





**Brighton & Hove
City Council**

Tourism, Development & Culture Committee

Title:	Tourism, Development & Culture Committee
Date:	22 June 2017
Time:	4.00pm
Venue	Hove Town Hall, Council Chamber - HTH
Members:	Councillors: Robins (Chair), Cattell (Deputy Chair), Nemeth (Opposition Spokesperson), Druitt (Group Spokesperson), Allen, Mac Cafferty, Mears, Morris, O'Quinn and C Theobald
Contact:	Cliona May Democratic Services Officer 01273 291354 cliona.may@brighton-hove.gov.uk

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Democratic Services: Tourism Development & Culture Committee

Democratic Services Officer	Councillor Robins Chair	Executive Director	Legal Officer
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Officer
Officer
Officer
Officer
Officer

Councillor Cattell
Deputy Chair

Councillor Allen

Councillor Morris

Councillor O'Quinn

Councillor Nemeth
Opp Spokes

Councillor Mears

Councillor C. Theobald

Councillor Druitt

Councillor Mac Cafferty

Public Speaker

Councillor Speaking

Press

Public Seating

AGENDA

PART ONE

Page

1 PROCEDURAL BUSINESS

- (a) **Declarations of Substitutes:** Where councillors are unable to attend a meeting, a substitute Member from the same political group may attend, speak and vote in their place for that meeting.
- (b) **Declarations of Interest:**
- (a) Disclosable pecuniary interests;
 - (b) Any other interests required to be registered under the local code;
 - (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

- (i) the item on the agenda the interest relates to;
- (ii) the nature of the interest; and
- (iii) whether it is a disclosable pecuniary interest or some other interest.

If unsure, Members should seek advice from the committee lawyer or administrator preferably before the meeting.

- (c) **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 Two of the agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the press and public.

A list and description of the exempt categories is available for public inspection at Brighton and Hove Town Halls and on-line in the Constitution at part 7.1.

2 MINUTES

1 - 12

To consider the minutes of the previous Economic Development & Culture Committee meeting held on the 9th March 2017 (copy attached).

Contact Officer: Cliona May
Ward Affected: All Wards

Tel: 01273 291354

TOURISM, DEVELOPMENT & CULTURE COMMITTEE

3 CHAIRS COMMUNICATIONS

4 CALL OVER

- (a) Items (5 – 10) will be read out at the meeting and Members invited to reserve the items for consideration.
- (b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

5 PUBLIC INVOLVEMENT

13 - 18

To consider the following matters raised by members of the public:

- (a) **Petitions:** To receive any petitions presented by members of the public to the full Council or at the meeting itself:
 - (i) **Ban Animal Circuses in Brighton** – Petition referred from the full Council meeting held on the 6th April, 2017 (copy attached).
- (b) **Written Questions:** To receive any questions submitted by the due date of 12 noon on the 15th June 2017.
- (c) **Deputations:** To receive any deputations submitted by the due date of 12 noon on the 15th June 2017.

Contact Officer: Cliona May
Ward Affected: All Wards

Tel: 01273 291354

6 MEMBER INVOLVEMENT

19 - 20

To consider the following matters raised by Members:

- (a) **Written Questions:** A list of the written questions submitted by Members has been included in the agenda papers (copy attached). This will be repeated along with the written answers received as part of an addendum circulated separately at the meeting.

Contact Officer: Cliona May
Ward Affected: All Wards

Tel: 01273 291354

7 INFRASTRUCTURE DELIVERY PLAN (IDP) - UPDATE

21 - 76

Report of the Executive Director for Economy, Environment & Culture (copy attached).

Contact Officer: Debra May
Ward Affected: All Wards

Tel: 01273 292295

TOURISM, DEVELOPMENT & CULTURE COMMITTEE

8 REVIEW OF THE WASTE & MINERALS LOCAL PLAN 77 - 80

Report of the Executive Director for Economy, Environment & Culture (copy attached).

Contact Officer: Steve Tremlett Tel: 01273 292108
Ward Affected: All Wards

9 BUSINESS RATE REVALUATION AND THE VISITOR ECONOMY 81 - 88

Report of the Executive Director for Economy, Environment & Culture (copy attached).

Contact Officer: Cheryl Finella Tel: 01273 291095
Ward Affected: All Wards

10 ROYAL PAVILION & MUSEUMS: ACCREDITATION, COLLECTIONS DEVELOPMENT AND TRUST UPDATE 89 - 138

Report of the Executive Director for Economy, Environment & Culture (copy attached).

Contact Officer: Janita Bagshawe Tel: 01273 292840
Ward Affected: All Wards

11 ITEMS REFERRED FOR FULL COUNCIL

To consider items to be submitted to the 20th July 2017 Council meeting for information.

In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, any Group may specify one further item to be included by notifying the Chief Executive no later than 10am on the eighth working day before the Council meeting at which the report is to be made, or if the Committee meeting take place after this deadline, immediately at the conclusion of the Committee meeting

TOURISM, DEVELOPMENT & CULTURE COMMITTEE

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.

For further details and general enquiries about this meeting contact Cliona May, (01273 291354, email cliona.may@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication - Wednesday, 14 June 2017

**BRIGHTON & HOVE CITY COUNCIL
ECONOMIC DEVELOPMENT & CULTURE COMMITTEE**

4.00pm 9 MARCH 2017

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillor Robins (Chair), Cattell (Deputy Chair), Nemeth (Opposition Spokesperson), Druitt (Group Spokesperson), Greenbaum, Peltzer Dunn, Morris, Allen, O'Quinn and C Theobald.

PART ONE

54 PROCEDURAL BUSINESS

(a) Declarations of Substitutes

54.1 There were none.

(b) Declarations of Interest

54.2 There were none.

(c) Exclusion of Press and Public

54.3 There were no Part Two items listed on the agenda.

55 MINUTES

55.1 The Democratic Services Manager noted that an updated version of the minutes had been circulated with the addendum, which made changes to paragraph 42.1.

55.2 Councillor Druitt noted that 41.2 should be corrected to read *Big* rather than Bug.

55.3 **RESOLVED** – That, with the above change, the Chair be authorised to sign the minutes of the meeting held on 12 January 2017 as a correct record.

56 CHAIR'S COMMUNICATIONS

56.1 The Chair gave the following communications:

"I attended two events during Explore GB that the city hosted on the 2nd and 3rd March. Explore GB is VisitBritain's flagship which event provides tourism suppliers and

destinations with an invaluable opportunity to meet and do business in the City. 350 international travel buyers from over 40 countries attended. The city gave a great welcome and feedback from both the delegates and from Visit Britain has been very positive. Explore GB provided a unique opportunity to grow our visitor economy through direct engagement with an international audience of travel buyers.

At the beginning of last month I met with Anne Martin who is the new chair of the Tourism Alliance. Anne is the Managing Director of the Palace Pier. I'm looking forward to working more closely with Anne and the Tourism Alliance over the coming months.

I also attended a vibrant and interesting meeting of the Hove Business Association at the Hove Museum.

Launch of the Brighton Festival and Brighton Fringe Festival 2017

Both the Brighton Festival and Brighton Fringe Festival were launched during February. Together, both Festivals which will take place during May form the largest celebration of music, theatre, dance, circus, art, film, literature, debate, outdoor and family events in England, and events take place in a whole range of venues across the city.

We are working with our partners to use the week to kick start the season and promote our local tourism economy.

Teams across the City Council are currently collaborating with our partners – the Tourism Alliance, the Business Improvement District, Brighton & Hove Hotels Association, and Hove Business Partnership on a programme of events throughout the week. I have agreed to represent the City Council at an event celebrating the start of English Tourism Week being held at the Palace Pier on 27th March to celebrate all things Brighton.”

57 CALL OVER

57.1 All items on the agenda were reserved for discussion.

58 PUBLIC INVOLVEMENT

58.1 The Chair noted there was one public question, and asked Alison Lewis to come forward and put her question to the Committee.

58.2 Ms Lewis asked: 'Following last year's replacement of the fencing around Preston Park velodrome, and ongoing issues this year with leaves, moss, and a dangerous crack along the middle of the track, can the Committee please confirm arrangements for the ongoing upkeep and maintenance of the cycle track?'

58.3 The Chair replied: 'Cityparks will sweep the track with a mechanical sweeper weekly in the summer season and monthly in the winter season, in addition the moss on the track will be treated once per year. Should faults develop in the fabric of the track surface or fence property service will endeavour to find money from within the budget for reactive maintenance in parks and liaise with British Cycling on a suitable specification for the work to avoid inappropriate repairs.'

With regard to the crack in the surface Property Services have allocated a provisional sum to fill this and subject to British Cycling's approval of the proposed fill material will engage contractors to carry this out within the next two months.'

- 58.4 By way of a supplementary question Ms Lewis asked: 'Will the remaining s106 money referred to in September 2015 be used for future projects on the velodrome and its users?'
- 58.5 The Chair explained that a full written response would be sent after the meeting, and included in the minutes as set out below:

'The money is allocated to public recreation sports facilities in Prince Regent and/or Preston Park. No decision has been made on which sport will benefit from it but it could be one of the other sports in the park or it could go to the Prince Regent.

The areas that the money can be spent on and the timescale in which it must be spent are decided as part of the planning process and included in the s106 Agreement. In this instance this contribution has to be spent by July 2018. On occasion there is some flexibility within the Planning Committee's decision in this situation priority will be given to objectives set out in the Council's strategies and opportunities to draw in external funding. Any major spending is discussed with Ward Councillors and, in the case of sport spend, representatives of the sport as well as Officers delivering that service provision.'

- 59.6 The Chair noted there were no further items listed under Public Involvement.

59 MEMBER INVOLVEMENT

- 59.1 The Chair noted there were nine written questions listed on the agenda.

HMOs and the Article 4 Area

- 59.2 Councillor Hill asked: "Given the increasing number of refusals for HMO use in the Lewes Road Article 4 area, and the fact that some developers will continue to operate against policy until enforcement action is taken, can the council confirm that all refusals of retrospective change of use applications are actioned by the Planning Enforcement team, and provide evidence of this?"
- 59.3 The Chair provided the following written response: "The Enforcement Team are treating unauthorised HMOs as a priority.

All retrospective HMO planning applications that are refused are referred to the Enforcement Team and are given 28 days to appeal against the decision or cease use as unauthorised HMO. If this is not done an enforcement notice is served.

There are currently 98 live HMO enforcement cases. Of these, approximately 47 are awaiting planning applications to be decided; 12 have notices issued; and 7 are in the appeal process. Four of the 12 notices issued since October 2016 have been as a consequence of an application being refused."

59.4 By way of a supplementary Councillor Hill asked if a progress report could be brought to the Committee in 6 months.

59.5 The Chair agreed to do this.

Tourist Boards in Hove

59.6 Councillor Nemeth asked: "Will the Chair commit to pursuing the restoration of the dishevelled American Express tourist boards around Hove that detail the history of the town?"

59.7 The Chair provided the following written response: "Thank you for raising this. I have asked officers to look into how these boards can be updated and refurbished and report back to a future Committee."

59.8 By way of a supplementary Councillor Nemeth asked for confirmation that American Express would be contacted as part of this work.

59.9 The Chair deferred to Officers who explained that sponsorship would be one of the options pursued.

Planning Applications with Outstanding Conditions

59.10 Councillor Nemeth asked: "Will the Chair detail the number of planning applications with conditions still outstanding, and provide figures for equivalent dates in 2015 and 2013 (or similar periods to suit the way in which such matters are recorded)?"

59.11 The Chair provided the following written response: "The number of applications for approval of conditions that are currently in hand is 142 (of these two are out of time) out of a total of 436 for the year so far. The overall performance figure for 2016/17 on approval of conditions within 8 weeks is 42.5%. In terms of comparative data, in 2015/16 there were a total of 463 applications for approval of details and 45% were determined within eight weeks. For the period 2013/14 there were 386 and 53% were determined within 8 weeks.

The speed of performance on conditions applications reflects the need to focus resources on planning application decisions (in 2015/16/17); the increase in volume of conditions applications; and to allow applicants to amend details to allow the approval of conditions."

59.12 By way of supplementary Councillor Nemeth asked for further information in relation to why the percentage of applications with outstanding conditions had decreased since May 2015

59.13 The Chair deferred to the Deputy Chair, who explained this context was given in the answer, and related to additional resources being used to clear the backlog of planning applications.

Breaches of s106 Expenditure Deadlines

59.14 Councillor Peltzer Dunn asked: "Will the Chairman state how many times Section 106 expenditure deadlines been breached since May 2015 and how much unspent cash has been returned to applicants?"

59.15 The Chair provided the following written response: "Since May 2015 there has been only one breach of expenditure deadline which has occurred (this is out of a total of on average of 120 individual payments under all applications per annum). This related to the development of Falmer Station (University Sussex - student accommodation granted September 2004). This resulted in repayment of an unspent Public Art sum of £40,000 in August 2016. The main reason for the sum not being spent within time was the loss of Public Art staff resources to support the project (officer left late 2014).

The two other s106 payments that were refunded to payees were due to the consents not being implemented and the planning permission lapsed. Therefore the council was not legally entitled to retain and spend the contribution and the funds had to be repaid."

59.16 By way of a supplementary Councillor Peltzer Dunn asked for clarification that s106 monies could not be spent until schemes were implemented.

59.17 The Chair deferred to Officers, and it was confirmed that this was correct.

Kind Alfred Redevelopment Timetable

59.18 Councillor Nemeth asked: "When was the Chair informed of the King Alfred timetable slipping by one year and what did he do to inform Councillors and the public?"

59.19 The Chair provided the following written response: "Members of the Committee will be aware that each of the previous 'Major Projects Update Reports' to this committee, a standing item on the agenda, has included an update on the King Alfred project. These included a revised, and still indicative programme reflecting the ongoing nature of discussions. Providing an overview of progress towards delivery of the council's major development projects is the primary purpose of the 'Major Projects Update Report'. In relation to the King Alfred, the report has, on each occasion, advised of the project's status together with an indication of when a detailed report to the Policy Resources & Growth Committee is anticipated.

The original timetable for delivery of the King Alfred project, as set out in the January 2016 report to the Policy & Resources Committee, was clearly stated as being indicative. Having made initial good progress, it was then necessary to extend the programme, in order to allow additional time to conclude a host of complex legal and financial arrangements; work that is ongoing."

59.20 By way of supplementary Councillor Nemeth noted that update was reported through the Major Projects update on the agenda, and asked if the Chair was of the view that just updating the date in the document was sufficient given the scale of the project

59.21 The Chair replied that information on dates, in relation to major projects, was only ever indicative.

Letter to Tenants at the Kind Alfred

- 59.22 Councillor Nemeth asked: "Will the Chair provide a copy of the update letter that he agreed to send on 12th January 2016 to all tenants and clubs at the King Alfred, along with a list of all recipients?"
- 59.23 The Chair provided the following written response: "A copy of the letter and the list of over 60 groups that received the letter will be provided."
- 59.24 By way of supplementary Councillor Nemeth asked why no specific date was given on the letter, only the month.
- 59.25 The Chair deferred to Officers and it was explained that the date was provided as 'February 2017' as the letter was delivered throughout the month in different ways to the various parties.

s106 Art Project at Hove Lagoon

- 59.26 Councillor Peltzer Dunn asked: "Will the Chair explain how £38,000 of Section 106 cash came to be allocated to an art project at Hove Lagoon without any consultation with either the ward Councillors, the Friends of Hove Lagoon or the Kingsway & West Hove Residents Association?"
- 59.27 The Chair provided the following written response: "This is a Public Art contribution received from the new build, mixed-use employment redevelopment of Travis Perkins site Baltic Wharf Wellington Road Portslade. The planning application was determined at planning committee in December 2007 and planning permission was issued in September 2008 following the signing of the legal agreement. The contribution was originally identified towards the joint gateway area with the Shoreham Harbour project but subsequent planning permission for further development in the area that included the site for the proposed art works required re-allocation of the contribution. It was moved to land between Wharf Road and Wellington Road as part of an art component of public realm improvements. The funds secured are required to be spent by December 2018.

In terms of taking this forward, officers are liaising to gather expressions of interest from local artists. You can be assured that officers will also engage with ward Councillors, residents and amenity groups on any proposals that come forward.

The public art contribution was one of a number of developer contributions secured on the Travis Perkins site and set out in the legal agreement. These include the developer undertaking highways improvement works to the value of nearly £84,000 plus payment to the council of commuted sums for maintenance. In terms of how these are identified, national policy requires that developer contributions go towards improvements in the vicinity of the development; and public art/public realm improvements were secured in accordance with planning policy requirements."

- 59.28 By way of supplementary Councillor Peltzer Dunn asked that the Chair undertake to ensure these monies were used properly.

59.29 The Chair deferred to Officers who noted that Planning Committee reports usually specified how s106 monies were to be spent, and they agreed to look into the matter after the meeting.

Meetings with Local Architects

59.30 Councillor C. Theobald asked: "What meetings has the Chair held during his tenure to date with local architects?"

59.31 The Chair provided the following written response: "It is important that there are open lines of communication between the council and the development community, and this is something that is in place under this administration as under previous administrations, and goes forward in the usual manner through regular meetings and communications.

This allows the development community, which includes architects, planning consultants and developers, to raise any general issues that are significant, and also allows the development community to in turn be aware of improvement programmes at the council. It ensures that issues are shared, rather than priorities influenced by side issues or issues that are of concern to particular individuals rather than the community as a whole.

A key meeting that takes place is the Professional's Forum, and since May 2015 Cllr Cattell, as Lead Member for Planning and Deputy on this committee, has attended all these meetings, the next one of which is on 21st March. Cllr Cattell also routinely meets architects at Planning Committee, Pre-Application presentations, Design Panel presentations and outside events such as those organised by the Brighton and Hove Chamber of Commerce. In addition, she responds to architects and other development professionals who contact her."

59.32 By way of supplementary Councillor C. Theobald asked for confirmation that the Chair had held no meetings.

59.33 The Chair clarified that he had not, but the Deputy Chair had had many such meetings in her capacity as the Lead Member for Planning.

Information in Relation to Libraries

59.34 Councillor Nemeth asked: "Will the Chair explain when he first discovered that incorrect information had been given to the public by the Administration about local library closures and what specifically he did do to rectify the situation?"

59.35 The Chair provided the following written response: "No incorrect information was given by the Administration about local library closures. Information was consistent with officer reports."

59.36 By way of supplementary Councillor Nemeth repeated his initial question.

59.37 The Chair declined to answer.

59.38 The Chair noted there were no further items listed under Member Involvement.

60 SUPPORTING A VIBRANT TOURIST ECONOMY

- 60.1 The Committee considered a report of the Executive Director for Economy, Environment & Culture in relation to Supporting a Vibrant Tourist Economy. The report provided the Committee with background information on the tourism economy in Brighton & Hove and the work of VisitBrighton to support and drive a vibrant tourist economy in the city. The report also recommended that Officers undertake a review of the city's tourism strategy and develop a new Tourism Strategy alongside the review of the City's Economic Strategy. The Executive Director also gave a short presentation.
- 60.2 The Chair noted that he had been in attendance at the recent Visit England event, and praised how good it had been.
- 60.3 Councillor Morris also praised this event, and asked for specific breakdown of overseas visitors; Officers agreed to provide this information after the meeting.
- 60.4 Councillor Peltzer Dunn noted the high quality of the tourism brochure that had been circulated to the Committee. He noted the difficulty of predicting tourist activity and welcomed the approach taken to adopt a six year strategy. He went on to suggest that the policy be drafted in such a way that it could be amended if necessary, the Chair welcomed this approach.
- 60.5 In response to a series of questions from Councillor Druitt the following was explained. Officers were engaging with businesses that would be affected by the changes to business rates; advice was given on how they could have make appeals to the Valuation Office Agency (VOA). It was difficult to accurately assess the impact of Brexit on the local visitor economy, but the city would need to respond positively in this competitive market and ensure it retained a global visitor market. Infrastructure needed to keep up with the growth in the local economy, and the Environment, Transport & Sustainability (ETS) Committee was looking at smarter and better ways to do things including intelligent transport systems and LED lighting. In relation to fly tipping the ETS Committee had considered reports in relation to enforcement; this included using CCTV to catch those committing the crime.
- 60.6 In response to Councillor Greenbaum it was confirmed that the Council was working with other national tourist organisations to lobby government to argue that the impacts on the tourist economy were thought through during Brexit negotiations.
- 60.7 In response to Councillor Allen it was agreed that a report could be brought to the next meeting to consider the impact of changes to business rates on the tourist economy.
- 60.8 Councillor C. Theobald welcomed the success of cultural festivals in the city; however, she noted the fall in the number visiting Council museums since the introduction of charges.
- 60.9 The Chair put the recommendations to the vote.

60.10 **RESOLVED** - That the Committee note the work undertaken to support a vibrant tourism economy in the City and agrees that officers develop a new Tourism Strategy for the City alongside the development of the City's new Economic Strategy.

61 **DEVELOPING A NEW STRATEGIC FRAMEWORK FOR ARTS & CULTURE IN THE CITY**

61.1 The Committee considered a report of the Executive Director for Economy, Environment & Culture in the relation to Developing a new Strategic Framework for Arts & Culture in the City. The report updated the Committee on work being undertaken with the Arts & Creative Industries Commission to develop a new Strategic Framework for Arts & Culture in the City with the aim of supporting the regionally important cultural economy.

61.2 Councillor Peltzer Dunn suggested that the length of this policy should also be for six years as it was linked closely to the previous item; Officers agreed that they would align the policy as suggested.

61.3 In response to Councillor Morris, Officers acknowledged that it was always important to learn from other cities; it was noted that a program manager had recently been appointed – whilst a visit to Bristol could be undertaken there were other means to carry out this learning digitally and through discussion.

