

Agenda Item 6

Brighton & Hove City Council

Committee:	Culture, Recreation & Tourism
Date:	13th June 2007
Report of:	Acting Director Cultural Services & Director of Environment
Subject:	Terms of reference for the new Culture, Recreation & Tourism Committee
Ward(s) affected:	All

1. Purpose of the report

- 1.1 To inform members of the terms of reference for the new Culture, Recreation & Tourism Committee and to provide profiles of the council services reporting to this Committee.

2 Recommendations

- 2.1 Note the terms of reference for this Committee as detailed in para 3.6 of this report and agreed at full Council on 24th May 2007.
- 2.2 Note the profiles and key areas of work for the next 12 months for those council services reporting to this Committee as detailed in Annex A.

3. Background

- 3.1 Culture, tourism, sport and leisure services form a major part of Brighton & Hove's economy and contribute to the quality of life.
- 3.2 Currently, the Council's functions regarding these services are fragmented between the Policy & Resources Committee (which deals with Culture, Arts & Heritage, including the annual programme of events and major events); the Environment Committee (which deals with non-major events not included in the annual programme of events, the provision of and management of leisure, sports and recreational facilities) and the Culture and Tourism Sub-Committee (which deals with arts, entertainment and culture activity, tourism, marketing, libraries and museums).

3.3 In practice, most of the important decisions have tended to go to the Policy & Resources Committee or the Environment Committee. These arrangements mean that, for a City dependant on culture, tourism and leisure for a significant part of its economy and wellbeing, there is no single body at a sufficiently influential level to provide the political leadership and policy direction.

3.4 On 24th May 2007 it was agreed at full Council to abolish the existing Culture & Tourism Sub-Committee and replace it with a Culture, Recreation & Tourism Committee consisting of 10 Members reporting to full Council. The Committee, in addition to the functions currently discharged by the Culture & Tourism Sub-Committee, will have the following functions:-

- Culture, arts and heritage
- Tourism and marketing
- Libraries and museums

(The above are currently delegated to the Policy & Resources Committee).

- The functions of Leisure, Sports & Recreation (currently delegated to the Environment Committee).

3.5 As with all Committees, any decision that has corporate policy or corporate budgetary implications will be referred to the Policy & Resources Committee in accordance with the general requirements of the Constitution.

3.6 The new terms of reference for the Culture, Recreation & Tourism Committee are set out below:

TERMS OF REFERENCE OF **THE CULTURE, RECREATION & TOURISM COMMITTEE**

To discharge the Council's functions in relation to the following:

1. Culture, Arts and Heritage

Culture, including arts and heritage and, without prejudice to the generality of the foregoing, the exercise of the council's functions in respect of arts, entertainment and cultural activities.

2. Tourism & Marketing

Tourism, marketing and conferences.

3. Libraries & Museums

Libraries, museums, art galleries, historic buildings and their gardens and the functions of the council regarding public records.

4. Events

Events, including the annual programme of entertainment events (providing that if the relevant Director is of the view that the event is a major event or has corporate budgetary or policy implications the matter shall be referred to the Policy & Resources Committee).

5. Leisure, Sports and Recreation

The provision and management of leisure, sports and recreation facilities.

REFERRED POWERS

All matters relating to Arts, Culture, recreation and sport.

4. Service profiles

Annex A provides Members with information on each of the council services reporting to this Committee. This information has been compiled as part of the New Member Induction programme and provides a useful reference point on the council services for this Committee and key areas of work over the next 12 months.

Note, the Cultural Services divisions of Economic Development & Regeneration and Major Projects will report to the newly created Major Projects Sub-Committee and the Policy & Resources Committee where appropriate. The services provided by the council Venues (i.e. Brighton Centre and Hove Centre) will continue to report to this Committee. In terms of the Sports & Leisure Services, all of the events related reports will be submitted to this Committee and not be split with the Environment Committee. The only exception to this is a 'larger scale' event which, as before, be reported to the Policy & Resources Committee.

