elements of the project. The Economic Partnership have indicated a willingness to contribute to the Tourism Strategy on the basis of joint-ownership of the strategy and it is proposed that an application be made to the Area Investment Framework Small Projects Fund.

6. Consultation

6.1 A detailed schedule of consultation will be developed as part of the project to refresh the three strategies.

6.2 The Executive Director of the Economic Partnership and the Chair of the Arts Commission have been consulted about this proposal and have offered their support.

COMMITTEE REPORT APPENDIX



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<p>Financial implications The proposals contained within Section 4 of the report will be contained within existing resources. Tourism, Arts & Creative Industries and the Royal Pavilion and Museums have a significant economic impact on the city and the Council. The financial effects of the new strategies will be carefully assessed, any actions in the plans will be designed to deliver value for money for both the city and the Council.</p> <p><i>Finance Officer consulted: Patrick Rice</i> <i>Date: 17/5/7</i></p>	
<p>Legal implications The proposals within the report can help to achieve some of the visions set out in the Community Strategy for the City of Brighton & Hove to improve the economic, social and environmental well-being of the council's area.</p> <p>The Council must also take the Human Rights Act 1998 into account in respect of its actions but it is not considered that any individual's Human Rights Act rights would be adversely affected by the recommendations in this report.</p> <p><i>Lawyer consulted: Dianne Bates</i> <i>Date: 17/5/7</i></p>	
<p>Corporate/Citywide implications The proposals will support the Community Strategy and will take account of the emerging LAA and Economic Strategy as well as other relevant policies and strategies. As Tourism and Arts & Creative Industries are significant sectors in the city and provide very large amounts of employment, the implications of refreshed strategies and refocused efforts should be positive for the City and organisation.</p>	<p>Risk management The main risk is managing the differing and conflicting views expressed by consultees. The project team will arbitrate any conflicting views.</p>
<p>Sustainability implications Section 4.2.1 explicitly requires the emerging strategy to adopt the main sustainable tourism principles as commended by the Tourism Management Institute and World Travel</p>	<p>Equalities implications The project will ensure that equalities are considered fully in the process of developing the strategies and will ensure that equalities needs are fully addressed in the final strategies</p>

COMMITTEE REPORT APPENDIX



and Tourism Organisation.	produced.
Implications for the prevention of crime and disorder There are no implications considered at this time.	
Background papers Tourism Strategy 2004 Creative Industries Strategy 2001 Museums Forward Plan 2005-2007	
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List of Appendices	