61.4 In response to Councillor Allen it was explained that the strategy was expected to be a short document and would seek to guide partners. It was important to raise the profile of arts and culture in the city and work with partners to do this – the work to develop the new strategy would be undertaken with the Arts & Creative Industry Commission, who were key in terms of the governance of the work.

61.5 In response to Councillor O'Quinn it was clarified that a balance would be sought between the direction of this work and where the funding opportunities were – in particular as the government were looking to work on a regional approach which was a factor in the success of Greater Brighton.

61.6 In response to Councillor Greenbaum it was agreed that the timetable to undertake this work was ambitious; however, the Commission wanted the work to move quickly and had agreed additional meetings.

61.7 In response to Councillor Druitt it was noted that since the resignation of the previous Assistant Chief Executive (with responsibility for arts and culture) work had been undertaken to strengthen the prominence of culture in the structure of the authority, and this was highlighted in the name of the relevant directorate. An appointment had now been made to the vacant post, and links were also being sought through the new Health & Adult Services Director whom had a background in culture.

61.8 The Chair then put the recommendations to the vote.

61.9 **RESOLVED** - That the Committee agrees that the City Council works with the Arts & Creative Industries Commission to develop a new Strategic Framework for Arts & Culture in the City.

62 HOUSES OF MULTIPLE OCCUPATION - RESPONSE TO MATTERS RAISED AT FULL COUNCIL

- 62.1 The Committee considered a report of the Executive Director for Economy, Environment & Culture in relation to Houses of Multiple Occupation - Response to matters raised at full Council. This report considered the matters raised at full Council on 20 October 2016 following the submission of a petition on behalf of 'Family Homes Not HMOs, namely that: The City Plan Part One be reviewed to increase the area of restriction from 50 metres to 150 metres where applications for conversion to HMOs will be rejected if more than 5% of current dwellings are already HMOs; consideration be given to the extension of the current Article 4 Direction area and options to further extend the licensing of private rented housing; and consideration be given as to whether to better align the Planning and Licensing functions in relation to HMOs and learn from other university towns as to more effective management of student HMOs and to request a report on this matter to its next meeting. This report set out the Officer response to these issues.
- 62.2 The Committee agreed to defer the report to the next meeting to allow further options to be provided for consideration.
- 62.3 **RESOLVED** – That the report be deferred.

63 S106 DEVELOPER CONTRIBUTIONS TECHNICAL GUIDANCE - UPDATE

- 63.1 The Committee considered a report of the Executive Director for Economy, Environment & Culture in relation to s106 Developer Contributions Technical Guidance – Update. The report further updated the Developer Contributions Technical Guidance that set out how and when Section 106 developer contributions were sought on new development proposals. The Technical Guidance approved by the Committee on 16 June 2016 (first approved by Cabinet 17 February 2011) now required further update to provide wider clarification and advice in respect of contributions sought for Affordable Housing and Local Employment.
- 63.2 In response to Councillor Morris it was explained that developers always had the option to challenge the level of contributions on the basis of viability, this was assessed by the District Valuer.
- 63.3 Councillor Nemeth noted that the Conservative Group could not support the report on the basis of the contributions for schemes with five to nine units.
- 63.4 In response to Councillor Allen it was explained that commuted sums were an option on sites of 10-13 units where it was not always practical to have one or two managed units. The policy was worded to be on sliding scale, such that, there was an expectation that on larger sites of 14 units or over the units would be provided on site; as you moved down the scale there was recognition that it was difficult to manage fewer units with a registered provider.
- 63.5 In response to Councillor Druitt the following was explained. Commuted sums could be used where management with impractical, and could be put towards Council owned housing; before a commuted sum route was agreed the Council would ask the developer to prove that the option to provide housing on the site had been explored in

full. Where developers were not able to achieve 40% affordable housing (as set out in policy) they had to undertake a vigorous, independently assessed process. Some authorities in London had moved towards disclosure of studies by the District Valuer a validation requirement; the Council was currently exploring this option.

63.6 Councillor Cattell noted the excellent work under by Planning Officers in relation to viability, and highlighted the difficulties of achieving rented, rather than shared ownership, units on a development with a small number of units.

63.7 Councillor Druitt proposed an additional recommendation that a report be brought to a future meeting on the work that had been undertaken in relation to mandatory disclosure of viability assessments.

63.8 The amendment was seconded by Councillor Greenbaum.

63.9 The Chair put the proposed amendment to the vote. It was **not carried**.

63.10 The Chair then put the recommendations to the vote. These were **carried**.

63.11 **RESOLVED:**

- i) That the Committee approves the updated Developer Contributions Technical Guidance attached as Appendix 1.
- ii) That the Committee authorises officers to annually update the figures within the Affordable Housing Schedule of Commuted Sums Payments in accordance with advice received from the District Valuer and allow this Schedule to be included as a separate Appendix in the updated Developer Contributions Technical Guidance and viewed via a webpage link within the main document.

64 OLD TOWN CONSERVATION AREA CHARACTER STATEMENT

64.1 The Committee considered a report of the Executive Director for Economy, Environment & Culture in relation to Old Town Conservation Area Character Statement. The report summarised the response to public consultation on the draft Old Town Conservation Area Character Statement and sought approval for the final document. The Character Statement sought to define the 'special architectural or historic interest' for which the area is designated. This helped to inform future planning decisions in the area and formed a sound basis for the area's future management.

64.2 In response to Councillor Nemeth it was clarified that work had been funded by the Coastal Revival Fund, and the CiC had attracted this funding.

64.3 In response to Councillor Morris it was confirmed that the boundary of the conservation area had not been changed.

64.4 Councillor C. Theobald highlighted the importance of renovating the hippodrome, and hoped the work would be progressed in the near future.

64.5 Councillor Druitt praised the report and the work that had been undertaken. In response to a question it was explained the character statement would assist in future development in the area, and provide guidance for any parties interested in the Hippodrome.

64.6 The Chair then put the recommendations to the vote.

64.7 **RESOLVED** – That the Old Town Conservation Area Character Statement be approved (Appendix 1).

65 MAJOR PROJECTS UPDATE

65.1 In response to questions the following information was given:

- The planning application for Preston Barracks had been submitted the previous month.
- Demolition had taken place at the Circus Street site.

66 ITEMS REFERRED FOR COUNCIL

66.1 There were no items referred to Council.

The meeting concluded at 6.43pm

Signed

Chair

Dated this

day of

2017

Subject: Petitions
Date of Meeting: 22 June 2017
Report of: Executive Lead for Strategy Governance & Law
Contact Officer: Name: Cliona May **Tel:** 01273 291354
E-mail: cliona.may@brighton-hove.gov.uk
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 To receive those petitions presented to the full Council and referred to the committee for consideration.
- 1.2 To receive any petitions to be presented or which have been submitted via the council's website or for which notice has been given directly to Democratic Services.

2. RECOMMENDATIONS:

- 2.1 That the Committee responds to the petition either by noting it or writing to the petition organiser setting out the Council's views, or where it is considered more appropriate, calls for an officer report on the matter which may give consideration to a range of options, including the following:
- taking the action requested in the petition
 - considering the petition at a council meeting
 - holding an inquiry into the matter
 - undertaking research into the matter
 - holding a public meeting
 - holding a consultation
 - holding a meeting with petitioners
 - calling a referendum

3. PETITIONS

3.1 Referred petitions:

- i) **Ban Animal Circuses in Brighton**
Petition from Ms. S. Baumgardt, referred from the Council meeting held on 6th April, 2017 (over 1,500 signatures). Extract from the Council proceedings included as appendix 1.

To receive the following Petition:

We the undersigned petition Brighton & Hove Council to no longer issue licences to animal circuses performing on Council land.

Justification:

To date 219 Councils across the country have already said NO to ALL animal circuses. If Brighton & Hove is to maintain its reputation as being a progressive city, we need to refuse animal acts.

On their last visit in September 2016 Zippos Circus used ponies, dogs, budgies and cats. This is in breach of our City's own Animal Welfare Charter which limits performances using animals to equines only. Since the restrictions of a travelling and performing life are not suited to any animals we ask that Brighton & Hove City Council follow the lead of the majority of councils across the country and only allow circuses with human acts on Council land.

We would like Brighton & Hove City Council to discuss at a full Council meeting, the issue of the exemption in the Animal Welfare Charter being breached.

Subject:	Ban Circus Animals in Brighton Petition: Extract from the proceedings of the Council Meeting held on the 6 April 2017		
Date of Meeting:	22 June 2017		
Report of:	Executive Lead for Strategy, Governance & Law		
Contact Officer:	Name:	Mark Wall	Tel: 29-1006
	E-mail:	mark.wall@brighton-hove.gov.uk	
Wards Affected:	All		

FOR GENERAL RELEASE***Action Required of the Tourism Development & Culture Committee***

To receive the item referred from the Council for consideration.

Recommendations:

That the petition be considered by the Committee.

BRIGHTON & HOVE CITY COUNCIL**COUNCIL****4.30PM 6 APRIL 2017****COUNCIL CHAMBER, HOVE TOWN HALL****MINUTES**

Present: Councillors West (Chair), Marsh (Deputy Chair), Allen, Atkinson, Barford, Barnett, Bell, Bennett, Brown, Cattell, Chapman, Cobb, Daniel, Deane, Druitt, Gibson, Gilbey, Greenbaum, Hamilton, Hill, Horan, Hyde, Inkipin-Leissner, Janio, Knight, Lewry, Littman, Mac Cafferty, Meadows, Mears, Miller, Mitchell, Moonan, Morgan, Morris, Nemeth, A Norman, K Norman, O'Quinn, Page, Peltzer Dunn, Penn, Phillips, Robins, Russell-Moyle, Simson, Sykes, Taylor, C Theobald, G Theobald, Wares, Wealls and Yates.

89 PETITIONS FOR COUNCIL DEBATE**(d) BAN ANIMAL CIRCUSES IN BRIGHTON**

- 89.1 The Mayor stated that where a petition secured 1,250 or more signatures it could be debated at the council meeting. He had been made aware of five such petitions and would therefore take each in turn.
- 89.34 The Mayor then invited Ms. Friend as one of the lead petitioners to present the petition calling on the Council to ban animal circuses in Brighton.
- 89.35 Ms. Friend thanked the Mayor and stated that the petition had reached over 1,500 signatures and sought the banning of circuses with performing animals, being both wild and domestic. She stated that 219 councils across the country had chosen to take such action and she hoped that as a progressive and innovative city, Brighton & Hove would follow them. She noted that the council had adopted an Animal Welfare Charter in 2002 which needed to be reviewed as it covered horses, dogs and birds but meant that it created an ambiguity in relation to other animals. She therefore called on the council to take a clear stance and ban all animal circuses.
- 89.36 The Mayor thanked Ms. Friend and called on Councillor Robins to respond to the petition.
- 89.37 Councillor Robins thanked the petitioner and stated that it was a complex and emotive subject. He was therefore keen to ensure that the legal position was fully understood and accepted that there was a need to review the Animal Welfare Charter. He would therefore request officers to bring a report to the next meeting of the Economic

Development & Culture Committee to review the Charter and enable Members to consider it in conjunction with the petition.

- 89.38 Councillor Peltzer Dunn noted that the petition sought to ban animal performances in Brighton but questioned whether it should be aimed at council owned land as the council would have no jurisdiction over privately owned land. He had previously attended circuses but felt that society had changed over the last 25 years and the welfare and dignity of animals should now be given full consideration and circuses with animals prohibited from council owned land.
- 89.39 Councillor Greenbaum welcomed the petition and stated that it was the right time to ban animals in circuses. Today's circuses had great acrobats and they did not need to use animals as part of their acts, it was therefore time to make that change.
- 89.40 The Mayor noted that Councillor Robins did not wish to respond to the debate and that it was recommended to note and refer the petition to the Economic Development & Culture Committee for consideration and put it to the vote which was **carried** unanimously.
- 89.41 **RESOLVED:** That the petition be noted and referred to the Economic Development & Culture Committee for consideration at its meeting on the 22nd June 2017.

WRITTEN QUESTIONS FROM COUNCILLORS

The following questions have been received from Councillors and will be taken as read along with the written answer which will be included in an addendum that will be circulated at the meeting:

(a) Councillor Nemeth

American Express Hove History Boards

“What progress has been made since the last meeting of this committee, and prior to the submission of this question, in contacting American Express, or carrying out alternative investigations, with regard to the restoration/replacement of Hove’s local history signage (that was kindly sponsored by American Express some years back)?”

Reply from Councillor Robins, Chair of the Tourism Development & Culture Committee.

(b) Councillor Nemeth

Planning delay

“How many ‘old’ planning applications are still set aside from new applications and how much slower on average are they being answered? How many of these old applications have there been each month over the past six months? What are the oldest and newest of the old applications which are live currently?”

Reply from Councillor Robins, Chair of the Tourism Development & Culture Committee.

(c) Councillor Nemeth

Tennis

“Please describe in detail what role the Chairman has had, in his role as head of sport for Brighton & Hove, in developing the Administration’s plans to completely change the way in which all public tennis courts in the city are funded and managed.”

Reply from Councillor Robins, Chair of the Tourism Development & Culture Committee.

(d) Councillor Nemeth

KA

Has the Chairman had any involvement at all in the King Alfred major project in his role as head of major projects for Brighton & Hove?

Reply from Councillor Robins, Chair of the Tourism Development & Culture Committee.

(e) Councillor Nemeth

Cycle track

“Will the Chairman provide an urgent update on the recent repairs that had to be carried out at Preston Park Cycle Track?”

Reply from Councillor Robins, Chair of the Tourism Development & Culture Committee.

Subject:	Infrastructure Delivery Plan (Annex City Plan Part One) Update		
Date of Meeting:	22 June 2017		
Report of:	Executive Director - Economy Environment & Culture		
Contact Officer:	Name:	Debra May, Principal Planning Officer (s106)	Tel: 01273 292295
	Email:	debra.may@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The Infrastructure Delivery Plan (IDP) identifies the social, physical and environmental infrastructure required in the city to 2030. It is an accompanying Annex to the adopted City Plan Part One and helps to support and deliver key objectives and policies in the Plan.
- 1.2 The IDP is an evolving document, infrastructure needs change, and is subject to review and requires regular updating.

2. RECOMMENDATIONS:

That the Committee:

- 2.1 Agrees the updated Infrastructure Delivery Plan (IDP) as an annexe to the City Plan Part One, attached in Appendix A subject to any minor grammatical or editorial alterations that may be made by the Executive Director of EEC in agreement with the Chair of Tourism Development and Culture Committee.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Policy framework

The National Planning Policy Framework (NPPF:paragraph 156) requires local planning authorities to demonstrate that development plan policies are deliverable. In terms of infrastructure provision an IDP forms an important part of the evidence base underpinning the delivery of the City Plan.

- 3.2 The purpose of an IDP is to set out the infrastructure required to support delivery of development and key policies and objectives of the City Plan. It also assists with enabling the council to identify possible mechanisms to support and deliver the infrastructure required. The IDP will be subject to regular review and update as part of an on-going process to identify and assist with the delivery of a wide range of infrastructure over time.

3.3 Aims of IDP

Infrastructure is required to ensure that future development in the city is accompanied by appropriate services and facilities. The Brighton & Hove IDP sets out the main social, physical and environmental infrastructure requirements in response to strategic aims and development proposals coming forward during the life of the City Plan.

3.4 The IDP sets out what is required for the future, where and when it is needed, who is responsible for its provision and how it will be funded. Prioritisation of infrastructure has also been assessed and identified in three broad categories:

- **Essential Infrastructure** – to assist with the provision and/or delivery of strategic objective projects;
- **Important** – provision necessary to support development in a sustainable and timely manner: and
- **Desirable Infrastructure** – projects that are aspirational and unlikely to prevent development in the short to medium term.

3.5 Infrastructure and services are provided by many different organisations and the IDP includes not only infrastructure schemes to be provided by the council but other responsible public and private service partners. Some infrastructure will be secured through developer contributions during the planning application process. Other infrastructure will also be delivered directly through external services providers and partners.

3.6 **IDP update** - The IDP has been updated to based on the current information and costs available for assessing infrastructure requirements. These have been identified by the council and other external partners in order to support new development throughout the City Plan period. The main updates include:

- Air Quality – improving pollution levels and pressures arising from new development with mitigation through on site measures or Management Plans, equipment, data collection and other monitoring measures where appropriate.
-
- Biosphere priorities: Nature Conservation and Development informed by Supplementary Planning Guidance (SPD) 11, further emphasis on Green Network for protection, enhancement and connectivity between development areas through to South Downs National Park (SDNP) and Sustainable Urban Drainage Systems (SuDS) for flood risk management for key development sites across the city including feasibility study commissioned for Biosphere Programme.
- Energy - capacity needs for development are currently being assessed which includes provision for electrical power, gas, and heat and power networks. Renewable energy will make an increasing contribution to energy supply in future. All will require upgrades in the future with sufficient network capacity for timely connections to new developments.
- Transport – likely need for additional infrastructure provision or junction upgrade to mitigate impacts resulting from increased housing development in the western urban fringe of the city.
- Water - necessary protection of water resources and appropriate and timely connectively are further emphasised or locally significant improvements

upgrading necessary infrastructure including connectivity to sewage networks will be required.

- Amalgamation of the 2013 IDP and the 2014 update to the IDP (prepared following the incorporation of urban fringe sites).
- General updates which includes inclusion of new infrastructure and removal of public sector infrastructure that is no longer funded.

3.7 Whilst the IDP has been updated it is an evolving document requiring review and monitoring over time requiring additional information to be added on timing, delivery mechanisms and costs and is a useful mechanism through which co-operation between providers can be achieved.

3.8 IDP and the Community Infrastructure Levy (CIL)

The Community Infrastructure Levy (CIL) is a non-mandatory charge mechanism for developer contributions that can contribute towards infrastructure needed to support development. The Government is currently considering recommendations to replace CIL with a Local Infrastructure Tariff (a lower level charge) and a decision is expected to be announced in the Autumn Statement. For any future CIL (or LIT), the IDP will assist in the preparation of a preliminary draft charging schedule and help identify infrastructure priorities to be funded by the levy.

3.9 In terms of the charging schedule, the IDP will show where there may be a funding gap between what CIL, together with other developer contributions and funding streams, can realistically provide and the total costs of identified infrastructure in the IDP. It is important that infrastructure intended to be funded through CIL (or LIT) is identified as a priority in the IDP and is contained in the Council's statutory list of infrastructure intended to be, or may be, wholly or partly funded by CIL.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 National policy and guidance (the National Planning Policy Framework and the Planning Practice Guidance) require local planning authorities to assess and set out their infrastructure needs. The City's infrastructure requirements are set out in the Infrastructure Delivery Plan (IDP) which is an important document underpinning the delivery of objectives in the the City Plan.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The City Plan Part One was adopted March 2016 following the outcome of the Inspector's Examination into the Plan. The City Plan was subject to extensive consultations over a number of years.

5.2 Further consultation and engagement has been undertaken with infrastructure and service providers enabling the update of the IDP.

6. CONCLUSION

- 6.1 The recommendation is to agree the update to the IDP and thus identify up to date information to assist with delivery of city-wide infrastructure and a future CIL (or LIT).

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The cost of officer time, production of documents and consultation associated with the recommendations in this report are funded from existing revenue budgets within the Planning service. The financial implications of the delivery of the infrastructure requirements outlined in Appendix A Infrastructure Delivery Plan (IDP) will be included in future committee reports. Each scheme should be separately reported to Policy, Resources & Growth Committee for inclusion in the capital programme with details of the costs and sources of financing.

Finance Officer Consulted: Gemma Jackson

Date: 12/05/17

Legal Implications:

- 7.2 Policy CP7 of the City Plan Part One provides for the preparation and implementation of an Infrastructure Delivery Plan which will be regularly updated and which will set out the infrastructure to be provided in the city. As noted in the report, the IDP supports objectives in the City Plan, the policies of which are material planning considerations in the determination of planning applications. Should the Council become a charging authority for the purposes of the Community Infrastructure Levy it will need to draw on its infrastructure requirements' evidence in order to draft its list, under Regulation 123 of the Community Infrastructure Levy Regulations 2010, of infrastructure that may be funded by the levy.

Lawyer Consulted:

Name Hilary Woodward

Date: 8/5/17

Equalities Implications:

- 7.3 Maintaining and up to date IDP helps demonstrate the delivery of the City Plan and assists the council and its partners in achieving the timely and effective delivery of infrastructure for future needs of all residents and visitors in the city.

Sustainability Implications:

- 7.4 Sustainable development is a key priority to the council and in assisting the successful implementation of the City Plan this involves an IDP to enable co-ordinated action for the timely and effective delivery of sustainable physical, social, and environmental infrastructure.

SUPPORTING DOCUMENTATION

Appendices:

1. Appendix 1 – Other significant implications
2. Appendix A Infrastructure Delivery Plan

Documents in Members' Rooms

None

Background Documents

1. City Plan Part One

Crime & Disorder Implications:

- 1.1 The IDP can identify appropriate mitigation measures for security and safety including designing out crime in development areas

Risk and Opportunity Management Implications:

- 1.2 None identified

Public Health Implications:

- 1.3 The IDP will identify health services provision being delivered strategically or needs that may arise from development areas to improve the health and wellbeing of our communities.

Corporate / Citywide Implications:

- 1.4 The aim of the IDP is to identify key physical, environmental and community infrastructure to support development in the delivery of the City Plan that's support and inform other strategies and key priorities for the city as a whole.

**Annexe 2
Infrastructure Delivery Plan (IDP)**

Summary

The Infrastructure Delivery Plan (IDP) Annexe document to the City Plan identifies existing infrastructure provision, current shortfalls and existing and future needs to support new development over the plan period up to 2030.