Meeting/Date	Culture, Recreation & Tourism Committee	
Report of	Acting Director Cultural Services Director of Environment	
Subject	Terms of reference for the new Culture, Recreation & Tourism Committee	
Wards affected	All	
Financial implications	<p>It is anticipated that the constitutional changes agreed at full Council on 24 May 2007 which included the creation of the Culture, Recreation & Tourism Committee, will be contained within existing budget allocations.</p> <p>Finance consulted :Patrick Rice Date: 21 May 2007</p>	
Legal implications	<p>This needs updating</p> <p>The changes to the terms of reference for the new Committee, as well as the change in status from being a Sub-committee to becoming a Committee have required the Council's constitution to be amended to reflect these changes. The Head of Law was authorised by Full Council on 24th May 2007 to make the necessary amendments to the constitution. The changes came into force with immediate effect of full Council approving them.</p> <p>The new arrangements are also consistent with the Local Authorities (Alternative Arrangements)(England) Regulations 2001.</p> <p>Lawyer consulted: Dianne Bates Date: 25th May 2007</p>	
Corporate/Citywide implications	<p>Culture, tourism, sport and leisure services form a major part of Brighton & Hove's economy and contribute to the quality of life. These services will now all report into a single Culture, Recreation & Tourism Committee.</p>	Risk assessment
Sustainability implications	<p>There are no sustainability implications arising from this report.</p>	<p>There are no risk assessment implications arising from this report.</p>
Equalities implications	<p>There are no equalities implications arising from this report.</p>	
Implications for the prevention of crime and disorder		
None		
Background papers		
None		
Contact Officer		
Scott Marshall, Acting Director Cultural Services, x1100		



CULTURAL SERVICES

ARTS & CREATIVE INDUSTRIES

Team Leader:

Paula Murray (☎ 2534)

The city's arts and creative industries sector is extremely rich and diverse and makes a unique and important contribution to the identity and economy of Brighton & Hove. The Arts & Creative Industries Service has responsibility for encouraging a lively and successful arts and creative industry sector that will impact positively on the city and its residents.

Work areas and contacts:

- **Arts Development** - providing development advice and assistance to arts and cultural organisations and individuals. Developing arts strategy and directly managing arts projects that help deliver on our corporate priorities such as in the area of arts and education – Donna Close, x2008
- **Creative Industries** – one in five of the city's businesses are in the creative industries sector and it is the fastest growing business sector. The city council has a role to play in influencing and intervening to support an environment where creative businesses and organisations can thrive – Dany Louise, x2535
- **Special Projects** - Planning, fund-raising and delivery of a range of projects, for example; the Brighton & Hove Children's Festival - Lucy Jefferies x2536 and Redemption Song, a programme of activity to mark the bicentenary of the Abolition of the transatlantic slave trade – Jenni Lewin Turner, x3907
- **Public Art** – leading on the implementation of the council's Percent for Art Policy and a range of other public art projects – Lucy Jefferies, x2536
- **Brighton and Hove Arts Commission** – providing the support and executive function for the Brighton and Hove Arts Commission, the city's cultural partnership in its family of partnerships – Tricia Winter (3906)

Key work over the next 12 months:

- Plan and deliver the action plan from **Express** - the children and young people's arts strategy for Brighton & Hove
- Lead on improving and developing city council support of the music industry in the city
- Deliver Redemption Song – a programme of projects and events to mark the bicentenary of the abolition of the transatlantic slave trade, using this to raise debate on the issues still current today.
- Continuing to support Brighton & Hove Arts Commission; develop and deliver the Outdoor Arts Strategy, planning, fundraising for and delivering a major new outdoor art event for autumn 2008 with a pilot scheme in 2007
- Support the work of Creative Brighton, the independent industry lead consultative group for the creative industries in Brighton & Hove; leading on creative workspace development and issues and renewing the Creative Industries Strategy.