The IDP is also an evolving part of the evidence base for an emerging Community Infrastructure Levy (CIL) Charging Schedule and Regulation 123 List.

The keys areas for provision for certain physical, environmental and community infrastructure to support future needs has been identified across the following areas below and as further detailed in the IDP table:

- Water provision, Wastewater treatment and sewerage connectivity

Necessary protection of ground water sources and appropriate and timely connectivity are further emphasised or locally significant improvements upgrading necessary infrastructure including connectivity to sewage networks will be required.

- Education

There are ongoing needs for additional school places and in particular a new additional secondary school to meet the needs of a growing population, particularly in the west and centre of the city. This will be addressed by seeking opportunities for new schools as part of major development schemes in priority areas of the city. Overall planning obligations will be secured from new residential development to contribute funding towards expanding both primary and secondary education provision to mitigate impacts.

- Energy

Energy capacity needs for future and existing city development are being assessed to inform City Plan Part Two. Energy infrastructure includes provision for electrical power, gas, and heat and power networks. This includes mains power supplied through National Grid Electricity, (local distribution network operator UK Power Networks) and mains gas supplied through National Grid Gas (local distribution network operator Scotia Gas Network).

Heat networks will continue to expand throughout the city. Renewable energy will make an increasing contribution to energy supply in future to meet City Plan and national carbon reduction targets. These will require upgrades to the electricity network to enable “feed in” of surplus electricity to the grid. Smart Grid technology will also become more widespread in future. It is critical that there is: sufficient network capacity to allow timely connections to new developments; sufficient energy network capacity to meet current demands at all times; and sufficient levels of resilience built into the network to maintain security of supply

- Transport

The findings of the Transport Assessment Update indicate there is likely be a need for additional infrastructure provision or upgrade to mitigate impacts resulting from increased housing development in the western urban fringe of the city. There will also be the need for general mitigation arising from development proposals on a site by site basis, for example, improved bus services upgraded bus stops. Cycling improvements could also be considered more specifically to links and upgrade to the network. Some requirements may be secured through developer contributions.

- Health provision

Consideration will be given to providing consolidated health facilities integrated within new major developments.

**Infrastructure Delivery Plan (subject to regular revision)
Requirements June 2017**

Categories identifying new or revised infrastructure provision as:
Essential: Identifies infrastructure provision that is vital to meet strategic objectives OR to enable delivery of new development;
Important: Items are necessary but alternative infrastructure capacity may be able to accommodate incremental impacts from new development;
Desirable: Items to meet other strategic or community aspirations that may add to the quality, functionally or attractiveness of an area

Infrastructure Type – and site address where known	Provision - Essential / Important / Desirable	Infrastructure Needs/Requirement	Area and/or scale	Responsibilities for Delivery / Partners & Funding Sources	Short, Medium or Long Term Phasing & Costs
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Environmental

Air Quality Management and improvement measures

<p>Citywide Air Quality improvement</p>	<p>Important</p>	<p>To improve air quality and mitigate existing pollution levels and pressures of new development – mitigation through Management Plans, equipment, data collection and other monitoring measures where appropriate</p>	<p>Citywide across priority areas and all DA1-DA8 Development Areas, and with the findings of the Local Transport Plan, the Local Air Quality Strategy and the DEFRA reporting process – for delivery within Air Quality Management Areas (AQMAs)</p> <p>Investigation into potential for providing small keep clear zones where road traffic emissions are closest to residential dwellings and low emissions strategies to work towards no and low emissions fleets especially those frequenting the Air Quality</p>	<p>City Council, Landowners, Developers, Government</p>	<p>Ongoing and throughout Plan period</p> <p>Costs dependant on scale, type and impacts of development</p>
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			Management Areas to help deliver the Air Quality Action Plan.		

Environmental Protection including flood risk prevention

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**Infrastructure Delivery Plan (subject to regular revision)
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Flood Defences - Shoreham Harbour Development Area	Important infrastructure for development DA8 Shoreham Harbour – Comprehensive development of Port: Phases	Repair/replacement of wharf walls for development sites adjacent to the wharf frontage may be required, including corrosion control measures where appropriate	DA8 Shoreham Harbour – South Portslade/Aldrington Basin, in accordance with requirements in Development Brief as part of emerging JAAP for the area; informed by updated SFRA	Environment Agency, Landowners, Developers	Costs dependant on scale, type and impacts of development Condition survey of walls currently underway
Brighton Marina Development Area	Essential	Flood Risk – defence measures and mitigation Inner and Outer Harbour	DA2 Brighton Marina, Gas Works and Black Rock – appropriate flood risk defence measures to ensure Marina	Landowners, Developers	Prior to major development coming forward £10m (approx.)

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**Infrastructure Delivery Plan (subject to regular revision)
Requirements June 2017**

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Infrastructure Type – and site address where known	Provision - Essential / Important / Desirable	Infrastructure Needs/Requirement	Area and/or scale	Responsibilities for Delivery / Partners & Funding Sources	Short, Medium or Long Term Phasing & Costs
			water front development is free from flood and better protection to existing areas at risk of flooding		Commencing 2013 – Outer Harbour (Phase 1) by 2019
Seafront	Important	Coastal Protection/Shoreline Management as detailed in the Southdown's Shoreline Management Plan	Deliver any coast protection capital works recommended by the action Plans of current and any revised coastal strategy studies – in necessary and appropriate locations along SA1 The Seafront	City Council, Landowners, Developers and Central government	Revised studies will inform future delivery and costs - TBC
Seafront Arches Regeneration	Essential		In association with Seafront Investment Programme and wider area investment also through Black Rock (proposals) And Marina Walkways improvements		£23-30m
Flood Risk Management - Sustainable Urban	Important	Facilities and measures to help reduce risk of surface	Citywide	Developers, landowners, City	Ongoing throughout Plan period

**Infrastructure Delivery Plan (subject to regular revision)
Requirements June 2017**

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Drainage (SUDS) in development sites		water flooding through provision of multi-use infrastructure. See link below to the Master Plan guide for Sustainable Drainage http://www.susdrain.org/files/resources/other-guidance/water_people_places_guidance_for_master_planning_sustainable_drainage_into_developments.pdf		Council, Central Government	
Local Flood Risk Management Strategy, Strategic Flood risk Assessment, Surface Water Management Plan – within areas: Patcham – Carden	Important	Local Flood Risk Management Strategy, Strategic Flood risk Assessment, Surface Water Management Plan	Infrastructure requirements will be defined by the area and/or be appropriate to the size and scale of a proposed development.	Developers, landowners, City Council, Central Government Patcham/Carden Avenue – European, Southern	Ongoing throughout Plan period Costs TBC

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**Infrastructure Delivery Plan (subject to regular revision)
Requirements June 2017**

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Avenue Preston Park Valley Gardens Portslade		Links to strategies https://www.brighton-hove.gov.uk/content/environment/coast-defence-and-flood-management/flood-and-drainage-policies see 'SuDS feasibility study commissioned for the Biosphere programme at http://thelivingcoast.org.uk/admin/resources/141538-brightonhovecitycouncil-portslade-urbansudsfeasibilitystudy-report-final-v1.pdf		Regional Flood Coastal Committee Preston Park - TBC Valley Gardens – Transport Capital Budget Portslade - measures have outline costings but no funding presently identified	

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**Infrastructure Delivery Plan (subject to regular revision)
Requirements June 2017**

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Citywide		Further locations in urban 'Source Protection Zones' being investigated for groundwater quality benefits through the 'Brighton ChaMP for Water' project			
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Energy including renewable energy

Development Areas	Important	District Heating networks/ Combined Heat and Power (CHP) technologies linked to new developments and connectivity between heat networks or energy centres. New developments with energy centres or communal heating and/or cooling systems should ensure connection with existing, or capacity for connection to future heat networks.	New development across all DA1-DA8 Development Areas and major development sites To support DA 8 Shoreham Harbour area the Joint Area Action Plan (JAAP) will investigate future possibilities for CHP in association with the existing Power Station and for large scale renewable energy.	Landowners, developers, City Council, Energy Services companies, Utility Companies. Government funding streams through e.g. Heat Network Implementation Programme.	Ongoing and during Plan period Costs to be determined
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Citywide	Important	Energy Infrastructure to	Citywide. Likely to come forward	Developers,	Ongoing and during Plan
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**Infrastructure Delivery Plan (subject to regular revision)
Requirements June 2017**

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		<p>ensure sufficient network capacity to allow timely connections to new developments; sufficient energy network capacity to meet current demands at all times; and sufficient levels of resilience built into the network to maintain security of supply.</p> <p>This may include but is not limited to energy networks (including those for electricity, gas, and heat), smart grids, grid services, and energy uses such as substations and energy storage.</p> <p>Also development associated with the production or supply of fuels.</p>	<p>particularly in relation to major developments, and in Development Areas and their vicinity, but may also come forward on small sites throughout city.</p>	<p>landowners, local Distribution Network Operators, Utility Companies, Energy Service Companies. Funding sources BIS, ERDF, Heat Networks Implementation Programme (HNIP).</p>	<p>period</p> <p>Costs to be determined</p>

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**Infrastructure Delivery Plan (subject to regular revision)
Requirements June 2017**

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Citywide	Important	Large and small scale sustainable energy development including but not limited to heat pump marine, wind and solar	Citywide All Development Areas, major developments, and large energy systems or installations are likely to deliver enhanced levels of renewable energy and require enhanced local network capacity. To be informed by emerging JAAP DA8 Shoreham Harbour Sites to be identified in Part 2 City Plan	Developers, landowners, local distribution network operators, utility companies, public services, energy service companies. Government funding sources such as Heat Networks Implementation Programme (HNIP)	Ongoing and during Plan period Costs to be determined
Citywide	Important	Sustainable development initiatives including renewable and low carbon decentralised energy systems, schemes and	To help deliver reduction in resource use and greenhouse gas emissions, particularly CO2 emissions, in new development. City wide and across priority	City Council, Landowners and Developers	Ongoing and throughout Plan period Costs dependant on scale, type and impacts of

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**Infrastructure Delivery Plan (subject to regular revision)
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		installations, carbon reduction and energy efficiency measures, and air quality management measures	areas in accordance with reduction targets set in the Brighton & Hove Sustainable Community Strategy and Retro-fit measures to existing buildings		development
Central Hove	Important	Reducing risk of surface water flooding – in accordance with the SCAPE project requirements	Central Hove	Landowners, Developers	Throughout Plan period and beyond Costs dependant on priority and project aims and for developer contributions subject to the scale, type and impacts of development
Patcham	Important	Reducing risk of surface water flooding – in accordance with the SCAPE project requirements	Patcham	Landowners, Developers	Throughout Plan period and beyond Costs dependant on priority and project aims

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Infrastructure Delivery Plan (subject to regular revision) Requirements June 2017					
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					and for developer contributions subject to the scale, type and impacts of development
Shoreham Harbour Development Area	Desirable	Land Reclamation	Minor infilling of wharves being considered by Port Authority to assist with delivering development within DA8 Shoreham Harbour area.	Landowners	2030 Costs to be determined
Biodiversity and green networks infrastructure					
Toad's Hole Valley	Essential	Site of Nature Conservation Interest (SNCI)	DA7 Toad's Hole Valley SNCI (10ha) – improve landscape value and biodiversity and maintenance costs – in accordance with THV Supplementary Planning Document	Developers, City Council and community	By 2022 Costs to be determined
Citywide	Important	Biodiversity conserved & enhanced.	Informed by SPD 11, Green Network study, Local Biodiversity Action Plan and Biosphere Management Plan	Landowners, City Council, partner organisations, local communities and	Throughout Plan period and beyond Costs dependant on priority and

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41		<p>Connectivity between habitats improved – to include road and rail transport corridors</p> <p>Positive public engagement with the natural world increased</p>	<p>South Downs Way – Nature Improvement Area: SA4 Urban Fringe and SA5 The South Downs</p> <p>Citywide with particular emphasis on the Green Network and areas: DA1 Brighton Centre and Churchill Square Area, DA2 Brighton Marina, Gas Works and Black Rock Area, DA3 Lewes Road Area, DA4 New England Quarter and London Road area, DA5 Edward Street and Eastern Road and strategic allocation DA7 Toad’s Hole Valley for land protection and enhancement</p> <p>See Brighton Lewes Downs Biosphere (BLDB) website www.biospherehere.org.uk</p>	organisations and developers	project aims and for developer contributions subject to the scale, type and impacts of development
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Butterfly Banks Citywide and in particular: Patcham – Carden Avenue Preston Park Valley Gardens Portslade	Desirable	Further public open spaces sought for wildflower habitat creation – on chalk land where gaps and/or opportunities exist also to strengthen the Greenspace Network	Provision will vary depending on measures and opportunity of sites In accordance with B&H Greenspace Network Study 2008 maps on potential connectivity for ecology and social objectives	Council - currently in kind support through Parks staff and Stanmer Nursery Plants	Ongoing and by 2028– Improving upon the 15 butterfly banks created under the Nature Improvement Area project 2013-15
Habitat Restoration & Conservation		Need for scrub clearance,	Provision will vary depending on	Council - current match funding potential (TBC)	Ongoing and by 2028 – Improving 110 HA across 12

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Management Grazing Citywide – across 12 sites on periphery of city		grassland restoration, stock fencing and water supply on council managed Downland sites	measures and opportunity of sites	under council’s agri-environmental funding from Natural England (until 2021)	sites subject to council Conservation Management Grazing practices
Green Infrastructure Retrofits Citywide - with possible initial focus in Turner area connecting to Valley Gardens corridor Central Brighton (Brighton Station/New England Quarter (NEQ) Area		Green Infrastructure Retrofits – of appropriate public building and/or locations	Targeted new and retrofitted green infrastructure measures in public realm spaces for biodiversity and climate benefits, including increasing provision of Green Roof/Walls and Planting of street trees, Provision will vary depending on measures and opportunity of sites	Council (possible Council Estates Management Support , Developers TBC - proposed ‘Nature Plan (subject to EU Horizon 2020 funding In accordance with Green Roof Feasibility Study 2013 (produced for central Brighton)	Ongoing and by 2028

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Parks, Open Space and Play Areas

44 Citywide – linking also with Biosphere priorities for Natural and Semi Natural Green Space improvements	Important	Improvement and upgrade to existing city parks, recreation, play space, sports provision and allotments - ensuring retention, enhancement and optimisation of use of open space and biodiversity gains through appropriate provision and measures	Informed and in accordance with the Open Spaces Strategy, the Playing Pitch Strategy and the Sports Facilities Action Plan, City Sports & Physical Activity Strategy Strategies and Plans will identify priorities and inform or provide a long term vision for provision, delivery and management of public Parks and Open Spaces Citywide and across all Development and Special Areas	City Council, Developers, local communities and organisations	Ongoing and throughout Plan period Costs in accordance with adopted calculated costs for provision across all elements and types of facilities
	Important	Provision of new and/or recreation, play and open space	All new development within the city required to meet the needs of future occupants in accordance with adopted policy standards.	Developers	Ongoing and throughout Plan period Provision in accordance with approved space standards

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45			Citywide and across all Development and Special Areas		
		Provision of new green recreation open space and play provision	With access to waterfront and improved access to wider coast and countryside – DA8 Shoreham Harbour DA7 Toad’s Hole Valley (2 ha)	Developers, landowners, City Council, Adur DC, WSCC	By 2030 Provision and costs in accordance with scale and type of development
	Important	Establish Gateways to South Downs National Park (SDNP) – linking with Biosphere Green Infrastructure priorities	At key locations along new South Downs National Park boundary around city by footpaths and cycleways and bridle paths DA7 Toad’s Hole Valley – new links to SDNP, cycleways and walking routes	City Council, adjoining authorities, South Downs National Park Authority	Ongoing and throughout Plan period Costs to be determined

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			Special Areas SA4 Urban Fringe and SA5 The South Downs		Stanmer works to commence 2018 Overall costs to be determined – to include £3.75m Heritage grant
			Stanmer Park – restoration parkland, to include natural play cycle trails, new visitor/interpretation Centre – Master Plan being prepared		

Valley Gardens (See also Public Realm)	Important	Valley Gardens improvements	link of green spaces from The Level to The Steine to create new city centre public park including re-route of traffic SA3 Valley Gardens	City Council, Developers Partners, LTP funding	City Council, Developers Partners, LTP funding 2018 Costs up to £9.7m
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Waste Recycling and Disposal

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Hangleton Bottom - Waste Management Facility	Essential	Materials Recovery Facilities (MRF) and/or Waste Transfer Station (WTS)	Hangleton Bottom - Waste and Minerals Development Plan site allocation	Developers, businesses and City Council	By 2030
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Citywide	Important	Community composting	Expansion of sites for public use to reduce and recycle household (fruit, uncooked vegetable peelings, tea bags, coffee grounds, and cardboard) waste Citywide and cross all DA1-DA8 Development Areas	Brighton & Hove Food Partnership, City Council, communities and businesses	Citywide and throughout the Plan period Costs provision to include appropriate insurance
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Social & Community

Sports & Leisure Facilities

King Alfred leisure centre	Important	Comprehensive redevelopment and replacement sports, leisure and fitness facilities.	New indoor public wet and dry sports facilities to replace facilities at current King Alfred site area	City Council Developers, communities and businesses	2022-2028 £30-35m
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Black Rock site	Important	Sports and leisure allocation As part of Waterfront Project for conference centre and arena	DA2 Brighton Marina, Gas Works and Black Rock Area 7,000 sqm new primary leisure/recreation use with ancillary retail /café uses for seafront/Black Rock site	Developers, City Council	2022-208 Planning application anticipated by 2019 Costs to be determined (overall approx. £540m full project costs)
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**Education
Nursery, Primary and Secondary provision**

Toads Hole Valley	Essential	New Secondary School provision	DA7 Toads Hole Valley. Target for delivery based on Schools Organisation Plan (SOP)	City Council and Developers	By 2020 Costs to be determined – can be delivered 3 years after funding identified
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Central/east Brighton	Essential	New Secondary School		Education Funding	By 2019
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		provision		Agency (EFA), Council, University of Brighton Academy Trust (UOBAT)	Costs to be determined
City wide	Essential	Increase in school places provision and education floorspace	City wide and priorities across all DA1-DA8 Development Areas	Developers and City Council, Government	Ongoing throughout life of Plan Developer contributions dependant upon scale and type of development
City wide	<u>Important</u>	<u>Increase in school places provision and education floorspace – consideration for allowing school premises as part of new development</u>	<u>City wide and priorities across all of the city with increasing pressure in east of city</u>	<u>Developers and City Council, Government</u> <u>Developer contributions dependent upon scale and type of development</u>	<u>Ongoing throughout life of Plan and sought on a site by site basis</u>

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Education Further and Higher Education					
City College Pelham Street site	Important	Vocational training and further education with ancillary uses and as an extension to the Knowledge Quarter/Academic Corridor	Refurbishment of Pelham Tower with a new build extension on part College car park to provide integrated new facilities for Creative, Design and IT. DA4 – New England Quarter and London Road	City College, funding partners	2020-22 Costs to be determined – with possible bid to the Local Enterprise Partnership 2017
City College Pelham Street site	Important	Student residential accommodation	Redevelopment of Pelham Tower to provide new student accommodation DA4 – New England Quarter and London Road	City College, funding partners	2020-22 Costs to be determined– with possible bid to the Local Enterprise Partnership 2017
University of Sussex	Important	Redevelopment of East Slope student residences	Overall approximately 1500 extra bedrooms as existing (10,000 sq. m net increase in	University of Sussex	2017-20

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			gross internal floorspace)		£150m overall
University of Brighton Moulsecoomb Campus, Mithras House, Watts Building -Preston Barracks masterplan site	Important	New Business School	6,400 sq. m – teaching and research facilities in accordance with development brief for comprehensive redevelopment incorporating Preston Barracks site DA3 Lewes Road Area (Planning application)	University of Brighton	2020– 2028
University of Brighton Moulsecoomb Campus, Mithras House, Watts Building - Preston Barracks masterplan site	Important	Student residential accommodation	Approximately 804 student bedrooms in conjunction with Business School for academic conferences	University of Brighton	2020 – 2028 Costs to be determined £150m overall – including Business School above
University of Brighton Grand Parade – new improved educational	Important	Learning, research and academic facilities	Circus Street site redevelopment Research and creative industries space and library	University of Brighton, Developers, City Council	2020 £80m overall

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quarter		Student residential accommodation	Up to 450 student bed spaces		
University of Brighton Moulsecoomb Advanced Engineering Building	Important	Increased employment space	2,680 increase high tech space	University Brighton	£14m By 2018
University of Brighton Falmer Campus	Important	Student residential accommodation	Redevelopment at Bevendean House - to be informed by future Estates Strategy	University of Brighton	2019 Costs to be determined
University of Brighton Falmer Campus	Important	Additional academic extension	Further phase on sites of existing Bevendean, Coldean and Dallington Houses - to be further informed by future Estates Strategy	University of Brighton	2020 Costs to be determined
Emergency Services					

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Brighton Marina	Important	Police base provision	Integrated as part of future major development at Brighton Marina-DA2 Brighton Marina Gas Works and Black Rock Area To be informed by emerging update from Police service on future uses and needs	Developers	Provision dependent upon type, scale and impact of development Costs to be determined
Preston Circus	Important	Fire station	On-site expansion / consolidation modernising emergency fire service together with shared commercial/public/3 rd sector users space	Fire service, Developers	By 2022 Costs to be determined
South – Woollards Field	Important	Ambulance/paramedic Rapid Response points	Citywide - New Make Ready Centre (MRC) incorporating 34 ambulance bays (Planning permission secured)	Ambulance Service	By 2020 Costs to be determined