CULTURAL SERVICES
**ROYAL PAVILION
& MUSEUMS**

Team Leader:
Janita Bagshawe (tel. 2840)

The Division is responsible for the care, promotion, interpretation and management of the city council's historic houses, museums and collections. It is one of largest museum services in the SE England with approximately 1 million items of local, national and international significance, including three collections designated to be of national importance under government designation scheme: decorative arts, world art, and natural history.

It is responsible for 10 buildings/historic sites (some joint arrangements). It opens to the public: Royal Pavilion, Brighton Museum and Art Gallery, Preston Manor, Booth Museum of Natural History, Hove Museum and Art Gallery & Foredown Tower. It also manages the Court House, William IV Gate House, 4/5 Pavilion Buildings, North Gate House, Portslade Old Manor ruins and is responsible for joint agreements for Blatchington Windmill and Fabrica (Holy Trinity Church).

It aims to celebrate the city's outstanding past, its contemporary life and its future by making the collections accessible to everyone, and developing inspiring new ways to interpret and develop the assets so they are a meaningful part of people's lives. It aims to achieve this through display, exhibition, education and events programmes. It undertakes significant income generation e.g. retail, publication, function hire to support and promote the division.

Work areas and contacts:

- **Collections and Interpretation Team:** Development of the cultural, learning, and social potential of the collections; national professional standards for collections care, display and documentation; temporary exhibitions; access to the collections through web-based information and through the development of the Brighton History Centre; preventative conservation plans and the development of improved access to the research collections. **Sarah Posey**
- **Royal Pavilion and Conservation Team:** The restoration, conservation, internal decoration, presentation, appearance and future development and interpretation of the Royal Pavilion; The development of strategies for the historic fabric and the maintenance of the Royal Pavilion and the other historic buildings within the service; the long-term preservation, maintenance and conservation of the collections. **Andrew Barlow**

- **Audience Development and Learning Team:** The development and implementation of audience development, marketing and learning; developing and implementing marketing and business strategies and policies to ensure the income generation potential of the Division is maximised and financial targets are met; developing strategies for public programmes in order to maximise the usage of the sites, the collections and resources of the Royal Pavilion & Museums. **Abigail Thomas.**
- **Operations and Performance Management Team:** The day-to-day operational and building management of the Division's Historic Houses and Museums; security, health and safety, and fire safety policies; the development of performance management systems; Administrative and support systems; staff learning and development plans. **Jan Cadge.**
- **Retail and Trading Team:** Retail operations across the Division (including Libraries) product development, front of house sales and Tearoom at the Royal Pavilion: **Camay Chapman-Cameron.**

Key work over the next 12 months:

- The Renaissance Programme which includes: collections documentation and digitisation; micro-museums; work with children's centres; exhibitions; collection redisplay; workforce development; support to regional museums; learning programmes; work with priority groups.
- Collection access improvement programme, which will include work with East Sussex on the development of the Historical Resource Centre (the Keep) at Falmer.
- Marketing and income generation reviews leading to new strategies to maximise earned income capacity of the service
- Development and launch of new web to improve marketing of and access to the services
- Delivery of exhibition, redisplay and learning and access programmes including Courtship project; the Art of Victorian Taxidermy, Stagestruck 200 years of the Theatre Royal Brighton, and Chinoiserie.
- Restoration of the Royal Pavilion including the opening of new exhibition area in rooms previously closed to the public.



CULTURAL SERVICES

LIBRARIES & INFORMATION SERVICES

Team Leader:
Sally McMahon (tel. 6963)

Libraries and Information Services promote reading and enable lifelong learning through free access for everyone to books and information and with wide ranging cultural, historical and recreational materials in a variety of media. Libraries also provide a focus for community activity and development, operating through a network of 12 local community libraries, the award winning Jubilee Library, Hove Library, a mobile library and a specialist Equal Access Centre and the Brighton History Centre. We currently receive over 1.5 million visits in person and issue over 1.5 million items, with an additional 1.4 million virtual visits each year.