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**Health Facilities
Hospitals, GP facilities /centres**

Royal Sussex County Hospital Eastern Road	Essential	Redevelopment of hospital buildings	Expansion of health facilities at main hospital site Eastern Road with 74,000sqm net floorspace	Department of Health (DH), relevant Health Authorities	Completion due 2020. Costs £486m
Central and East Brighton	Important	Additional GP facilities and expansion of social care and youth care facilities	Integrated possible co-commissioned service for eastern area of city possibly within DA2 Brighton Marina, Gas Works and Black Rock Area	Landowners and the City Council and Developers/relevant NHS organisations	2022 Costs to be determined
Toads Hole Valley Shoreham Harbour	Important	New or integrated community buildings with health care centre facilities.	Health care facilities/GP practices provision with specific requirements for DA7 Toads Hole Valley and DA8 Shoreham Harbour	City Council and Developers/relevant NHS organisations	Throughout Plan period Costs to be determined
Brighton General Hospital site	Important	New Healthcare campus	Redevelopment of the Brighton General Hospital site to provide joint facilities Hub including GP	South Downs Health Trust, Brighton and Sussex University	2022 Costs to be determined

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			surgery and continuing care beds and healthcare space.	Health Trust and relevant NHS organisation	
Preston Barracks	Important	Primary and community healthcare Hub	Integrated facilities within Preston Barracks redevelopment – DA3 Lewes Road	City Council and Developers/relevant NHS organisations	2022 Costs to be determined
<u>City Wide</u>	<u>Important</u>	<u>Current and Planned future capacity to GP facilities across the city with existing provision except for:</u> <u>Hangleton/ south Portslade areas (excluding Mile Oak) – additional capacity required</u>	<u>No existing capacity and currently no room for expansion</u> <u>Mile Oak medical centre will have capacity but this is north of the areas</u>	<u>B&H Clinical commissioning/NHS UK, City Council, Developers</u> NHS Property service undertaking review of the regional strategic estates strategy with NHS England (responsible for	<u>Throughout Plan Period</u> <u>Costs to be determined</u>

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56		<u>Ovingdean/Rottingdean – additional capacity required</u>	<u>Limited capacity at Rottingdean Branch surgery.</u> <u>Could be absorbed by capacity in practices in Saltdean.</u> <u>Need for consideration to providing GP health facilities within new development.</u>	commissioning primary care	
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Employment and economic regeneration

Citywide	Essential	Secure modern employment and business space	Priorities across all DA1-DA8 Development Areas	City Council, Landowners, Developers	Throughout Plan period according to area. Employment Land Implementation Strategy to be prepared
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Citywide	Important	Local Employment and training places through local employment agreements in partnership with Brighton & Hove Local Employment	Citywide and across all DA1-DA8 Development Areas Provision of local employment with minimum 20% target	City Council, BHLES partnership, Developers, City Employment Skills Steering Group (CESSG)	Ongoing and throughout Plan period Costs dependant on scale and type of development assessed in
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57		Scheme (BHLES)	requirement for local employment and apprenticeship training including young people who are not in Employment, Education and Training (NEET) on development sites and support to BHLES programme to be met from new developments		accordance with approved calculation of costs
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Community Facilities Buildings and Heritage

Citywide priority areas	Important	Provision of community buildings	Fitted out, fully accessible shared space provision of community building and integrated facilities Required priorities within DA2 Brighton Marina, Gas Works and Black Rock Area, DA5 Eastern Road and Edward Street (Queens Park/Craven	Developers City Council, Trust for Developing Communities, local community	2018—2020 Bevendean facilities – provision by 2019
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			Vale); DA3 Lewes Road Area – (Preston Barracks – retention or replacement), (Moulsecoomb – Neighbourhood Hub for public sector and community facilities) and Bevendean; DA7 Toad's Hole Valley – multi-use community facilities		
Travellers and Accommodation	Important	Permanent Traveller accommodation pitches 18 by 2019	Physical and social infrastructure associated with gypsy and traveller residential pitches. Sites to be identified through Part 2 City Plan	City Council	18 pitches by 2019 £1.73m grant secured of £2.3m overall that provided 12 permanent and 21 transit pitches at St Michael's Way Horsdean
Public toilet facilities	Important	WC/toilet facilities provision from new tourism developments that increase numbers of visitors to the city; to improve health, well-being and quality of life for residents and visitors.	Where new developments increase numbers of visitors to the city additional toilet facilities will be required. Requirement for development to allow access to customer toilets	Developers, City Council	Throughout Plan period – Costs dependent on scale and nature of development.

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59			<p>to the general public via participation in BHCC “Use our Loo” community toilet scheme and ‘Changing Places’ – disabled person facilities.</p> <p>Specific priority for Development Areas DA1 Brighton Centre and Churchill Square Area, DA2 Brighton Marina, Gas Work and Black Rock Area, and DA4 New England Quarter and London Road Area</p>		
	DWP Job Centre Plus premises	Important	Co-location of service premises	New central facilities	

**Infrastructure Delivery Plan (subject to regular revision)
Requirements June 2017**

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Archaeological storage and interpretation	Desirable	Arrangements for identification, extraction, storage and/or interpretation of important archaeological items retrieved from development sites under an approved programme of archaeological works.	Citywide	Council, Developers Costs TBC	Throughout Plan period – following Archaeological gallery being delivered by 2018 and identification of proposed or potential storage location(s).

Physical

Public Realm

Valley Gardens	Important	Enhance and regenerate from The Level to the Old Steine including traffic re-route	Valley Gardens – regeneration of the area to reduce the impact of traffic and improve the public realm SA3 – Valley Gardens	City Council, Developers Partners, LTP funding	2019- Costs up to £9.7m
Main road corridors	Important	Enhanced public realm and measure for upgrading with improved access to include: walking/cycling links, green public realm and townscape	DA3 Lewes Road Area – with specific attention to whole area as Knowledge/Academic Corridor DA5 - Edward Street/Eastern	City Council, Landowners, Developers. LTP funding	Provision ongoing and during Plan period Developer Contributions costs dependant on scale, type and

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61		<p>- pedestrian routes and links between areas. Design standards and delivery as set out in The Public Space, Public Life vision and the Streetscape Design Guidelines.</p> <p>Priority areas: Valley Gardens – as above Brighton Station Gateway – as above Eastern Road Lewes Road London Road Old Shoreham Road A259 Seafront Hove Station Dyke Road</p>	<p>Road – to contribute towards improving the poor townscape and public realm and including improvements to Dorset Gardens. DA6 – Hove Station area to include community safety measures DA8 Shoreham Harbour</p>		<p>impacts of development</p>

Transport & Highways works provision and improvements

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All Development Areas	Essential	Appropriate safe and sustainable transport infrastructure including public realm, pedestrian improvements and/or renewal and ongoing maintenance of appropriate lighting infrastructure to serve all new developments	City wide requirement for all new development and across all proposed DA1-DA8 Development Areas	Landowners, transport service provider, City Council and Developers.	Throughout Plan period Costs to be determined and dependent on type, scale and impact of development
Brighton Marina	Essential	Access improvements subject to new development for access and junctions within and surrounding area	Including improvements to bus services, walking & cycling network improvements within Marina area and links with Boundary Road Gas Holder site - DA2 Brighton Marina, Gas Works, Black Rock	Developers	By 2030 Cost to be determined and subject to impact of new development
Eastern Road (Royal Sussex County Hospital)	Essential	Highways, public realm and pedestrian improvements	Public realm and pedestrian improvements to Eastern Road to include junction alterations and further sustainable transport provision for temporary and permanent measures including	Developers	By 2020 Costs to be determined

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			bus stops, pedestrian crossing points, passenger transport service drop off facilities; during the demolition and construction of Stages 1 and 2 of development Feasibility Study to look at redirection of unnecessary traffic from Eastern Road – to be implemented, if approved, prior to completion of the hospital development.		
A27/Hangleton Link Road mitigation works	Essential	Modelling identified as part of Transport Assessment details infrastructure improvements required at junction of Hangleton Link Road/A27. Mitigation at the Hangleton	Western urban fringe development Hangleton, Mile Oak and Shoreham Harbour (DA8) Development that will contribute towards the cumulative traffic impact upon strategic locations	Developers, Highways Agency	Throughout Plan period Costs dependant/TBC

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		Link Road A27/A293 junction, Upgrade of the Hangleton Link / A27 junction to better regulate and manage flows	of the road network identified for improvements works		
Lewes Road area	Essential	A270 Lewes Road corridor - Highways and safe & sustainable transport measures at Knowledge/Academic Corridor (A270)	For supporting delivery of all key development sites; including: Amex stadium, Brighton University, Sussex University , Preston Barracks redevelopment and further development at Woollards Field, Amex Stadium or Falmer Academy sites	Rail and bus service providers, developers, Universities, Highways Agency	Ongoing and throughout Plan period. Costs to be determined and dependent on scale of development. Initial phase with Local Sustainable Transport Fund (LSTF) funds = £4.8m
A27 Lewes Road/B2123 Falmer junctions area	Essential	Identify measures to improve the performance of Falmer Interchange trunk road junction	Highways Agency has identified need for all developments in this area to provide mitigation to avoid further congestion and due to increasing impacts on	Developers, Highways Agency, East Sussex County Council	Throughout Plan period Costs dependant on transport impacts on area

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			A27 – also taking into consideration potential impacts arising from Falmer Release Land		
Toad’s Hole Valley – Devil’s Dyke Roundabout	Essential	Improve the operational performance of the trunk road network, the junction at A27 Devil's Dyke Roundabout including A2038 and links to local roads.	To enable future development at site DA7 Toads Hole Valley – new road access and layout Consideration of wider links to Devil's Dyke Roundabout	Developers and Highways Agency	By 2020 – prior to new development being brought forward. Costs to be determined
Shoreham Harbour	Essential	Transport network and on-site highways works to enable development proposals to come forward	DA8 Shoreham Harbour – South Portslade/Aldrington Basin areas	Environment Agency, Landowners Developers	Provision prior to development being brought forward Costs dependent on the nature and scale of development
Bus Service related to development in the Urban Fringe – link	Important	Bus service provision to address capacity impacts	Possible investment to improve frequency and level of service if increased impacts in bus use.	Brighton & Hove Bus & Coach Company, City Council	Throughout Plan period Costs to be determined

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improvements and city wide			Make links public transport interventions between neighbouring urban fringe areas to maximise improvements		
Bus stop infrastructure related to development in the Urban Fringe and city wide	Important	Bus stops upgrades – accessibility kerbs, real time information. Throughout Plan period	Improvement depending the scale of development being brought forward	Brighton & Hove Bus & Coach Company, City Council, Developers	Throughout Plan period Costs to be determined
Cycling provision related to urban fringe development and city wide	Important	Improvement and upgrade to cycling facilities and network	Links and upgrade across and connecting to network	City Council, Developers	Throughout Plan period Costs to be determined
Shoreham Harbour	Important	improved transport provision and links to public transport	DA8 Shoreham Harbour - To deliver measures that support the emerging, overall transport strategy for the site and surrounding area In accordance with Development Briefs - for Shoreham Harbour, South Portslade Industrial Estate and Aldrington Basin (in Brighton & Hove) and the Western Harbour	City Council, Developers WSCC, Adur DC, public transport operators	By 2024 Cost to be determined

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			Arm (in Adur) areas informing preparation of the Shoreham Harbour Joint Area Action Plan (JAAP)		
Trunk road junctions	Important	Secure necessary trunk road junction improvements to ensure safe travel into and out of the city	Trunk Road Junctions on the A27	Highways Agency, City Council, Developer Contributions	Improvements to junctions by 2030
Outlying areas of the city	Important	Partnership working – to intercept traffic entering the city through better use of large car park sites on periphery of city - to serve city centre and National Park	Focussed on serving main traffic routes into city - A23/A27/A270/A259 - locations of large existing car parks	City Council, public transport providers, commercial sector, developers, Local Transport Plan (LTP/City Council)	By 2030 Business sector, users and developer contribution funded Costs to be determined and dependent on site circumstances
City wide – safer areas and improved accessibility	Important	Citywide improvement of safe integrated and sustainable transport provision to improve	'Safer routes to school', and in residential areas to include walking, cycling, public transport, traffic management,	Public transport service providers, Developers, schools, businesses, local	By 2026 Costs up to £4m per year based on current indicative LTP

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		accessibility to: <ul style="list-style-type: none"> - schools - shops - parks and open space facilities and <ul style="list-style-type: none"> - workplace - visitor attractions destinations 	parking, and School Travel Plan measures SA6 – Sustainable Neighbourhoods	communities/organisations and commercial sector	allocations
20 mph speed limits in residential areas	Important	Citywide 20mph zones further introduction in residential areas to improve safety.	Across the city	City Council	Ongoing and by 2020
Other – transport/highways measures	Important	Traffic Management Measures for Intelligent Transport Systems	Across the city through by identifying priority areas. Where necessary,	City Council/LTP	By 2030 Costs to be determined. Funding through LTP
	Important	Prepare and Implement Freight and Coach Strategy	Sites to be identified in Part 2 City Plan	City Council/LTP and developers	By 2030
	Important	Implement and integrated cycle network by 2030	City wide – to be further identified in Part 2 City Plan	City Council/LTP and developers	By 2030

Infrastructure Delivery Plan (subject to regular revision) Requirements June 2017					
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69					Costs to be determined
	Essential	Bridges & Structures	Investment to include Brighton Marina tunnels and A259 seafront arches, as part of Seafront Investment Programme	City Council	2018-22 £2.6m
Rapid/express bus-based services east-west and north-south	Important	Bus priority measures along Brighton/Hove/Worthing coastal corridor.	Support and link proposed development areas between Development Areas DA2 Brighton Marina, Gas Works and Black Rock Area, DA5 Eastern Road, Edward Street Area, DA1 Brighton Centre and DA8 Shoreham Harbour and existing centres of activity – along Special Area SA1 The Seafront	(City Council as facilitator), Developers WSCC and Local Enterprise Partnership	By 2030 Costs up to £20m in B&H (final cost to be determined)
Utilities					
Waste and Wastewater	Essential	Protection of water sources and wastewater provision, management and	DA5 Eastern Road and Edward Street - Southern Water has identified the need for water and	Universities NHS Trust, Southern Water	By 2020

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70	Essential	infrastructure.	wastewater infrastructure to serve new development at RSCH, Edward Street Quarter and Freshfield Road Business Park		
		Shoreham Wastewater Treatment Works (WTW) – treating wastewater from Shoreham Harbour Portslade, small parts of Hove and Adur (WTW is in Adur District Council and is physically constrained)	DA8 Shoreham Harbour – Southern Water has identified need for expansion within port area for water, wastewater treatment Plant and drainage – to serve new development in this catchment if this exceeds 4,000 homes Additional expansion required if Environment Agency require treatment by nitrogen removal. Any requirement for expansion	Southern Water/OFWAT, Environment Agency (new or amended environmental permit) WSCC (subject to Planning permission) Developers	2026-2030 Costs to be determined

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71	Essential	<p>Timely provision of new or improved water and wastewater infrastructure through connection to water distribution and off site sewerage system at nearest point of adequate capacity</p> <p>Development proposals to reduce risk to Ground Water protection zones, (water environment) and its ecology and potential yield of local water resources used for public water supplies.</p>	<p>will be identified in future Joint Area Action Plan (JAAP)</p> <hr/> <p>Across all DA areas and city wide - to be co-ordinated to meet needs generated by new development</p> <p>Developments proposals to demonstrate capacity exists on and off-site in the sewerage network to serve the development or can be provided at the nearest point of adequate capacity or provide completed improvements</p>	<p>Southern Water, Developers</p>	<p>In time to serve all new development</p> <p>Throughout the life of the Plan</p> <p>Costs dependent on individual site circumstances</p>

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Water provision - urban fringe and City wide	Important	Provision is statutory duty for Southern Water and developers are required to provide proper connection Southern Water resources management Plan identifies meeting future demand which feeds into investment Plan	City wide - to be co-ordinated to meet needs generated by all new development. More than sufficient resources provided mitigation measures are implemented. Connectivity in partnership with developers	Southern Water/OFWAT, Developers	Throughout Plan period and on a site by site basis Costs to be determined
Sewerage City wide	Important	Current capacity but infrastructure may be required and connectivity	All sites to nearest point of capacity	Southern Water/OFWAT, Developers	Throughout Plan period Costs to be determined
Sewerage Mile Oak area	Important	Improved connectivity required	For all sites at end of existing network	Southern Water/OFWAT, Developers	Throughout Plan period Costs to be determined

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Wastewater Citywide (all sites except areas north Portslade at Mile Oak)	Important	Current in built capacity at Peacehaven but over the full Plan period there is possibility for need for investment	Peacehaven - depending on scale of development coming forward	Environment Agency, ESCC, City Council,	Post 2030 Costs to be determined
Mile Oak area	Important	Shoreham Wastewater Treatment Works (WTW) – treating wastewater from Shoreham Harbour Portslade, small parts of Hove and Adur (WTW is in Adur District Council and is physically constrained)	Current existing capacity to serve development and lesser likely development proposed in Adur district meaning less impact on capacity in longer term. Waste water treatment at Shoreham can though only cope with up to 4,000 new dwellings without the need for additional land and Plant treatment works infrastructure Additional expansion required if Environment Agency require treatment by nitrogen removal.	Environment Agency (new or amended environmental permit) WSCC (subject to Planning permission) Developers	Post 2030 Costs to be determined

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			Any requirement for expansion will be identified in Shoreham Joint Area Action Plan (JAAP)		
Electricity (see also Energy)	Important	Additional electricity substations UK Power Network concerns with capacity by 2020	Provision of 2 to 3 x new major substations required. Actual locations to be determined with likely location of 1 x substation to be in central Brighton development area DA1 Brighton Centre and Churchill Square and provision of electricity substation, other cabling and pipework to enable development – DA8 Shoreham Harbour	EDF Energy	By 2030 Costs to be determined
Digital and Electronic Communications Infrastructure			Citywide - In partnership with developers, utilities and infrastructure providers the council will investigate	Developers, City Council, relevant	Throughout Plan period Costs to be determined

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Infrastructure Delivery Plan (subject to regular revision) Requirements June 2017					
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			<p>opportunities to increase smart capability within major development, infrastructure projects and the public realm.</p> <p>All development should facilitate high speed broadband and advancement in communication networks where possible, ensuring sufficient ducting space for digital connectivity infrastructure is provided as part of a development.</p> <p>The council will promote the effective use of the public realm (street furniture) to accommodate mobile digital infrastructure.</p>		
Approx. Total Infrastructure Costs (where costed)					£366m

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Subject:	Review of the Waste & Minerals Local Plan		
Date of Meeting:	22 June 2017		
Report of:	Executive Director - Economy Environment & Culture		
Contact Officer:	Name:	Steve Tremlett	Tel: 01273 29-2108
	Email:	Steve.tremlett@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The purpose of this report is to seek the approval of Tourism, Development & Culture Committee to commence a review of policies in the adopted East Sussex, South Downs and Brighton & Hove Waste and Minerals Local Plan. This process is primarily intended to address a specific identified issue relating to the supply of minerals needed to support new development and economic growth in the Plan Area.
- 1.2 This will ensure that the planning policy framework for waste and minerals remains up-to-date and compliant with national policy as set out in the National Planning Policy Framework.

2. RECOMMENDATIONS:

- 2.1 That Tourism, Development & Culture Committee:
- 2.2 Note the purpose and proposed timetable for the review of the Waste and Minerals Local Plan.
- 2.3 Agree that a review may be initiated, to commence with a consultation inviting representations about its scope and a 'call for minerals sites'.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The City Council, together with its partner authorities East Sussex County Council and the South Downs National Park Authority has adopted a Waste and Minerals Local Plan, comprised of two documents – the Waste and Minerals Plan (WMP, adopted 2013), and Waste and Minerals Sites Plan (WMSP, adopted 2017), which contains planning policies used in the determination of planning applications for waste management and minerals extraction in the Plan Area.
- 3.2 Paragraph 145 of the National Planning Policy Framework sets out how Minerals Planning Authorities should plan for a steady and adequate supply of aggregates to support the construction of new development. Amongst other requirements, a

landbank of at least 7 years should be maintained for sand and gravel (a key element of 'aggregate'). A landbank is defined as a reserve of unworked minerals for which planning permission has been granted. The landbank can be measured in years using the expected length of time it will take for the permitted reserves to be extracted.

- 3.3 The WMP states that, at expected rates of extraction, existing planning permissions were sufficient to maintain a 7 year landbank for the extraction of sand and gravel throughout the Plan Period to 2026. No additional sites for sand and gravel extraction are therefore allocated in the Local Plan.
- 3.4 However, this issue was considered during the examination of the WMSP in August 2016, where evidence was provided indicating that the landbank of sand and gravel is being eroded four times as quickly as expected. At this rate of extraction the landbank is less than seven years and will be exhausted well before the end of the Plan Period.
- 3.5 Consequently, in his report, the examining Inspector indicated that a review of the minerals policies within the WMP including consideration of the allocation of additional extraction sites is required, as without further planning permissions being granted the workable reserves will soon be depleted at current rates of production. The Authorities' Local Aggregate Assessment, published in early 2017, provides further information setting out the justification for the review of these policies.
- 3.6 It is therefore considered necessary to proceed with a review of the relevant policies and a 'call for minerals sites'. The call for sites will allow minerals operators to put forward sites for consideration for inclusion in the revised Local Plan as allocated sites for future minerals extraction. The future contribution of recycled aggregate and marine-won aggregate (imported through ports in the Plan Area, including Shoreham), will also be considered.
- 3.7 In line with the plan making Regulations¹, in the preparation of local plans planning authorities must invite representations about what the plan ought to contain. An initial scoping consultation will therefore also invite representations on whether there are any other aspects of the Local Plan which may need to be re-examined. Representors would need to provide supporting evidence to justify the need for a review of other aspects of the Plan. It is considered unlikely that waste policies will need reviewing or that additional waste sites will be required as this would also have come to light during the recent Sites Plan examination.
- 3.8 The projected timetable for the partial review is as follows:
 - Call for Sites / Scoping (Reg18): Summer / Autumn 2017;
 - Draft Plan Consultation (Reg 18): Spring 2018;
 - Pre-Submission Consultation (Reg 19): Autumn / Winter 2018;
 - Submission to Secretary of State for public examination: early 2019;
 - Adoption: Summer 2019

¹ The Town and Country Planning (Local Planning) (England) Regulations 2012

- 3.9 The review will be undertaken as a joint piece of work with East Sussex County Council and the South Downs National Park Authority.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The alternative option is to not proceed with the review. The consequences of this are permitted reserves of sand and gravel are likely to be exhausted before the end of the current plan period. Give the long lead in time for new planning permissions for minerals extraction to be drawn up and implemented, this would risk interruptions to the supply of minerals necessary to support new development and economic growth within the Plan Area. Furthermore the Local Plan would be inconsistent with national planning policy.

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The need for this review was identified through evidence presented by external stakeholders during the public examination of the WMSP. Public consultation will occur on the scope of the partial review should the recommendations in this report be approved.

6. CONCLUSION

- 6.1 A need for a partial review of the Waste and Minerals Local Plan is required to determine how the Plan can continue to provide for a steady and adequate supply of aggregates taking into account future demand and the contribution of different supply options.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 There are no direct financial implications resulting from this report at this point in time. It is anticipated that the cost of officer time, production of documents and the consultation and review associated to the recommendations in this report will be funded from existing revenue budget within the Economy Environment and Culture service.

Finance Officer Consulted: Rob Allen

Date: 18/05/17

Legal Implications:

- 7.2 As noted in the body of the report, the procedure for reviewing a local plan is set out in the Town and Country Planning (Local Planning) (England) Regulations 2012, the first step of which is consultation on what the revised plan ought to contain. In preparing the revised plan the LPA has a duty to take into account any representations made in response to the consultation.

- 7.3 It is not considered that the report's recommendations raise any adverse human rights implications.

Lawyer Consulted:

Hilary Woodward

Date: 17/5/17

Equalities Implications:

7.4 None identified.

Sustainability Implications:

7.5 None identified as a direct result of this report.

Any Other Significant Implications:

7.6 None

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms

None.

Background Documents

1. Waste & Minerals Plan (2013)
2. Waste & Minerals Sites Plan (2017)
3. Local Aggregate Assessment (2017)

Subject:	Business Rate Revaluation and the Visitor Economy		
Date of Meeting:	Economic Development & Culture Committee 22 June 2017		
Report of:	Nick Hibberd, Executive Director Economy Environment & Culture		
Contact Officer:	Name:	Cheryl Finella	Tel: 01273 291095
	Email:	Cheryl.finella@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report provides an update on the changes that have occurred as part of the recent revaluation of Business Rates and the planned work in support of the visitor economy.

2. RECOMMENDATIONS:

- 2.1 Members are asked to note the report and the work being planned in support of the visitor economy.

3. CONTEXT/ BACKGROUND INFORMATION

Business Rates

- 3.1 The government reviewed the Rateable Values (RV) for every non domestic property in England and Wales earlier this year. The RV is usually evaluated every five years but was extended by a further two years meaning that the RV had not been reviewed for seven years. This deferral resulted in large increases for some businesses, conversely some business have found that their RV has fallen.
- 3.1.1 Setting of business rate bills is outside of the council's control however concern has been expressed by Members about the impact on local business. Although in Brighton and Hove, roughly 57% of non-domestic properties will have no increase, or a reduction to their bill, 7% will have an increase of between 0% and 5%, a further 18% will have an increase of 5% - 10% and the remaining 18% will have an increase above 10%.
- 3.1.2 The government put in place a £3.6 billion [transitional relief scheme](#) nationally to limit and phase in changes in business rate bills as a result of the revaluation. Added to this the threshold to qualify for small business rate relief is different this year with more businesses getting 100% relief this year where they didn't receive any last year. However in future years the bills will increase as the transitional

relief reduces

In the 2017 spring budget the government announced additional measures to mitigate the impact on businesses: -

£600 per year cap on bill increases where the property formerly received Small Business Rate Relief but now gets less Small Business Rate Relief.

£300m for local authorities to set up discretionary rate relief for those hit hardest, (there is an estimated £1.96m over four years for Brighton & Hove), but details of the scheme and the allocation have not yet been released.

£1,000 reduction for pubs with an RV of under100k

Impact in the visitor economy

- 3.2 Total turnover generated by tourism in 2015 (the latest detailed study) supported approximately 15,683 FTE jobs and 21,374 Actual Jobs (where seasonal and part-time jobs are counted separately) across Brighton & Hove. These jobs are spread across the travel/transport, hospitality, leisure, and retail sectors. The value of the tourist economy is approximately 17% of the total economy of the City of Brighton & Hove, so remains an important focus of the overall economic strategy for the City. Concern was expressed prior to revaluation that small businesses may lose their small business rate relief and that larger business would see steep rises.
- 3.2.1 The available data on business rates for Brighton & Hove suggest that there have been winners and losers across and within sectors. Some of the most dramatic increases have been amongst hotels, bars and restaurants; it is not clear how many of these will be able to benefit from the mitigating measures introduced by government as the measures have not yet been rolled out.
- 3.2.2 The Valuation Office Agency's 2017 revaluation has resulted in some significant changes in Rateable Value for some properties. However the Rateable Value is only the starting point of calculating how much a ratepayer is liable to pay. Business Rates bills have been issued and these show the true increase once all the relevant calculations have been applied.
- 3.2.3 In Brighton and Hove, roughly 57% of non-domestic properties saw no increase, or a reduction to their bill, 7% saw an increase of between 0% and 5%, a further 18% saw an increase of 5% - 10% with the remaining 18% seeing an increase above 10%. The transitional protection provided by the government to limit the increases to bills means that a true picture of the impact cannot be assessed as individual transitional arrangements will apply.
- 3.2.4 A further measure that will help some businesses in the city concerns the increase in the threshold for Small Business Rate Relief from £6,000 to £12,000; more businesses are now in scope for 100% relief.
- 3.2.5 Online businesses and retailers are not specifically excluded from the change. Every non-domestic property has been revalued. However, online retailers are not necessarily limited to prime locations and premises, and so they may have

more freedom to choose premises that have a lower Rateable Value.

3.2.6 Although revaluation was first announced in October 2016, it was only in the Spring Budget that further measures were announced on top of transitional protection:

1) a £300 million discretionary fund, to be split among Local Authorities and administered locally.

2) a £1,000 discount for pubs with a rateable value below £100,000

3) Ratepayers losing all or part of their Small Business Rate Relief as a result of revaluation will have their bill increase limited to no more than £50 per month. Many Guest Houses are particularly affected by losing this relief and so they will be beneficiaries of the new protection.

3.2.7 Unfortunately none of these measures were announced in time to be included on this year's Annual Bills. However, once the government has passed the necessary legislation, and our software company has issued updates so that we can apply the changes, we will rebill the customers who are affected. However, we remain concerned about the impact on local businesses from the revaluation and we will be drawing up plans for a new discretionary scheme at the earliest opportunity

Supporting the visitor economy

3.3 In addition to the planned support for business through the planned discretionary Business Rate scheme the council also seeks to support the visitor economy through VisitBrighton. Visit Brighton is the tourism unit for Brighton & Hove City Council and works to help maintain and develop a sustainable tourism economy in the city. VisitBrighton's primary objective is to create employment and wealth for the city through marketing, sales, visitor services and destination management.

3.3.1 VisitBrighton Marketing & Communications department is responsible for promoting the city to both leisure and business visitors, engaging with target visitor markets to take them on a customer journey from "looking to booking to visiting to returning & recommending". In 2016, the press & PR work of VisitBrighton Marketing generated positive national and international travel media coverage about the city with an advertising value equivalent value (AVE) in excess of £5million. The main online marketing tool is www.visitbrighton.com which in 2016 had over 2 million users to the site.

3.3.2 The Convention Bureau is responsible for selling the city as a conference and meetings destination to UK and international conference bookers, including political parties, associations, unions and corporate organisations. This is achieved through Familiarisation Visits, Sales Calls, attending Exhibitions & Events and the VisitBrighton Ambassador Programme.

- 3.3.3 Central to and cutting across all of VisitBrighton's work is its Partnership Scheme whereby local businesses pay an annual fee to be part of, and benefit from VisitBrighton's work. In 2016/17, the scheme had over 540 Partners from across the whole range of tourism businesses, who contributed over £150K in partnership fees, making it one of the largest business membership schemes in the city. Revenue from the Partnership Scheme is ring-fenced and re-invested back in marketing the city as a destination. The Partnership is the true strength of VisitBrighton and it is important to maintain & grow business support to the tourism business providers in the City.
- 3.3.4 The VisitBrighton Partnership Scheme has been in operation since 2005 and provides a way for local businesses to support the work of VisitBrighton whilst gaining tangible benefits for their business, through the activity that the unit undertakes. In early 2016 Partnership numbers reached 540, with Partners coming from all sectors including accommodation, retail, eating & drinking, attractions, tour guides and suppliers. In 2017/18, we will continue to deliver the Partnership scheme and maintain & establish new benefits for our Partners to ensure that the scheme continues to provide value for money.
- 3.3.5 The VisitBrighton Visitor Services team continues to deliver a high quality service to visitors to Brighton & Hove both pre, and during, their visit. Services comprise; Visitor Information points, Visit Brighton Champions, and Visit Brighton Greeters.

Review of the City Tourism Strategy

- 3.4 The current Tourism Strategy, published in 2008, running from 2008 – 2018 sets out a Strategic Framework and Action Plan for tourism for both the public and private sectors to support and work towards. Whilst there have been many achievements against the actions set out in the existing Tourism Strategy, the local economy, local, national and international policy, context and customer needs have altered radically hence the Strategy needs to be re-written to take account of changing needs and behaviours. It is proposed the new Tourism Strategy would encompass 2019 – 2025 and be a dynamic working document.
- 3.4.1 The council plays an active role in the tourism industry; it supports the city's tourism businesses through many of its communications and marketing activities and in particular through the work of VisitBrighton, positioning and promoting the destination as a leading tourist destination.
- 3.4.2 Tourism is, by its nature, a fragmented industry with over 80% of tourism businesses are small or micro businesses: it is estimated that over 1,000 businesses in Brighton and Hove are involved in the visitor economy. Given the depth of engagement BHCC has in tourism in collaboration with both private and public sector businesses and organisations, and the need to proactively sustain and grow the tourism industry, which is critical to Brighton & Hove's sustained economic prosperity it is imperative we have a comprehensive Tourism Strategy to set direction for the coming years.

- 3.4.3 The creation of the strategy will be closely linked to the development of the Economic Strategy which will set a vision for the local economy to 2023. Consultation for both strategies will commence in summer 2017; the Tourism strategy will be brought to the Tourism Development and Culture committee later this year.

Hotel Futures Study

- 3.5 Later this year the council will be commissioning a focused technical study which will provide an updated assessment of the demand for visitor accommodation (hotels, guest accommodation and other formats including apartment hotels) in Brighton & Hove over the period 2017-2022.

- 3.5.1 The study will also include a robust analysis of the current and potential growth in supply of short-term holiday lets (including Airbnb) in the city.

- 3.5.2 This updated assessment of visitor accommodation demand in the city will be used to guide the assessment of planning applications for new visitor accommodation in the city (against the requirements of the recently adopted City Plan Part One Policy – CP6 Visitor Accommodation) and a potential review of the hotel core zone and policy in City Plan Part Two.

- 3.5.3 The study will provide clear recommendations as to:

Managing future visitor accommodation growth and responding to visitor accommodation investment enquiries over the next 5 years to ensure that there is an appropriate balance in demand and supply;

Review the Hotel Core Zone has shown on the 2016 City Plan Part 1 Policies Map;

Identify whether there is a need for regulation of short term holiday lets how this can be implemented.

- 3.5.4 There are four main strands of work that will make up the study including desk-based research, face to face/interviews, meetings and online surveys. The study will be completed in Autumn 2017

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Her Majesty's Valuation Office Agency (VOA) is responsible for adjusting the rateable value of business properties to reflect changes in the property market, it is usually conducted every five years however it has been seven years since the last revaluation. There are no alternative options as payment of business rates is set in UK legislation and cannot be overturned by a local authority.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Consultation will be a key feature of the development of the Tourism Strategy as it will be essential to secure the buy-in of local stakeholders to the implementation of the strategy.

- 5.2 The Hotel Futures study will be informed through consultation with relevant stakeholders and specialists.

6. CONCLUSION

- 6.1 Members are asked to note the update on the business rate revaluation and the proposals being put in place to mitigate the negative impact of the changes. Further alleviation of the impact will occur as a result of the planned Discretionary Rate Relief scheme however implementation of these measures will take some time as the system has yet to be finalised. The true impact of the changes on the sector will be difficult to determine as impacts will vary within the sector and between businesses.
- 6.2 Members are asked to support the development of the Tourism Strategy and the Hotel Futures Study as actions that will contribute to the vibrancy and sustainability of the sector.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 Approval to develop a strategy for Tourism was agreed at the Economic Development & Culture Committee in March 2017, the costs associated with the commission will be met from within the existing Marketing & Visitor Services revenue budgets.
- 7.2 The Hotel Futures Study will incur additional costs for the Council such as consultants' fees and staff costs. These will be met from existing revenue budgets within City Development and Regeneration.

Finance Officer Consulted: Name Gemma Jackson Date: 31/05/17

Legal Implications:

- 7.1 There are no direct Legal implications arising from this report. The proposals for implementation of a Discretionary Rate Relief Scheme will be subject to a separate report to committee.

Lawyer Consulted: Name Alice Rowland Date: 08/06/17

Equalities Implications:

- 7.2 There are no direct equalities implications arising from this report.

Sustainability Implications:

- 7.3 There are no direct sustainability implications arising from this report

Any Other Significant Implications:

- 7.4 No other significant implications.

SUPPORTING DOCUMENTATION

Appendices:

1. None

Documents in Members' Rooms

1. None

Background Documents

1. <https://www.gov.uk/introduction-to-business-rates/revaluation>

Subject:	Royal Pavilion & Museums: Accreditation, Collections Development and Trust Update		
Date of Meeting:	22 June 2017		
Report of:	Nick Hibberd Executive Director of Economy, Environment & Culture		
Contact Officer:	Name:	Janita Bagshawe	Tel: 01273 292840
	Email:	janita.bagshawe@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1 PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The purpose of this report is to present three documents for Committee Consideration and approval in the context of the Museums Accreditation Standard administered and approved by Arts Council England.
- 1.2 Accredited Museums are required to reapply for accreditation periodically and provide updates on the policies and documents which form part of the standard. The RPM last reapplied for accreditation in 2013 and has been required to resubmit in April 2017. The update has been submitted except for two refreshed documents which require the approval of EDC Committee these are a current Forward Plan and an Access Policy Statement.
- 1.3 A key document which forms part of the Accreditation standard is the Collections Development Policy (this was approved in 2013). This is a document which was approved in 2013 and remains valid. There is now greater emphasis on collections use and sharing in the museums' sector, and this report briefs the Committee on what 'transfer' means in the context of Collections Development and seeks approval from Committee for the transfer of four items from the collections.
- 1.4 Following the agreement of the Policy Resources and Growth Committee to the establishment of a cultural trust into which the Royal Pavilion & Museums will transfer, this report provides an update on work to date.

2 RECOMMENDATIONS:

- 2.1 That the Committee approve RPM's Interim Forward Plan (Appendix A) and Access Policy Statement (Appendix B), for submission to Arts Council England to support RPM's continuing Accredited status.
- 2.2 That the Committee approve the transfer of three items from the collections to the Sussex Archaeology Society and one item to the British Museum.

- 2.3 That the Committee notes the work undertaken on the establishment of the Cultural Trust.

3 CONTEXT/BACKGROUND INFORMATION

3.1 ACCREDITATION

- 3.1.1 The Accreditation Scheme sets nationally agreed standards for museums in the UK. It defines good practice and identifies agreed standards, thereby encouraging development. It is a baseline quality standard that helps guide museums to be the best they can be, for current and future users.

The Accreditation Scheme aims to:

1. Encourage all museums and galleries to achieve agreed standards in:
 - how they are run
 - how they manage their collections
 - the experiences of users;
2. Encourage confidence in museums as organisations that manage collections for the benefit of society and manage public funds appropriately;
3. Reinforce a shared ethical and professional basis for all museums.

- 3.1.2 The benefits of taking part in the Accreditation Scheme are:

- **Performance:** Accreditation is a quality standard that serves as an authoritative benchmark for assessing performance, rewarding achievement and driving improvement.
- **Profile:** Accreditation raises awareness and understanding of museums, building confidence and credibility both within the governing body and among the public.
- **People:** Accreditation helps museums to improve their focus on meeting users' needs and interests and developing their workforce.
- **Partnerships:** Accreditation helps museums to examine their services and to encourage joint working within and between organisations.
- **Planning:** Accreditation helps with forward planning by formalising procedures and policies.
- **Patronage:** Accreditation demonstrates that the museum has met a national standard, which strengthens applications for public and private funding and gives investors confidence in the organisation.

Without Accredited status, RPM would be ineligible to receive external funding from bodies such as Arts Council England and the Heritage Lottery Fund.

- 3.1.3 A report to the Committee meeting on 20 June 2013 outlined the Accreditation Scheme for the museums sector in the UK and sought and received approval for the documents which the Accreditation standard requires sign off by the governing body.

- 3.1.4 RPM was required to reapply for Accreditation and submit documents by 28 April 2017. The update has been submitted, pending two refreshed documents which

require the approval of RPM's governing body. Plans need to cover a museum's current and subsequent planning year, and ideally within a 3-5 year planning cycle, hence the 2017-20 dates on the papers in Appendix 1 and 2.

3.2 ACCREDITATION RELATED DOCUMENTS FOR COMMITTEE APPROVAL

3.2.1 Interim Forward Plan 2017-20 (Appendix 1): This is an extension of 'Towards 2020: Culture Connects', RPM's Forward Plan for 2013-18. Since its production there have been a number of changes to the context in which RPM operates, the principal one being the establishment of a Cultural Trust into which RPM will move in April 2018. The Interim Forward Plan outlines these changes and the work of RPM prior to the creation of a new business plan for the Trust.

3.2.2 Access Policy Statement (Appendix 2): Formerly an Equality and Inclusion Statement, this document sets out RPM's commitment to BHCC's Equality and Diversity Policy Statement and Strategy, adherence to current law and recognition of best practice to build access to its collections, buildings and services.

3.3 TRANSFERS

3.3.1 The museums sector has seen a major shift in in the last 10-15 years. There is now an understanding that collections should be actively used and appropriately cared. In order to facilitate museums to do this, the Accreditation Standard sets out protocols around making transfers and free gifts to other accredited museums supported by the Museums Association's Code of Ethics. Transfer must:

- Be informed by an approved collections development policy.
- Be based on clearly expressed intended outcomes.
- Demonstrate long-term benefit to the object/s and public use of and engagement.
- Be carried out with the intention that wherever possible items remain within the public domain.
- Be agreed by the governing body.
- Have a documented process – this should be done to SPECTRUM standards (the UK collections management standard that is also used around the world).

3.3.2 On 21 May 2009 the Cabinet Member for Culture agreed to the request by the Ngarrindjeri community to return of items which originated from them. This was an example of a reactive transfer. The paper in Appendix 3 concerns a proposal to proactively transfer four items from RPM's collections.

3.3.3 Below are four items which RPM recommends are transferred to accredited museums. Appendix 3 details the work that has been undertaken to inform this recommendation of transfer. The destination organisations have been fully-consulted and are prepared to accept the objects on the Committee's approval:

Object description:	Accession number:	Proposed transfer to:
Horse trave (i.e. large wooden frame for shoeing carthorses), England 19thC	R5742/103	The Sussex Archaeological Society: Sussex Past (Lewes and various properties)
Two metal cartwheel rim formers, England 19thC	HATMP004419	Ditto
Mummy, Ancient Egypt	R3909	The British Museum, London

3.3.5 In the future following the transfer of the RPM to the Cultural Trust the Board of Trustees will be responsible for ensuring Accreditation standards are met including transfers which it will report as part of its business reporting process with the Council.

3.3.6 Museums also have material such as exhibition props, out-dated storage cases which have to be cleared out from time to time - they may be taking up valuable space in museum spaces and stores and cannot be re-used or recycled within the organisation. Removal of this material from stores does not need to follow the best practice outlined in 3.3.1 above since this material has never been accessioned into the collections - they are not artefacts or specimens taken in to be held in trust for society.

3.4 ESTABLISHMENT OF THE CULTURAL TRUST FOR BRIGHTON AND HOVE

3.4.1 Following the report to Policy, Resources and Growth committee in January 2017, work has progressed in establishing a cultural trust for Brighton & Hove into which the Royal Pavilion & Museums will move.

3.4.2 The most significant progress has been in recruiting trustees and establishing the shadow board. The advertisement for trustees was published on the 12 April and received a number of high quality applications. Interviews were conducted on the 15 May and appointments have since been made.

3.4.3 The shadow board comprises nine trustees, including three councillors and representatives from Brighton Dome & Brighton Festival, and the Royal Pavilion & Museums Foundation.

3.4.4 Work has also begun on a number of other workstreams, most notably in creating the draft heads of terms for the various legal agreements. These will include the transfer agreement, collections loan agreement, funding agreement and property leases.