Work areas and contacts:

- Collections and learning (bibliographic services, library stock, services to children and young people, learning programmes, reader development, Hove Library) – Nigel Imi
- Community and development (community libraries, community engagement, audience development, equalities, marketing, income generation) – Alan Issler
- Information & e-services (information and enquiry services, rare books, public ICT facilities, online and electronic services, web development, virtual library services)
- Operations and performance (facilities and buildings management, health and safety, functions and support services, quality, standards, performance management, workforce development, Jubilee Library) – Julia Hugall

Key work over the next 12 months:

- Development of a new library in Coldean in partnership with Hanover Housing Association
- If successful with Big Lottery bid, development of new library for Woodingdean, and enhancements of Coldean Library
- Development of community libraries strategy and greater involvement of local people in libraries through a community engagement strategy
- Secure funding in order to continue with key children's and young people's services such as Homework clubs, Baby Boogie, and Bookstart
- Greater integration of services with CYPT for instance through joint Children's Centre in Portslade
- Implement new library management system through regional SELMs project
- Improve performance on standards and performance indicators



CULTURAL SERVICES
**TOURISM &
CITY MARKETING**

Team Leader:
Adam Bates (tel. 2600)

The City has been a destination for 250 years. Before the tourism influx, as a result of Dr Russell and Prince Regent, the town population was in decline. Much of the physical fabric of the city that remains today was either instrumental in supporting the development of the town as a destination or was as a direct result of the tourists arrival.

The railway station in 1841 opened the city up to new larger markets and was followed swiftly by the building of the Grand Hotel and subsequently the Metropole Hotel. The Palace and West Pier, Madeira Drive and its arches, the Aquarium and Volks Railway were all built for the burgeoning Victorian visitor economy.

In the 1970s as seaside resorts declined due to expanding international competition Brighton developed the Brighton Centre. It is this venue with a market, which complements the seasonality of traditional leisure tourism that has stopped the city going the way of Hastings or Scarborough.

Through the 90's the re-generation of the seafront was also a powerful catalyst in the continued re-generation and re-invigoration of the tourism offer.

Today the City receives 8m visitors a year who generate £400m p.a. and sustain nearly 13,000 jobs. Of this 8m, almost 6.7m are day visitors and the remainder are staying visitors. However while staying visitors account for only 16% of visitors they generate 59% of the spend.

Visitors can be broadly defined in the following ways: Conference and Business Tourists; Leisure Tourists (mainly short break weekend visitors but who visit year round); and English Language Students. We receive a fair proportion of overseas visitors – approximately 12% of all visitors and are in the top 10 most popular destinations for overseas visitors in terms of volume (International Passenger Survey).

The City has a strong profile in certain overseas markets and our marketing focus reflects this. We are most active in near European markets of France, Germany, Netherlands and to some extent Spain and Italy.

The majority of our visitors however come from London and the South East. They also repeat extensively and we benefit from the ever-changing events and entertainments programme including those within the Festival, within main venues as well as major outdoor events.

The tourism service principally exists to support the Corporate Objective to Develop a Prosperous and Sustainable Economy. We are mainly here to sustain and support the creation of new jobs.

We do this by operating in three key areas:

- Conference Sales. We research and put together bids for major city conferences working alongside major venues and hotels. This generates approximately £50m of conference business for the city each year.
- Leisure Marketing. Working with local businesses and harnessing their investment, we promote the city to key target markets. The principal routes for our marketing are via press and PR and the web. Our website www.visitbrighton.com is one of the most successful destination websites in the UK. In 2006, it produced 1.5m unique visits and approximately 17m page impressions.
- Visitor Services. This service provides core visitor information through a variety of channels: 1.5m people access information through our website, our Visitor Information Centre (recently re-opened in the Royal Pavilion Shop) serves almost 500,000 a year, our call centre receives 25,000 calls a year and approx. 20,000 e-mails. We have to source and publish (electronically) an enormous amount of information and data as our website has some 4,000 records and an additional 4000 pages.