3.4.5 The immediate next steps are to set up a stakeholder group, appoint a legal team to represent the shadow board and agree how the various support services will be managed between the council and the trust.

- 3.4.6 The project consists of ten workstreams and is overseen by a project board which meet fortnightly. The project is currently on track to transfer the Royal Pavilion & Museums into the trust by April 2018.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

The option of do nothing in relation to Accredited status and the documents required puts the service at risk of not gaining accreditation and therefore will be ineligible for making funding applications and receiving external grants.

An analysis and consideration of alternative options in the case of the items for transfer is given in Appendix 3.

In relation to the Trust the alternative options were presented to PRG in January 2017.

5 COMMUNITY ENGAGEMENT & CONSULTATION

The Forward Plan and Access Policy Statement are both informed by community engagement and consultation. The Forward Plan sets out the ways in which RPM researches and evaluates its work and how this informs its planning process. Appendix 3 sets out the consultation undertaken and supporting the proposal to transfer the four items.

In relation to the Trust, a stakeholder panel is to be established which will have the opportunity to consider items on which the Shadow Board will be required to make decisions. This panel will be drawn from a range of community groups and organisations.

6 CONCLUSION

- 6.1 The documents in Appendix 1 and 2 are essential to RPM retaining its accredited status. Without this status, RPM's future resilience would be in question, as key sources of external funding would be closed to it.
- 6.2 The proposal to transfer four items (is based on sound curatorial grounds, and has been assessed and consulted upon according to established best practice in the sector.
- 6.3 In the future the Accreditation Scheme will provide the Council a means by which to ensure that the new Trust is meeting UK museum standards for organisational health, collections and audiences.

7 FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The cost of updating the Forward Plan and Access Policy Statement has been funded from existing resources within the Culture revenue budget. These documents are required for the Royal Pavilion and Museums service to maintain Accredited Status, which is a requirement to be eligible for external funding sources such as Arts Council England, the Heritage Lottery Fund as well as other charitable trusts and grant giving bodies.
- 7.2 The 2017/18 service revenue budget assumes that 17% of gross expenditure is funded from external grants to a value of approximately £1.250m. The

continuation of external grant funding is therefore important to ongoing service delivery, the implementation of proposals identified in the Service and Financial Strategy, and applying for future external funding opportunities as they arise. The costs of transfer will be met by the organisations.

Finance Officer consulted: Steven Bedford

Date: 24 May 2017

Legal Implications:

- 7.3 The proposal is that the ownership of the items passes to the recipients as outlined.
- 7.4 In relation to the charitable trust, the legal issues were addressed in the report to Policy, Resources & Growth Committee in January and they continue to be addressed as the project progresses.

Lawyer Consulted: Alice Rowlands

Date: 24 May 2017

Equalities Implications:

- 7.5 The Access Policy Statement attached in appendix 2 lays out how RPM contributes to the promotion of equality and inclusion in relation to BHCC's Equality and Diversity Policy Statement and Strategy.

Sustainability Implications:

- 7.6 None directly related to this report. The Trust would be expected to conduct its business in line with environmentally sustainable business practices.

Any Other Significant Implications:

- 7.7 None

SUPPORTING DOCUMENTATION

Appendices:

- 1. Forward Plan
- 2. Access Policy Statement
- 3. Transfer Details

Documents in Members' Rooms

- 1. None

Background Documents

- 1. Collections Development Policy

Royal Pavilion & Museums Interim Forward Plan 2017-20

Brighton & Hove City Council



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1. Introduction

This interim plan is an extension of 'Towards 2020: Culture Connects', the Royal Pavilion & Museums' Forward Plan for 2013-18. Since the production of the Plan there have been a number of changes to the context in which the Royal Pavilion & Museums (RPM) operates. These are explained in Section 3 below. The principal one is the establishment of a Cultural Trust into which RPM will move in April 2018: hence an interim plan. The Interim Forward Plan sets out the work of RPM prior to the creation of a new business plan for the Trust and once the outcome of its NPO application for funding from Arts Council England (ACE) for 2018-22 is known. (RPM has been funded by ACE, and prior to the by MLA, as part of the Major Partner Museums and Renaissance programmes.)

A new Business Plan will cover the period 2018-22 and will form part of the agreements the Trust will have with the City Council and, if successful, the agreement with ACE. Work on this will begin summer 2017, once a Shadow Board of Trustees has been appointed and the outcome from ACE is known. It will be based on a full review of 'Towards 2020: Culture Connects' and this Interim Forward Plan and informed by consultation with internal and external stakeholders.

This Interim Forward Plan is based on RPM's Brighton & Hove City Council Service plan.

As with the development of 'Towards 2020: Culture Connects', this extension has been shaped by:

- The current state of change - economic, social, technological and environmental.
- RPM's progress against its aims and objectives in the 2013-18 Forward Plan. (These are reviewed in appendix 2)
- Research and consultation with users and non-users (Section 3)
- Brighton & Hove's context (Section 3)
- The City Council's corporate plans, priorities and national plans and policies (Section 3)
- Engagement and involvement with staff through a series of business planning workshops, including the Future Proof Museums programme, and meetings with RPM's Access Advisory Group, Museum Collective (a young people's group) and the BME Heritage Network

2. Vision, Mission and Objectives

RPM's vision is to build a resilient organisation, outstanding for its vibrancy and relevance, renowned for its digital innovation, and inspiring a powerful sense of shared ownership. Our work will be driven by creative collaborations with our local communities and partner organisations to reach new and more diverse audiences.

In achieving this, our museums will have meaningful and dynamic roles relevant to, and supporting the needs of, diverse audiences including local citizens, national and international visitors, and online users.

RPMs mission is to use its unique buildings, collections and knowledge to connect people to the past and help them understand the present in order to positively influence their future.

It aspires to help people to contribute to a socially just and environmentally sustainable future while making Brighton & Hove a fantastic place to live, work and visit. RPM aims to inspire, illuminate and challenge its visitors and virtual users. It does this by caring for and interpreting its outstanding collections, historic sites to support discovery, enjoyment and learning

RPM has a vital role in the cultural, economic, education, and social life of the City, and the health and well-being of its citizens and visitors. It celebrates the City and its communities, helping generate civic pride and develop a sense of cultural identity, as well as building respect and understanding of others, offering safe spaces for reflection and discussion. It is a cultural industry employing a wide range of creative experts including curators, conservators, decorative artists, designers, artists, makers, teachers, actors and writers, and helps build life- and work skills amongst its community participants, volunteers, interns and workforce development. It is a major tourist attraction supporting the City's visitor economy. It plays a role in the knowledge economy through research, creating and disseminating knowledge through exhibition, display, publication, public learning and event programmes. It also provides inspiration, influence and a stepping off point for creative production both locally, nationally and internationally. It operates in a digital world making collections and knowledge available on line and providing a platform for user generated content and debate across its physical sites as well as digitally.

RPM's Manifesto expands on these themes - see appendix 1.

RPM's Objectives for its 2017-20 Service Plan are:

- Connecting people to museums to change lives; supporting learning, well-being and creativity through programmes; and transformation of spaces into environments for 21st Century learning.
- Developing and caring for cultural resources for present and future generations
- Building a co-operative, sustainable and resilient organisation that supports the wider sector
- To effectively develop and engage with staff across the service to deliver change

RPM directly operates:

- The Royal Pavilion
- Brighton Museum & Art Gallery (BMAG)

Service Plan template – (DRAFT 16Mar15)

- Hove Museum & Art Gallery (HMAG)
- The Booth Museum of Natural History
- Preston Manor
- www.brighton-hove-rpml.org.uk

Its collections include three which are Designated (World Art, Decorative Art and Natural Sciences) as well as Local History, Archaeology, Costume & Textiles, Fine Art, Toys, Craft and Media.

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

- William IV Gatehouse
- India Gate
- Northgate House
- 4/5 Pavilion Buildings
- Portslade Old Manor
- The Old Courthouse and Courtroom
- Jaipur Gate at Hove Museum & Art Gallery

RPM provides advice and support to voluntary-run museums and heritage organisations within the City and runs the Museum Development Service for the South East.

3. Setting the Scene

3.1 Brighton & Hove- City by the Sea

Brighton & Hove is renowned for its cosmopolitan lifestyle with a strong commitment to the arts and a thriving creative industries and digital media sector which attracts businesses and tourism. 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. It is also known internationally for its extensive Regency and Victorian architecture, including the iconic symbol of the City – the Royal Pavilion. The City is a major European conference and tourist destination which attracts around eight million visitors a year. Brighton & Hove is a diverse City of neighbourhoods and communities and a City of contrasts. Brighton & Hove is the largest unitary authority in the South East, with a population 273,369 people. This is an increase of 25,552 (10.3%) compared to the 2001 Census, and the population is expected to grow to 289,600 by 2019 and to 300,400 by 2025.

The population picture in Brighton & Hove is changing. Its demographics are different from the south east averages. Brighton & Hove is becoming more international and approximately 15% of the City's population were born outside the UK. One out of five Brighton & Hove residents (53,351 people, 19.5%) are from a Black Minority Ethnic (BME) background, an increase of 23,668 people (79.7%) compared to the 2001 Census. For just over one in six residents (44,569 people, 16.3%) their day to day activities are limited because of a long term health problem or disability. Brighton & Hove has an unusual age profile when compared to the South East and England. The city has proportionally fewer children aged under 14 and fewer adults aged 50 to 84, proportionally more adults aged 20 to 39, particularly adults aged 20 to 24, and relatively high numbers of residents over 85 years. A very high proportion of residents, 42 per cent, have no declared religion compared with 25 per cent in England as whole. The City has the largest LGBT population (by %) outside London, 15-16% of residents.

Brighton & Hove has a very high proportion of adult residents with higher level qualifications. The City has two universities with an estimated student population of 30,000 within the City. A number of the City's neighbourhoods have been identified as facing high levels of disadvantage. 12% of the City's local areas are in the most deprived 1% of areas in England. Mental health and wellbeing, alcohol and substance misuse are amongst the high impact social issues identified as priorities to be overcome, along with reducing the poverty gap. The City's ecological footprint is unsustainable, calculated at 5.14 global hectares (gha) per person. The Sustainable Community Strategy has set challenging targets to reduce the footprint to 2.5 gha by 2020, though City-wide planning work is being undertaken to ensure that the City prepares for the potential impacts on the City from climate change.

3.2 Research, consultation and community engagement

Forward planning is informed by a continual process of consultation, research, review and evaluation, both internal and external. These processes occur across the service as a whole, and in relation to individual projects: all outputs of research contribute to forward planning and build our capacity for sustained and targeted improvements to the service. The service runs year-round visitor feedback at each of its venues which is used to inform service developments and to monitor use by different demographic groups.

The forward planning process is supported through Service Team Plans, 1-1s and Personal Development Plans, which link to MPM/NPO Planning and Activity Plans. Services and projects are developed through consultation and co-production. Increasingly work is developed in collaboration with different community groups. There is an established Access Advisory Group, and young people's group (Museum Collective). A BME Heritage Network was established in June 2013.

The following strategies and research provide more detail on how RPM engages with audiences, statistics about the range of audiences currently engaging with RPM and data about the context in which RPM operates:

- Audience Development Plan (updated 2017)
- Collections Reviews

- RPM Community Engagement Strategy (2013-18)
- Draft RPM Digital Policy (2016)
- RPM Volunteer Policy (2017)
- New National Curriculum 2014 / Schools Offer review (2014)
- Various project-specific evaluations
- Non-user / hard to reach research: On the Pull (2008), World Stories (2012)
- Visitor surveys
- VAQAS (2015)
- Advisory groups
- Visit England Access Audits (2015)
- Membership strategy and feedback
- Audience Spectrum site profiling
- Individual site Business Plans (2016)
- Access Policy Statement (2017)

3.3 Local, regional and national strategies

The work of RPM responds to and is informed by a number of local authority and national sector policies, plans and strategies.

Brighton and Hove - The Connected City (Sustainable Community Partnership, 2015)

www.bhconnected.org.uk

Its vision is “Brighton & Hove – the connected City. Creative, dynamic, inclusive and caring. A fantastic place to live, work and visit”. The principles are four-fold: Public accountability; Citizen focused; Increasing equality; and Active citizenship. Its priorities are: Economy, jobs & homes; Children & young people; Health & wellbeing; Community safety & resilience; and Environmental sustainability.

Brighton & Hove City Council Corporate Plan 2015-19

www.brighton-hove.gov.uk/content/council-and-democracy/about-your-council

The Council’s Corporate Plan has adopted the City’s partnership vision, principles and priorities. Its purpose is to provide strong civic leadership for the wellbeing and aspiration of Brighton & Hove.

It will be successful if judged to deliver:

A good life - Ensuring a City for all ages, inclusive of everyone and protecting the most vulnerable

A well run City - Keeping the City, safe, clean, moving and connected

A vibrant economy - Promoting a world class economy with a local workforce to match

A modern Council - Providing open civic leadership and effective public services

Its priorities:

- **Economy, jobs and homes:** The service is part of the City's unique arts and cultural offer, which attracts residents and over eleven million visitors each year who bring around £800 million to the local economy. Its volunteering schemes include opportunities for young people which provide work experience and the gaining of skills and knowledge. The plans for the developments of the Royal Pavilion Estate are key to maintaining the City's cultural offer.
- **Children and young people:** The service works extensively with children and young people: its formal learning programmes support the delivery of the national curriculum and its informal learning programmes are targeted at all ages - from under 5s, to family days, to events developed by the Museum Collective. RPM is a partner in Our Future City – see 3.3 below.
- **Health and wellbeing:** The service runs workshops and programmes which support health and wellbeing. In particular it works with users of mental health (RPM's Museum Mentors programme) and adults with dementia. Its tailored and targeted engagement activity and volunteering programme (such as the long-established Royal Pavilion Garden volunteers) support the Five Ways to Wellbeing as well building local knowledge and diverse voices into co-curated public displays.
- **Community safety & resilience:** Museums have an important role to play in recognising diversity and supporting cultural understanding, and providing experiences which are engaging and have positive impacts on people's lives. Recent projects such as Dr Blighty and Fashion Cities Africa exhibition have explored local BME hidden histories and engaged BME audiences.
- **Environmental Sustainability:** In line with the City Council's sustainability policy statement, the service continues to strive to reduce its carbon footprint through improvements to energy consumption, for example recently installing LED display lighting and creating of galleries that are flexible and easily adapted for future needs. Through its collections and associated programmes, RPM is able to collect and disseminate data, and raise issues around climate change and sustainable development, such as the display Ocean Blues.

Brighton & Hove's Tourism Strategy 2008-18

www.brighton-hove.gov.uk/downloads/bhcc/tourism/tourism_strategy_final.pdf

The City Council, in partnership with the Brighton & Hove Economic Partnership, produced a refreshed Tourism Strategy in 2008 in response to the continuing challenges facing the sector. The new strategy set out a ten year vision to 2018 that will see the City being a destination where

the needs of the visitor, the tourism industry, the community and the environment are in complete balance and consequently will make a significant contribution to improving the quality of life for local people.

The strategy provides a road map behind which businesses, communities, public sector, regional and national agencies can unite to positively shape the development of Brighton & Hove. The strategy recognises that one of the City's key strengths is its world-class architecture and heritage, including the Royal Pavilion, and outstanding cultural offer.

The City Sustainability Action Plan 2015

www.brighton-hove.gov.uk/content/environment/sustainability-City/City-sustainability-action-plan

This Action Plan presents a broad set of actions and initiatives that support sustainability and that are being delivered by the Council, City partners and individuals across the City. Individually these actions represent the breadth of ambition and activity in the City and collectively they inform a plan that supports the broader sustainability goals of the Council and City, and forms the sustainability framework for the wider Biosphere region.

Brighton & Hove City Council's Equality & Inclusion Policy Statement and Strategy, 2017

www.brighton-hove.gov.uk/content/council-and-democracy/equality/equality-and-inclusion-strategy

Brighton & Hove is a vibrant city that is culturally, economically and socially diverse. The council values this diversity and aims to support and encourage it. It also takes a leading role in seeking to increase equality, inclusion and fairness in the city.

The Equality & Inclusion Strategy sets out the Council's equality objective and areas of focus and action. It guides the work of all staff and elected members in the council in its delivery of public services. By defining its priorities for the coming years it enables a consistent corporate focus on achieving greater equality and inclusion in the city. The Council's central commitment is to achieve excellence in its equality practice, as measured by the Equality Framework for Local Government, by 2020.

In addition to the key policies and plans outlined above, RPM's work is framed by the following.

Great Art and Culture for Everyone (Arts Council England 2010, revised in 2013).

Great Art and Culture for Everyone sets out a 10-year vision for ACE, with five ambitious goals at its heart. Originally published in 2010, the 2013 update reflects ACE's newly expanded remit for museums and libraries, embracing the strategic framework 'Culture, Knowledge and understanding: Great Museums and Libraries for Everyone (Arts Council England 2011) which articulated its vision of 'A museums sector that is

delivering inspiring public programmes using high quality collections to reach more and more people, especially children and young people. The sector is innovation; it shares best practice and is embedded in communities and responsive to audience needs. It is made up of strong, sustainable organisations with a highly skilled and diverse workforce; it is excellently led’.

The Creative Case for Diversity is key to achieving ACE’s five goals below: “Our mission is great art and culture for everyone - we can only achieve this if we make a commitment to promoting and embedding diversity throughout the work we fund and support. We call this the Creative Case for Diversity.” The sector works to support this through diversifying the workforce and governing body, working with diverse artists and museum professionals, ensuring diversity in programming and collecting, engaging diverse audiences.

As a Major Partner Museum, RPM has undertaken to support ACE’s five goals in 2017-18 by working to these outcomes and impacts:

Excellence -

- RPM’s collections are more accessible and relevant to audiences;
- Audiences have greater depth of engagement with collections, they are inspired by them and have a stronger sense of shared ownership of the stories they tell
- Creative partnerships strengthen RPM’s work
- Audiences are increased and more diverse

Audiences -

- Audiences are increased, more diverse and have a stronger sense of ownership
- Collections better reflect and engage audiences
- Visitors have a better quality experience
- Broadening access through digital development

Resilience -

- Achieve greater resilience by developing our audiences and building our profile
- Investment in sustainable operating systems
- Achieve greater financial resilience by developing business opportunities and growing support Preston Manor, the Booth and Hove Museum become more sustainable

Leadership -

- Cultural organisations work together to deliver sustainable Heritage Learning
- Efficient and effective delivery of RPM’s MPM and MDS SE programmes

- Organisational learning, experience and skills shared within the SE and nationally
- RPM has a more diverse and skilled workforce and volunteer base

Children & Young People -

- Families and children have engaging and enjoyable experiences
- RPM supports and provides inspiring learning experiences
- A diverse range of young people are actively engaged with RPM

Accreditation Scheme (Arts Council England, revised 2014)

<http://www.artscouncil.org.uk/supporting-museums/accreditation-scheme-0>

The Accreditation Scheme sets nationally agreed standards for museums in the UK. It defines good practice and identifies agreed standards, thereby encouraging development. It is a baseline quality standard that helps guide museums to be the best they can be, for current and future users.

In addition to the key policies and plans outlined above, RPM's work is informed by the following:

Benchmarks in Collection Care (Collections Trust, revised 2014) is a self-assessment checklist, which sets out clear and realistic benchmarks for the care of collections. Benchmarks is a management tool which should be used as part of an organisation's planning cycle to assess and plan collections care activity and measure progress against those plans.

Code of Ethics for Museums (Museums Association, revised 2015) applies to governing bodies and those who work in them. Museums are bound by national laws and international conventions. The code supports this and sets standards for all areas of museum practice. The code is underpinned by three principles: public engagement and public benefit; stewardship of collections and individual & institutional integrity.

Collections for the Future (Museums Association 2005 and 2007) 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 collections and unlock their potential for engagement with the public on many levels, more could be done. It is a report that continues to guide much of RPM's work.

Museums Change Lives (Museums Association, 2013) is the vision for the impact of museums to change people's lives through enriching lives of individuals, contributing to strong and resilient communities, enhancing wellbeing, place making and inspiring people and ideas.

3.3 Changes to the operating context

Since the production of 'Towards 2020: Culture Connects' the operating context for RPM has changed in the following ways:

- 1) The decision in January 2017 by the City Council's Policy, Resources & Growth Committee to move the management of RPM into a new cultural trust by April 2018 to safeguard its future.
- 2) The financial context in which RPM operates has become more challenging with a) further reductions in Council funding leading to the introduction of admission charges at BMAG and consequent fall in visitor figures, the exploration of alternative management models for the service, and loss of staff posts. And b) an environment with increasing competition for external grants and sponsorship.
- 3) RPM created 'site leads' for each of its five public buildings in April 2015. In 2016, these staff developed Business Plans for the Royal Pavilion, Brighton Museum & Art Gallery, Hove Museum & Art Gallery, Preston Manor and the Booth Museum of Natural History in consultation with staff and linked to the Future Proof Museums programme. Each site's Business Model Canvas is supported by an Activity Plan mapping out the objectives and outcomes over a period of 3+ years and the activities to deliver these.
- 4) ACE support, through the Major Partner Museum programme, has involved a detailed Activity Plan 2015-18 against the five goals and objectives outlined in 3.2 above, and an Audience Development Plan 2015-18. These Plans work in tandem with the Business Plans for each site – see above.
- 5) The establishment of the Brighton & Hove Fairness Commission, set up to tackle inequality and poverty at a time of funding reductions, and whose report of June 2016 informs the Council's budget setting process.
- 6) The submission of a bid to the Heritage Lottery Fund for the entire Royal Pavilion Estate jointly with Brighton Dome & Festival (BDF) in 2014 was well-received but unsuccessful as an entirety and the partners were asked to resubmit bids for the work in phases. . The first phase of work for the Corn Exchange and Studio theatre, and the Estate-wide interpretation and way finding strategies, have consequently received funding. Phases two, three and four will include the Garden, Royal Pavilion, Courthouse, Dome and Brighton Museum.
- 7) Our Future City, a programme in which RPM is a founding partner with BDF, the Music Service and Brighton University - brings together children, young people and professionals from health, social services local businesses, creative industries, education and culture to transform the City over 10 years. It's strategy was developed through an intensive 10-month process of consultation and pilot programmes, and it's now at the start of a three-year programme of delivery against five goals: Grow creativity; Improve wellbeing; Develop digital skilfulness; Enable routes to employment and Sustain collective action and impact
- 8) Our Living Coast- Brighton & Lewes Downs Biosphere. In June 2014 the area was designated a UNESCO Biosphere Reserve It's aim is to serve as a demonstration area of how we might live better in the future, in greater harmony with our local environment bringing people and nature closer together.