Some key principles by which we aim to continue to succeed are:

- By employing technology successfully. We were the first destination to drop all of its print and focus our energies on the website. This has seen the visitor volumes grow and the cost of servicing those visitors fall.
- By developing strong partnership with the local industry. We launched a partnership programme 2 years ago and in this its 3rd year we will have 260 partners who will contribute approximately £150,000 to the tourism marketing work.
- By being creative and innovative. Our funding is generally smaller than comparable destinations however; we continue to punch above our weight by being innovative. In a recent superbrands survey by Conde Naste Traveller, New Zealand were heralding their success at being the 'coolest' destination in the world followed by Morocco, Fiji, Prague, Australia, Maldives, Amsterdam, Brighton, Bahamas, Bermuda. Not London, nor Manchester, nor Liverpool were in the top 10. Each year we generate nearly £3m of equivalent advertising, spend from PR activities.
- By being customer focussed. We undertake substantial research around our actual and prospective visitors. This has helped shape our work and how the city has and will develop.

There are however, some important challenges that the City needs to continue to deal with if it is to succeed as a destination in the 21st Century:

- The first and most important is re-development of the Brighton Centre and that in any interim leading up to re-development, investment needs to be maintained if it is not to have a detrimental effect on the city.
- The continued re-invigoration of the seafront, extending the quality development between the Piers along to the East and West and bookmaking it with significant tourism development including the Marina, The i360, and King Alfred.
- Continuing to improve the visitor experience in terms of the physical (public realm) and the soft customer service of the people who interact with visitors.
- Ensuring that visitors can continue to access the City and are not deterred from visiting by a bad travel experience.
- By continuing to refresh the events and entertainment offer so that regular visitors have reasons to keep returning.

Members should be directed towards the 2004 Tourism Strategy.



CULTURAL SERVICES

MAJOR PROJECTS & VENUES

Assistant Director:
David Fleming (tel. 2700)

The Major Projects & Venues division manages, together with public and private sector partners, the implementation of key infrastructure projects to contribute to the transformation and regeneration of the City. This includes the King Alfred Redevelopment, Brighton International Arena, replacement of the Brighton Centre and the Community Stadium. Assists within the Authority with the commissioning, managing and procurement of infrastructure projects. Provides advice and support on PFI schemes and shapes public and private partnerships. The Venues Team is responsible for the management and delivery of a balanced programme at the Brighton Centre and Hove Centre in order to maintain the City's position as a premier conference, entertainment and exhibition destination and as a key driver for the local economy.

Work areas and contacts:

- Major Projects Team (manages, together with public and private sector partners, the implementation of key infrastructure projects, including the Jubilee Street Redevelopment, King Alfred, Black Rock, Brighton Centre and Community Stadium) - Katharine Pearce, Jane Haviland and Chris Mortimer.
- Venues (hosting of major national and international meetings and the staging of high profile events, promotion and development of the facilities at the Brighton Centre and Hove Town Hall to provide a balanced programme of events and to maximise usage) - Steve Piper.

Key work over the next 12 months:

- Finalise and exchange Heads of Terms with Standard Life for the redevelopment of the Brighton Centre.
- Complete and gain Council approval of the Client Briefs (New Convention Centre, Hotel and Sustainability) for the redevelopment of the Brighton Centre.
- Secure SEEDA's commitment to capital funding towards the redevelopment of the Brighton Centre.
- Facilitate the start on site for the King Alfred Redevelopment in accordance with planning conditions and the master programme.
- Facilitate the preparation of a planning application for an Indoor Bowls facility.
- Continue to provide advice and support to Brighton International Arena in their preparation of a planning application in respect of Black Rock.
- Facilitate start on site for the Brighton International Arena (subject to a satisfactory planning permission being achieved) in accordance with planning conditions and master programme.
- Facilitate the completion of construction of Block 2 - myhotel, as part of the Jubilee Street redevelopment.
- Continue to work with Brighton & Hove Albion on the Community Stadium to enable the scheme to proceed.
- Build upon the existing programme of national and international conferences, exhibitions and entertainment events at the Brighton Centre.
- Maintain staff levels leading up to the redevelopment of the Brighton Centre.
- Improve meeting room facilities at Hove Town Hall.
- Review ways of improving frontline customer services within Venues.