- 9) RPM was selected in 2015 to undertake the first Future Proof Museums programme sponsored by Arts Council England which is designed to help museums change, adapt, influence and remain relevant in an ever-changing world.

This Interim Forward Plan has been shaped by the above and by the Future Proof Museums programme which has led to:

- The creation of RPM's Manifesto: this defines the difference it wants to make to the City, and its place in the world. This manifesto supports the delivery of 'Brighton and Hove - The Connected City' (the City's Sustainable Community Strategy) and the City Council's Corporate plan.
- The adoption of the Business Model Canvas tool for understanding, designing, providing the starting point for developing a more resilient business model for each of the five RPM sites and which will deliver the mission and manifesto.

The Manifesto and development of the business plans for each site have been developed in discussion with staff.

4. Performance monitoring and reviewing the plan

The activity in the Interim Forward Plan which is funded through ACE's MPM programme is reported on a quarterly basis to ACE and is overseen by an Advisory Panel which meets prior to submission of the reports. The quarterly reports are also reviewed by RPM's management Team (comprising senior staff representing all aspects of RPM's activity) and shared with staff. All activity is monitored quarterly through the Council's reporting systems and objectives form part of regular 1-1 staff supervisions and performance development plans and reviews. With the establishment of the shadow board of trustees, reports for ACE will be taken to the Board for monitoring and a new Forward Plan will be drawn up.

5. Funding and resourcing the Forward Plan and Activity

5.1 Local Authority Funding

This Interim Forward Plan is based on agreed funding from the City Council as set out in the table below, the business case which was undertaken to inform the decision to move RPM into a Trust, and given a successful application for ACE funding 2018-22. In agreeing to establish the Trust the Council has agreed to maintain the current level of funding for RPM until 2021/22, to allow the Trust time to develop new income. If RPM's bid for ACE NPO funding 2018-22 is unsuccessful, this will be reflected in the Forward Plan to be developed in 2017-18 and a review of our activity plans so that aims and objectives are appropriately aligned with available resources.

Service Plan template – (DRAFT 16Mar15)

	BHCC 17/18	Trust Projected Budget 18/19	Trust Projected Budget 19/20	Trust Projected Budget 19/20	Trust Projected Budget 20/21
Incoming Resources					
Local Authority RPM direct budget/grant supplied	1,122,220	1,191,000	1,215,000	1,239,000	872,000
Local Authority grant to RPM for support services centrally		407,000	253,000	255,000	258,000
Earned income	4,215,410	4,682,208	4,791,292	4,904,198	5,160,088
Grants	1,423,507	1,560,119	1,564,119	1,568,199	1,572,360
Total	6,761,137	7,840,327	7,823,411	7,966,397	7,862,448
Expenditure					
Staff	4,508,740	4,734,236	4,781,578	4,829,394	4,877,688
Support Services held centrally		407,000	253,000	255,000	258,000
Premises**	990,490	772,799	780,527	788,332	796,216
Transport	23,790	24,033	24,278	24,526	24,776
Supplies & Services	1,163,020	1,441,061	1,453,972	1,467,011	1,480,181
Museum Development to Hampshire & Oxfordshire	255,000	115,500	116,750	118,000	119,250
Reserves estimate***		100,000	170,858	239,213	58,918
VAT estimate		240,000	242,448	244,921	247,419
Total	6,941,040	7,834,629	7,823,411	7,966,397	7,862,448
	179,903	-5,698	0	0	0

**Reduction in business rates with move to Trust c £220k;

*** Policy to be agreed by Shadow Board

5.2 Income Generation and Fundraising

RPM has a long and successful track record in self-generated income and raising funds from trusts, foundations, grant giving bodies and individuals. It currently generates 81 % of its direct annual operating budget. We continue to grow the capability to earn income through commercial activity, achieve economies of scale and cost reduction measures, such as energy saving initiatives, provision of more information online replacing printed material, and seeking to fund programming activity and major developments to improve the long-term sustainability of the organisation through grants, trusts and individual giving. The activity within the Forward Plan is designed to support the raising of commercial and admission income.

5.3 Workforce

The sector is operating in a landscape of unprecedented change and challenges. If it is to remain a market leader, RPM needs to adapt to these changes and rise to these challenges and build an organisational culture that supports the creation of a sustainable (based on the three pillars – social, environmental and economic) resilient and entrepreneurial organisation which can deliver excellence in the 21st century. Our forward plans can only be delivered through a workforce with new skills and knowledge, and new ways of working and delivering services. These are at the heart of efficient and effective business planning. RPM also needs to continually review succession planning to ensure that specialist knowledge is retained and recorded, and that critical posts are resourced adequately. The workforce currently comprises: 116 FTE, 114 Casuals (who are not on other contracts as well), and 121 active Volunteers. The staff teams include: curators, conservators, technical, historic building management, learning and community engagement, creative programming, marketing, retail, events and function management, development and fundraising, digital and ICT, visitor services and support services. Other areas are currently provided through the Council: HR, ICT, legal and finance. RPM is committed to a Workforce Development programme.

We are committed to establishing a workforce that better reflects the communities we serve. Since 2013 RPM's Workforce Development programme has focused on our front-of-house team, the Service's most diverse group of staff, but who find barriers to progression due to a lack of confidence, skills, experience and/or knowledge.

RPM Manifesto for the 21st Century

Our pledges and beliefs

The 21st Century is a time of unprecedented challenge and possibility, a period that is volatile, uncertain, complex and ambiguous. Brighton and Hove faces growing inequalities, poor health and challenges to wellbeing and environmental sustainability. Our City is also witnessing considerable growth in the creative and cultural industries as part of a growing knowledge economy and a City where the digital revolution is well established.

Our museums are part of this environment of change, challenge and opportunity and we need to refocus them to have meaningful and dynamic roles in the 21st Century. We will work with our communities to connect people with museums and support the well-being of citizens. We will create new windows and insights into the past and reflections on the present to support the creation of a socially, environmentally and economically sustainable future for our City.

Our museums are part of the fabric of Brighton & Hove

The Royal Pavilion is a true icon for the City, - reflecting a culture that is cutting edge, eccentric, creative, tolerant, diverse and playful. Our museums will also be fun and creative, and, like our City, places where people can escape for pleasure, leisure, and relaxation and to restore mental and physical wellbeing.

But we are also part of the City's memory, and recognise that this playful spirit has often contrasted with the everyday life of its residents. We also remember the struggles and achievements of those who have lived in or come into contact with the City, and through our collections and buildings we recognise that we are still shaped by the connections they have made with the wider world.

Our museums and collections link the past with the present to contribute to society now and drive a better future

Our museum collections enable stories to be told which are both rooted in the City and its interconnectedness with the world and which bring the wider world to our City. The cultural and scientific histories which can be expressed through the collections are many-sided and have possibilities for many different interpretations. These enable our museums to provide places to reflect, debate, challenge and learn from our past, in a way that is relevant today, and to explore the possibilities of what the world can become. Many of today's issues and challenges in our City and beyond have echoes or roots in the past. We need to learn from our shared histories and cultures, science and heritage to shape our future.

Our museums will be places to engage all our senses

We experience and interact with the world through all our senses, imagination and emotions. Our museums need to provide experiences which engage our senses and awaken our minds and spirit. Our audiences need to leave our buildings feeling stimulated with a thirst to experience more and engage again.

We need to move away from forms of presentation which suited the 20th century and create experiences which disrupt preconceptions of museums.

Our museums are champions of the community, its place in the world and the environment

The collections belong to the City and are of the world. We strive to be renowned for co-production, co-creation and collaboration, having diverse and representative audiences and inspiring a sense of shared ownership with citizens

Equally we will continue to reach out regionally, nationally and globally and will have co-operative collaborations with institutions and communities who dare to be different and share our aspirations. Our Museums have a social purpose, they are an anchor for the community, they represent place and can change lives. We also have a powerful role to play in understanding the natural environment and the impacts of human behaviour have on it.

Our museums and collections are for present and future generations

Our collections reflect what it is to be human in a natural world. We collect for a social purpose and our collections exist for public benefit in a changing world. They are acquired as records and celebrations of diverse cultures, multiple perspectives, different walks of life and the world around us. To do this our collections are cared for with consideration for present and future generations, but made use of now rather than mothballed for a time which may never come. We do this sustainably using the best available knowledge to ensure the actions and decisions we take will not impact adversely on generations not yet born.

Our Museums are environments for 21st century learning

How we learn, create and access knowledge is changing in the 21st century driven by the changes to society springing from digital innovation. Our museums are storehouses of creativity and knowledge, infused from their beginnings with an educational purpose. Today we will transform this inheritance to make fertile environments for creative learning inspired by audience involvement, co-creation of activities, outcome driven research and user-generated content.

Our museums are places for supporting children and young people

A socially just and environmentally sustainable future will be driven by today's children and young people. Our museums will use our collections and knowledge to actively support their growing understanding of the world and the development of skills they can use throughout their lives. We will actively support the aspirations of our future City.

Our museums reach out across the world

In a world which is digitally linked, where information and knowledge is rapidly shared as never before, we recognise that we are part of a global community, and our collections have relevance beyond the walls of our museums. We will reach out to audiences who may never be able to visit one of our buildings; virtual visitors are not a threat to our business but a new audience we can engage with. Through digitisation and digital publishing, we will open up our collections for re-use and creative repurposing, embracing our role as a memory institution in the knowledge economy.

Our museum service is a co-operative and economically sustainable organisation

We will operate as a ‘fellowship’ or community - where all members of the workforce are partners. We believe that all the workforce have significant roles to play in the success of museum services, and in delivering this manifesto. We aspire to a culture which operates as a community, with ‘networked facilitative leadership’ distributed across the organisation. We will be a learning organisation which gets satisfaction from continually moving forward and finding the new and relevant in the old. We believe that museums can make a difference in society, but to affect this will need bold decisions. We will do this through meaningful dialogue with citizens, working in collaboration and partnership, and through ethical, environmentally-responsible and sustainable business practices. To achieve our ambitions for our museums we will nurture enterprising working practices and ethically commercial activity.

Our museums will exemplify innovative and creative thinking

Taking our lead from the digital world we will challenge our thinking and conventional ways of going about our work to create exciting experiences, giving the collections new meanings and placing audience need and outcomes at the heart of what we deliver. Through providing opportunities to gain a richer, deeper and more diverse understanding of the collections we will challenge traditional ways of seeing the world. We will openly acknowledge our failures as a platform for developing creative success.

Review of 2013-17 plans

Key Performance Indicators for 2013-15 (as outlined in 'Towards 2020: Culture Connects' RPM's 2013-18 Forward Plan:

	2013-14 Forecast	2013-14 Actual	2014-15 Forecast	2014-15 Actual
Number of visits	660,000	696,335	670,000	650,589
Child visits	220,000	353,373	223,000	223,681
Under 5s participating in museum activities	1,500	n/a	1,500	4,426
5-16 year olds participating in museum activities	6,300	4,030	6,300	5,876
Adults participating in museum activities	14,900	8,943	14,900	13,481
Self-directed and facilitated school visits (UK)	33,100	31,219	34,800	24,104
Number of children, young people and adults participating in outreach activity	3,500	5,097	4,000	3,073
Number of new volunteers	30	10	45	15
Number of volunteers	129	85*	149	84*
Number of Foundation members	5,000	6,057	6,000	3,798
Grants and foundation income	405,000	n/a	411,500	n/a
Number of website visits	625,000	445,449	781,250	466,258
Active followers/users on social media	5,600	11,304	6,200	15,651
Visitor satisfaction	90%	88%	90%	88%

The Key Performance Indicators for 2015-17 were altered to better-tally with MPM activity and reporting:

	2015-16 Forecast	2015-16 Actual	2016-17 Forecast	2016-17 Actual
Number of visits	547,035	533,515	533,515	473,921
Total Child visits (including schools)	N/A	218,778	196,826	189,415
Children accessing Early Years programme	N/A	3,221	2,891	2,874
Young people accessing RPM through youth programme	N/A	415	N/a	399
Adults participating in Community Engagement projects	N/A	11,246	n/a	20,312
School visits	29,350	24,806	25,550	26,272
Web sessions	500,000	603,101	550,000	600,061
Visitor satisfaction	88%	83%**	86%	83%**

Service Plan template – (DRAFT 16Mar15)

RPM reports extensively on its activities, and progress against plans:

- to ACE on progress against its MPM activity plan, KPIs and budget (quarterly, Relationship Manager)
- to ACE on headline performance data plus narrative (annually, National basis)
- to Brighton & Hove City Council against its Service Plan (quarterly, Executive Leadership Team)
- to members and funders of Royal Pavilion & Museums Foundation – activity and financial review (annually)
- to its public and stakeholders (annual reviews in 2013, 2014-5 and 2015-16)

This table notes key events and highlights 2013-17:

	2013-14	2014-15	2015-16	2016-17
Connecting people with museums and changing lives	<p>Full programme of events, exhibitions & displays, notably <i>Jeff Koons</i> (Tate Artist Rooms) and <i>Subversive Design</i></p> <p>Brighton Museum's <i>Spotlight Gallery</i> opens (DCMS/Wolfson funding)</p> <p>Working collaboratively with Sussex Partnership on project with Mill View Psychiatric Hospital</p> <p>Start working with collections at Lewes Prison family days, to help improve the relationships and life chances for children of parents in prison</p>	<p>Full programme of events, exhibitions & displays, notably cross-site activity re centenary of WW1, including <i>War Stories</i> at BMAG, seafront display <i>Dr Brighton's War</i> and Brighton Youth Theatre site-specific piece at Preston</p> <p><i>Peepers</i> commissioned installation in the RP Music Room by artist Maisie Broadhead</p> <p>RPM's first writer-in-residence, Mick Jackson, starts at the Booth</p> <p>Collaboration with HOUSE and Brighton Dome & Festival for the Brighton Festival 2014 commission of Yinka Shonibare MBE's <i>The British Library</i></p>	<p>Full programme of events, exhibitions & displays, notably <i>Pavilion Blues: Disability and Identity</i> and <i>Exotic Creatures</i></p> <p>New Archaeology schools resources and taught sessions</p> <p><i>A History of Brighton – the Movie</i> learning resource developed by local Year 6 pupils and University of Brighton students</p> <p><i>Sensing Culture</i> project partner (HLF/RNIB) for access work at the Booth</p>	<p>Full programme of exhibitions & displays, notably <i>Fashion Cities Africa</i> and <i>Visions of the Royal Pavilion Estate</i> showcasing new archival research and digital modelling. <i>Fashion Cities Africa</i> shortlisted for Museums & Heritage Award</p> <p>LGBTQ permanent display at BMAG co-curated with young people from Allsorts (LGBTQ youth group)</p> <p>Display of collection belonging to Doreen Valiente, 'the mother of modern witchcraft' at Preston Manor focuses on pagan, witchcraft and Wicca beliefs & attracts new audiences</p> <p>HMAG <i>Fabula</i> exhibition and workshops with local and international illustrators</p>

<p>Developing and caring for cultural, scientific and natural resources (collections & buildings)</p>	<p>Move of 2D Local History collections & Brighton History Centre services to the Keep, a new partnership archive store & access centre</p> <p>Brighton Museum gallery trail to explore LGBTQ histories and themes</p> <p>Co-funded PhD with the University of Sussex starts</p>	<p>HLF Collecting Cultures award for <i>Fashioning Africa</i></p> <p>Whitehawk Camp Community Archaeology Project, collaboration with UCL, Brighton & Hove Archaeology Society and local volunteers: re-packed and catalogued the collections and developed Story Drop app and digital game for schools</p>	<p>Ellerman Foundation funding for <i>Film Pioneers</i> project: documentation, access, display and Collection Review of Film & Media holdings</p> <p>Brighton Museum's Museum Lab launched, a welcoming, informal, interactive space with artefacts brought out from storage to be displayed, investigated, conserved and documented with the public</p>	<p>Museum Lab exceeding targets on cataloguing & documenting collections.</p> <p>Africa Collection Review completed</p>
<p>Building a sustainable and resilient organisation</p>	<p>Appeal for Saloon restoration appeal receives boost with awards from The Monument Trust, J Paul Getty Jr Charitable Trust, a legacy gift plus a public appeal, allowing work to start</p> <p>Specific membership campaign around the opening of <i>Turner in Brighton</i> exhibition at the RP results in overachievement of target</p> <p>New online collections provision, encouraging creative re-use of data and images through open licensing</p>	<p>Workforce Development programme successes: 19 front-of-house staff participating. Two staff successfully applying for other roles within the organisation, another applying for an MA, and one going for their AMA. interest regionally and nationally in the approach</p> <p>Launch of new website, and optimized for mobile and tablet devices – huge increase in the number of pages viewed per session.</p> <p>Memorandum of Understanding – RPM / RPM Foundation / University of Brighton</p>	<p>Introduction of admission charges to non-residents at BMAG: 50% drop in visitor numbers</p> <p>RPM's social enterprise initiative successfully bid to run the Activity Plan of the HLF-funded redevelopment of Volks railway</p> <p>Seven new digital projects with external partners, e.g. supporting the University of Brighton ESPRC research proposal on rapid web rendering of thumbnails from large 3D datasets</p> <p>Participant in Future Proof Museums programme</p>	<p>New generic marketing materials developed for each site (leaflet, poster, banner)</p> <p>Two traineeships in partnership with SOCL & British Museum; successful targeted recruitment to ensure diversity priorities met</p> <p>Business Plans agreed for each of RPM's 5 sites</p> <p>Development of innovative Collecting Advisory Panel for <i>Fashioning Africa</i></p>



Service Plan template – (DRAFT 16Mar15)

Exercising leadership	Start BME Heritage Network Heritage Learning partnership's first joint schools project, involving 200 KS2 pupils from the city. Focused on 'Turner in Brighton' inspired by RPM's acquisition of Turner painting and associated RP exhibition	Award of ACE funding to lead SE Museum Development Programme partnership for 2015-18 <i>The Politics of Participation in Museums</i> conference Two apprenticeships, in digital media and learning & engagement	<i>Voices of India: The First World War</i> international conference <i>Digital: from Ideas to Audience</i> conference Lead partner in <i>Our Future City</i> : a 10-year strategy to have a transformative impact on the future of the City's children and young people	<i>Creating African Fashion Histories</i> international conference <i>Developing a skilled and diverse workforce in the cultural sector</i> conference planned and delivered by front-of-house team as workforce development opportunity – a first for the sector.
Re-awakening of the Royal Pavilion Estate	RPM & BDF bid to HLF for Royal Pavilion Estate masterplan unsuccessful: advice that work phased	BDF successful HLF bid for Masterplan Phase 1, includes joint planning work with RPM on conservation, wayfinding and interpretation	Masterplan Phase 1 Stage 1 work, Stage 2 submitted	BDF start work on Masterplan Phase 1
Understanding our world	<i>Into the Blue</i> opens at HMAG with particular focus on natural sciences Courthouse feasibility study concludes the building is unsuitable for conversion to galleries	<i>Ocean Blues</i> opens at BMAG, display on marine conservation	Planning for new Archaeology gallery at BMAG with Brighton & Hove Archaeology Society	Bid to Clore for Learning Centre in the Courthouse unsuccessful Major private sponsor confirmed for new archaeology gallery at BMAG Unsuccessful bid to Designation Development Fund for natural sciences project

Royal Pavilion (RP); Brighton Museum & Art Gallery (BMAG); Hove Museum & Art Gallery (HMAG); Booth Museum of Natural History (Booth); Preston Manor (Preston); Brighton Dome & Festival (BDF)

Service Plan 2017-20

Directorate:	Environment, Economy & Culture	Service:	Royal Pavilion and Museums
Responsible Officer:	Janita Bagshawe		

Corporate Plan

The purpose of the Corporate Plan is to provide strong civic leadership for the wellbeing and aspiration of Brighton and Hove
We will be successful if we are judged to have delivered:

- **A good life** – ensuring a city for all ages, inclusive of everyone and protecting the most vulnerable
- **A well run city** – keeping the city safe, clean, moving and connected
- **A vibrant economy** – promoting a world class economy with a local workforce to match
- **A modern council** – providing open civic leadership and effective public services

Delivery of this purpose will be evidenced through achieving the Priorities and Principles.