ENVIRONMENT DIRECTORATE

SPORTS & LEISURE SERVICES

Team Leader:

Sue Drummond (☎ 2084)

Leisure Services is responsible for the City's sports centres and leisure facilities as well as the wide range of sports and physical activity opportunities through the Sports Development Team, which includes our Active for Life and Healthwalks programme.

Leisure also manages the City's extensive and diverse programme of over 300 outdoor events that take place each year is also managed by Leisure.

The Service has recently completed and published the City's Sports Strategy and Active Living Strategy that will guide the development of sport and physical activity for the next six years.

Work areas and contacts:

- **Sports & Leisure Projects** - develops and supports sporting activity for all ages, and abilities, throughout Brighton and Hove. In doing this, its role is to develop a strong sporting profile across the City, provide up to date information on sports and leisure opportunities to support local people and funding, promotional and club management advice to local sports clubs and activity groups.

The team also create and build partnerships to ensure the future of sport and active living, improve and develop sport and leisure facilities including outdoor playing pitches and pavilions.

The team also work in partnership with the City's Primary Care Trust to deliver the Mend programme (a free sports activity and nutrition programme for children, young people and their families) and promote the City Healthwalks programme and with the School Sports Partnership to meet their aims of providing sports provision for children and young people.

Jayne Babb : ext. 2730

- **Leisure Facilities** - responsible for monitoring the Leisure Management Contract and develops in partnership with DC Leisure, which includes the following facilities: Moulsecoomb Community Leisure Centre, Paddling pools at Saunders Park, The Level and Seafront, Prince Regent Swimming Pool, and the Withdean Sports Complex.

In addition, the team is responsible for the direct provision of the following facilities: Hollingbury Park Golf Course (in partnership with Hollingbury Park Golf Club), Hove Lagoon Paddling Pool, King Alfred Leisure Centre, Kingsway Multiplay, Manor Road Gym (in partnership with Manor Road Gym Ltd.) and Waterhall Golf Course (in partnership with Waterhall Golf Club)

Ian Shurrock : ext. 2701

- **Event Services** - responsible for any outdoor events taking place throughout the City's seafront, parks and open spaces. Communicating with event organisers, promoters, sponsors, local groups, charities and the general public. The office deals with events from initial enquiry through to operational management on the day.

The team acts as a link for event organisers to colleagues throughout many other Council departments - traffic, parks, environmental health, licensing, cleansing, etc. With the advent of the new licensing laws, the Events Officers act as licensees (on behalf of the Council) for all events taking place on Council land. There were over three hundred outdoor events in 2006, ranging in scale from playgroups in the park for 10 people, through to Pride - which attracted 120,000 partygoers.

Ian Taylor : ext. 2711

Key work over the next 12 months:

- Completion of final detailed design for the new King Alfred Sports Centre.
- Implementation of planned programme and timetable to manage the decommissioning of the current King Alfred Centre to enable commencement of new build.
- Completion of £500k investment in outdoor sports facilities in East Brighton - grant funded by Barclays Spaces for Sport.
- Develop sports facility audit to identify strategic need for future provision and facility development.
- Further expansion of sports development and Active for Life programmes to increase participation in sport and physical activity by 1% year on year (national - Sport England - target).

- Maximise the business, cultural arts and tourism opportunities for the City linked to the 2012 Olympics and Paralympics whilst building the core legacy for sport through increased participation and support for voluntary sports clubs and organisations across the City.
- Expand the Brighton & Hove Schools Sports Festival to improve links with partners in the business, voluntary and community sectors and to develop a European dimension through an exchange programme.
- Identify new sports events for the programme of outdoor events from 2008 onwards, building on the city's sporting profile towards the 2013 Olympic and Paralympics.
- Resubmit planning application for a new indoor bowls facility in Hove Park Goods Yard in order to replace the existing facility at the King Alfred Leisure Centre.