Corporate Plan Priorities		Corporate Plan Principles	
1	Economy, jobs and homes	6	Public Accountability
2	Children and young people	7	Citizen Focused
3	Health and wellbeing	8	Increasing Equality
4	Community safety & resilience	9	Active Citizenship
5	Environmental sustainability		

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No.	Directorate Objectives for April 2017 – March 2020
1	Getting Basic Services Right to manage, maintain and develop the city for residents, businesses and visitors
2	Drive Economic growth and regeneration that benefits everyone
3	Support Provision for vulnerable people as the city’s populations grows
4	Best use of Council resources to deliver better outcomes and value for money
5	To Effectively develop and engage with staff across the directorate to deliver change

No.	Service Objectives for April 2017 – March 2020
1	Connecting people to museums to change lives, supporting learning, well-being and creativity (Arts Council Goals- excellence, audiences and children & young people)
2	Developing and caring for cultural resources for present and future generations (Arts Council Excellence)
3	Building a co-operative, sustainable and resilient organisation that supports the wider sector (Arts Council Leadership & resilience)
4	To effectively develop and engage with staff across the service to deliver change

Key Service deliverables

Service Objective 1: Connecting people to museums to change lives, supporting learning, well-being and creativity (Arts Council Goals-excellence, audiences and children & young people)							
No	Directorate Action Number	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.1	1.13	Deliver the exhibition & events programme at Brighton Museum & Royal Pavilion	Apr 17	Mar 20	Helen Grundy	Artists Tate Gallery Arts Council BDBF	Constable and Brighton (Apr 17 – Oct 17) Gluck (Nov 17) Jane Austen by the Sea (Jun 17- Jan 18) KPI's: <ul style="list-style-type: none"> • Visitor numbers • Number of exhibitions
1.2	1.13	Deliver the Museum Lab programme	Apr 17	Mar 18	Katie Hobs	Arts Council BHAS	Deliver 'Drop in and Do' KPI's <ul style="list-style-type: none"> • No of tailored and/or public programmes/events
1.3	1.13	Research the Royal Pavilion Estate- archiving history	Apr 17	Mar 20	Sarah Posey	BDBF Keep, UoS UoB	Number of stories researched
1.4	1.13	Develop Archaeology Gallery for Brighton Museum	Apr 17	Apr 17	Richard Le Saux	BHAS	KPI's: <ul style="list-style-type: none"> • Visitor numbers • Satisfaction levels
1.5	1.13	Hold a Spotlight Gallery display once per year	Apr 17	Mar 20	Helen Grundy	LGBTQ advisory group	Deliver display curated by LGBTQ community 2017 KPI's: <ul style="list-style-type: none"> • 70% of all objects on display to be on display for the first time • 70% of visitors rate the displays as excellent or good

Service Objective 1: Connecting people to museums to change lives, supporting learning, well-being and creativity (Arts Council Goals-excellence, audiences and children & young people)							
No	Directorate Action Number	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.6	1.13	Deliver the Cross-arts & heritage events programme	Apr 17	Mar 20	Helen Grundy	BDBF	International women's day (Mar 18) KPI: <ul style="list-style-type: none"> Number of events
1.7	1.13	Carry out a range of digital initiatives	Apr 17	Mar 20	Kevin Bacon	Arts Council	Web-based tour for smartphones (Sep 17) Booth loans online facility for teachers May 17 Monitoring: <ul style="list-style-type: none"> Number of website sessions Number of online posts by staff, volunteers Social media followers (total no. of subscribers to actively used social media platforms: Facebook + Twitter + Google+ + YouTube) No. of digital projects with external partners
1.8	1.13	Provide archive, family history and local history research services at Keep	Apr 17	Mar 20	Sarah Posey	ESCC University of Sussex	Monitoring: <ul style="list-style-type: none"> Number of users
1.9	1.13	Carry out a range of community engagement projects	Apr 17	Mar 20	Susan Eskdale	NHS	Museum Mentors work with adults with social care needs (Apr 17 - Mar 20) Sensing cultures working with blind and partially sighted people LGBTQ co-production of display in spotlight gallery Monitoring:

Service Objective 1: Connecting people to museums to change lives, supporting learning, well-being and creativity (Arts Council Goals-excellence, audiences and children & young people)							
No	Directorate Action Number	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
							<ul style="list-style-type: none"> • Number of participants • Number of interpretation projects, displays and events co-produced with communities
1.10	1.13	Develop a programme of events for Hove, Booth & Preston Manor	Apr 17	Mar 20	Julia Basnett	University of Brighton	KPI's: <ul style="list-style-type: none"> • Visitor numbers • Satisfaction levels
1.11	1.13	Deliver the schools digital learning programme	Apr 17	Mar 20	Su Hepburn	Schools	Deliver Booth Museum web shop Monitoring: Number of projects
1.12	1.13	Deliver a schools programme	Apr 17	Mar 20	Su Hepburn	Our Future City Schools	Sessions supporting schools' curriculum New Preston Manor Role Play (Apr 17) RP Estate Project linked with new archaeology gallery (Apr 17 – Sep 17) Our future City project with 12 schools 2017 -2018 Monitoring: <ul style="list-style-type: none"> • Number of participants
1.13	1.13	Deliver early years programmes	Apr 17	Mar 20	Michael Olden	Children's centres Chomp	Babes in museums at BMAG (2017-18) Lewes Prison- engaging fathers with their children using collections (2017-18) Chomp holiday sessions (2017-18) Pre-school sessions at Booth Monitoring:

Service Objective 1: Connecting people to museums to change lives, supporting learning, well-being and creativity (Arts Council Goals-excellence, audiences and children & young people)							
No	Directorate Action Number	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
							<ul style="list-style-type: none"> • Number of participants • Number of sessions held on site • Number of sessions held off site
1.14	1.13	Maintain the Youth engagement programmes	Apr 17	Mar 20	Hazel Welch	Photo works Allsorts	Constable photography project-Remix the Museum (Apr - Sep 17) Gilbert & George (Apr 17 – Mar 18) Open access holiday workshops (Apr 17- Mar 18) Monitoring: <ul style="list-style-type: none"> • Number of participants
1.15	1.13	Maintain the volunteer programme	Apr 17	Mar 20	Helen Graham	Trust for developing communities Universities	Monitoring: <ul style="list-style-type: none"> • Number of volunteers • Number of new volunteers • Number of hours
1.16	4.10	Provide excellent customer and client services as per council's Customer Promise and working to achieve 'fully ready' state as described in the Customer Experience Transition Table	Apr 17	Mar 20	Janita Bagshawe		Customer satisfaction and ease of access (survey); increase in number of compliments and reduction in number of complaints received
1.17	4.9	Ensure service has an up to date Business Continuity Plan (BCP) in place	Apr 17	Mar 20	Janita Bagshawe	Council Civil Contingencies	Good quality BCP in place for all services, reviewed annually or sooner if there have been service changes
1.18	1.13	Monitor actions against access improvement logs for all sites	Apr 17	Mar 20	Helen Graham	Access Advisory Gr	Monitoring: User profile; Access Advisory Group feedback; Satisfaction levels for visitors with access needs
Service Objective 2: Developing and caring for cultural resources for present and future generations (Arts Council Excellence)							

No	Directorate Action Number	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.1	1.13	Restore the Saloon	Apr 17	May 18	David Beevers	Funders	Monitoring: <ul style="list-style-type: none"> Press coverage Visitor numbers
2.2	1.13	Manage the conservation of collections	Apr 17	Mar 20	Tim Thearle	Royal collection	Monitoring: Collections Care: Number of objects assessed and repacked
2.3	1.13	Maintain up to date documentation of collections	Apr 17	Mar 20	Katie Hobbs	Arts Council	Number of CMS records created Number of CMS records improved
2.4	1.13	Maintenance programmes for sites	Apr 17	Mar 20	Tim Thearle	Property & Design Historic England	Works to William IV Gate (Apr 18) Works to Preston Manor (Apr 18)
2.5	1.13	Royal Pavilion Estate Reunification	April 17	March 20	Janita bagshawe	City Regeneration BDBF HLF ACE Historic England	Funding secured and phase 2 improvements commenced

Service Objective 3: Building a co-operative, sustainable and resilient organisation that supports the wider sector (Arts Council Leadership & resilience)

No	Directorate Action Number	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
3.1	4.4	Establish a Cultural Trust	Apr 17	Apr 18	Janita Bagshawe (RPM)	BHCC Project Team & Shadow Cultural Trust project board	Move to Trust achieved Delivery of savings in council funding to Trust in 2021
3.2	1.13	Lead the Heritage Learning network	Apr 17	Apr 18	Helen Graham		Meetings held

Service Objective 3: Building a co-operative, sustainable and resilient organisation that supports the wider sector (Arts Council Leadership & resilience)							
No	Directorate Action Number	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
3.3	4.4	Market our services to achieve greater resilience by developing our audiences and building our profile	Apr 17	Apr 20	Abigail Thomas		4 what's on compiled and delivered per year deliver 2 marketing campaigns for temporary exhibitions KPI: <ul style="list-style-type: none"> • Visitor Figures • Press coverage
3.4	4.4	Invest in sustainable operating systems	Apr 17	Apr 18	Abigail Thomas	Arts Council	3 systems reviewed
3.5	4.4	Review Café Options for Brighton Museum	Apr 17	Apr 18	Sarah Posey		Option agreed
3.6	5.1	Implement RPM's Learning & Development Plan	Apr 17	Mar 20	Helen Graham		Monitoring: Number of staff benefitting from learning & development training
3.7	5.1	Deliver workforce development for front of house to support diversification of RPM & sector	Apr 17	Mar 20	Helen Graham		Monitoring: Number of staff benefitting from workforce development opportunities
3.8	5.5	Lead on diversity work for Major Partner Museums Arts Council	Apr 17	Mar 18	Janita Bagshawe	Norfolk Museums Arts Council	Provide information as required
3.9	4.4	Develop our services for commercial use including functions	Apr 17	Mar 20	Charlotte Desjarlais		(£000's) income generated
3.10	1.13	Deliver the Museum Development programme for South East	Apr 17	Mar 18	Janita Bagshawe	Hampshire Cultural Trust Chatham historic dockyard Oxfordshire County	Delivery as per programme agreed with Arts Council and reported directly to Arts Council

Service Objective 4: To effectively develop and engage with staff across the service to deliver change							
No	Directorate Action Number	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.1	5.2	Ensure effective staff communication and engagement in relation to move to Trust	Apr 17	Apr 18	Janita Bagshawe	HR, Unions	Delivery of monthly staff updates Delivery of staff opportunities to meet with Trustees Successful move to Trust
4.2	5.5	Development of recruitment policies for Trust which support diversification of the workforce and maintain current succession planning	Apr 17	Dec 18	Janita Bagshawe	HR Museum/Cultural Sector organisations recognised for best practice Trustees(Shadow Board till April 2018 and Board post transfer	HR monitoring: Diversity of workforce increased, Numbers of people recruited and percentage of those who are from ACE protected characteristics including BME, disabled and from at application Critical and hard to fill posts are adequately resourced and specialist knowledge is retained and recorded
4.3	5.1	Ensure the right people with the right skills in the right place to deliver the 2017/20 plans	Apr 17	Mar 20	Janita Bagshawe	HR Trustees(Shadow Board till April 2018 and Board post transfer	improvement in positive responses to BHCC 2017 staff survey questions relating to workforce planning
4.4	5.3	Development & delivery of staff survey for Cultural Trust to be implemented before and after move to Trust	Jan 18	Mar 20	Janita Bagshawe	HR Trustees (Shadow Board till April 2018	% improvement of staff satisfaction with role and organisation following move to Trust

Service Objective 4: To effectively develop and engage with staff across the service to deliver change							
No	Directorate Action Number	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
						and Board post transfer)	
4.5	5.4	Ensure consistent and fair compliance with absence management policies within Service	Apr 17	Mar 20	Janita bagshawe	HR Trustees	reduce sickness absence to meet council target of 9.75 days

Risk Register 2017 – 20

Key: 1 = low, 4 = high

Risk number	Reference link (ie Service Objective number or Strategic Risk)	Risk description	Potential consequence(s)	Initial Likelihood (L) Risk Score	Initial Impact (I) Risk Score	Mitigating controls and actions (Responsible Officers in brackets)	Controlled Likelihood (L) Risk Score	Controlled Impact (I) Risk Score	Controlled Risk Score (L x I)	Further 'solutions', ie actions/ controls (Responsible Officers in brackets) (these represent 'work that need done' to be to be included as Key Actions in Business Plan)	Target Date	Lead Officer
Assign a unique number	Detail the particular service objective number or Strategic Risk, if relevant	Summarise what it is that you think could prevent achievement of your objective	Summarise what could happen and detail the impact on outcomes	Use the Risk Matrix	Use the Risk Matrix	List existing processes/ mitigations/ controls that are in place to manage the risk (Assign a Responsible Officer for each action)	Use the Risk Matrix	Use the Risk Matrix	Multiply L x I and check Risk Matrix	List further actions that you have planned or realise that you need to take AND add these as Key Actions in your Business Plan (Assign a Responsible Officer for each action)	Completion date for this action	Insert name
R1	Connecting people to museums to change lives, supporting learning, well-being and creativity	RPM activities and programmes don't chime with public interest / need	Reduction in visitors & users, impact on income, loss of reputation	2	3	As currently, conduct audience research and consultation, evaluation, and focus groups. Work together with partners and users to shape & develop content for, and delivery of, activities and programmes	1	2	2			Janita Bagshawe Sarah Posey

Risk number	Reference link (ie Service Objective number or Strategic Risk)	Risk description	Potential consequence(s)	Initial Likelihood (L) Risk Score	Initial Impact (I) Risk Score	Mitigating controls and actions (Responsible Officers in brackets)	Controlled Likelihood (L) Risk Score	Controlled Impact (I) Risk Score	Controlled Risk Score (L x I)	Further 'solutions', ie actions/ controls (Responsible Officers in brackets) (these represent 'work that need done' to be to be included as Key Actions in Business Plan)	Target Date	Lead Officer
R2	Developing and Caring for cultural resources for present and future generations	Care of collections and buildings will be affected by reductions in current finance levels, eg; Council budget reduces; increased budget targets; fewer admissions	* Impact on future Accreditation standards *Unable to carry out improvements and day-to-day repairs to buildings	3	4	1. Stand budget agreed for transition to Trust plus buildings maintenance budget 2. Monthly budget monitoring savings and pressures	3	3	9 AMBER	1. Await outcome of Accreditation and Saloon bid and review programme of work	ongoing	Janita Bagshawe Sarah Posey
R3	Building a co-operative, sustainable and resilient organisation that supports the wider sector (Arts Council Leadership & resilience)	Impact of national economic position may result in: - reduced visits, - reduction in corporate companies' funds for events - greater competition for external funding - reduction in Arts Council England's budgets from DCMS - less philanthropic giving	* Failure to achieve all types of income target (including admissions) * Reduced ability to make up shortfalls in public funding * Increased need to lever external funding * Impact on all services offered * Affects ability to carry out infrastructural improvements to meet sector and Council standards	4	3	1. Monthly budget monitoring savings and pressures 2. New marketing strategies targeted at markets less impacted by current climate	3	3	9 AMBER	1. Key actions are listed in business plan (All) 2. Fallback position is to re-prioritise service delivery and reduce current services	ongoing	Janita Bagshawe with support from Abigail Thomas
R4	Building a co-operative, sustainable and resilient organisation that supports the wider sector	Reduction in professional/expert staff due to budget reductions and recruitment freezes	* Grant funded programmes may not be delivered – risking reputation * May affect success of further applications for funding * Reduction in provision of services	3	5	1. As far as possible build in staffing costs when applying for external funds; to assure delivery	3	3	9 AMBER	1. Build on existing partnerships, eg work with Dome		Janita Bagshawe Sarah Posey

Risk number	Reference link (ie Service Objective number or Strategic Risk)	Risk description	Potential consequence(s)	Initial Likelihood (L) Risk Score	Initial Impact (I) Risk Score	Mitigating controls and actions (Responsible Officers in brackets)	Controlled Likelihood (L) Risk Score	Controlled Impact (I) Risk Score	Controlled Risk Score (L x I)	Further 'solutions', ie actions/ controls (Responsible Officers in brackets) (these represent 'work that need done' to be to be included as Key Actions in Business Plan)	Target Date	Lead Officer
R5	Building a co-operative, sustainable and resilient organisation that supports the wider sector	Inability to recruit speedily to fill vacancies due to the protocols required due to budget circumstances	Reduction in provision of services, with risk to reputation and potential support	3	5	Early anticipation of potential vacancies, using existing staff flexibly	3	3	9 AMBER			Janita Bagshawe
R6	Building a co-operative, sustainable and resilient organisation that supports the wider sector	Reduction in match funding from core revenue budgets from Council to enable grant applications to be made. MPM Funding is secured for 2017-18. NPO application 18-22 pending	Grants for service provision may not be successful	3	4	1. Financial advice taken when making applications 2. Scenario planning for alternative funding in place	3	4	12 AMBER	1. On going budget monitoring and priority review		Janita Bagshawe
R7	To effectively develop and engage with staff across the service to deliver change	Staff disquiet as a result of Change management programme	* Reduction in staff morale * Impact on delivery * Reduced customer care * Impact on income	3	3	1. Updates provided through RPM management team 2. Business continuity arrangements reviewed April 17 3. BHCC change management framework 4. DCG meetings	3	3	9 AMBER	1. On going communications with staff		Janita Bagshawe after advice from ELT/Shadow Board

Royal Pavilion & Museums Interim Forward Plan 2017-20

Risk number	Reference link (ie Service Objective number or Strategic Risk)	Risk description	Potential consequence(s)	Initial Likelihood (L) Risk Score	Initial Impact (I) Risk Score	Mitigating controls and actions (Responsible Officers in brackets)	Controlled Likelihood (L) Risk Score	Controlled Impact (I) Risk Score	Controlled Risk Score (L x I)	Further 'solutions', ie actions/ controls (Responsible Officers in brackets) (these represent 'work that need done' to be to be included as Key Actions in Business Plan)	Target Date	Lead Officer
R8	Royal Pavilion & Museums Trust project	Final sign off on move to Trust withheld in January 2018 or delays to process	Uncertain future governance arrangements leading to uncertainty regarding funding, staff leaving etc	3	4	1.3 parties represented on shadow board 2.BHCC committed funding to support transition process 3.High calibre trustees with appropriate experience for the Shadow board 4.BHCC project management process	12	3	12 AMBER	1. Establishment of staff reference group 2. Establishment of stake holder group	April 2018	Janita Bagshawe for RPM
R9	Master plan for Royal Pavilion estate	Phase 2 application to HLF unsuccessful	Improvements to RP Estate not achieved or take longer incremental up-grading and restoration takes longer with increased costs	4	4	1. HLF pre-application advice review what is included in the next phase of RP Estate bid to ensure that is at level where match funding can be achieved 2. Seek advice from Historic England Planning and Conservation	3	4	12 AMBER	1. Put in place experienced support for preparing and submitting application	Nov 2017 bid submission	Janita Bagshawe/ Richard Davies



Royal Pavilion & Museums, Brighton & Hove

Access Policy Statement 2017 – 2020

Introduction

Royal Pavilion & Museums (RPM) is committed to, and believes, that all people and sectors of the community have a fundamental right to engage with, use and enjoy the collections and services it provides. We recognise that there are many barriers to access but are committed to making all aspects of our activities as fully accessible and inclusive as our resources allow, including access to buildings, collections, events, exhibitions, learning and engagement - and to our staff and volunteers as well as visitors.

RPM is committed to increasing public access to collections and information associated with those collections, to increase knowledge and understanding of the items the Service holds and the cultural heritage of Brighton & Hove.

Vision, Mission and Objectives

RPM's vision is to build a resilient organisation, outstanding for its vibrancy and relevance, renowned for its digital innovation, and inspiring a powerful sense of shared ownership. Our work will be driven by creative collaborations with our local communities and partner organisations to reach new and more diverse audiences.

In achieving this, our museums will have meaningful and dynamic roles relevant to, and supporting the needs of, diverse audiences including local citizens, national and international visitors, and online users.

RPMs mission is to use its unique buildings, collections and knowledge to connect people to the past and help them understand the present in order to positively influence their future.

We aim to inspire, illuminate and challenge our visitors and virtual users. We do this by caring for and interpreting our outstanding collections and historic sites to support discovery, enjoyment and learning.

RPM aspires to help people to contribute to a socially just and environmentally sustainable future while making Brighton & Hove a fantastic place to live, work and visit.

The Objectives for our 2017-20 Service Plan are:

- Connecting people to museums to change lives; supporting learning, well-being and creativity through programmes; and transformation of spaces into environments for 21st Century learning.
- Developing and caring for cultural resources for present and future generations.
- Building a co-operative, sustainable and resilient organisation that supports the wider sector.
- Developing and engaging with staff across the Service to deliver change.

Policy context

RPM will adhere to all national and international statutes of law, including specifically in relation to access, but not exclusively the Equality Act 2010, Freedom of Information Act 2000 and the Data Protection Act 1998.

As a Local Authority Museum Service, RPM's Access Policy Statement is consistent with Brighton & Hove City Council's Equality and Diversity Policy Statement and Strategy (2017), and it's Corporate Plan 2015-19. The Council's current objective under the Equality Act 2010 is to achieve excellence in its equality practice by 2020, as measured by the Equality Framework for Local Government. This objective covers all aspects of its work, all its services and everyone protected by the law.

Brighton & Hove City Council is also committed to meeting its Public Sector Equality Duty under the Equality Act 2010, which requires the Council to show how it has paid conscious attention to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out all of its activities. Furthermore, in 2015 an independent Fairness Commission was set up to explore how to make Brighton & Hove a fairer and more equal place to live and work. The findings of the Commission influence how the Council's budgets are spent 2015-19 to tackle inequality and increase opportunities.

We will follow national standards, ethical codes and best practice guidelines concerning equalities and inclusion.

Types of access

We define access as something that is made possible when physical, cultural, social, sensory, intellectual, financial, emotional and attitudinal barriers are removed or reduced.

To eliminate and reduce barriers and ensure equality of access we will consider the following aspects of accessibility to our services and collections:

- Physical: enabling people with physical disabilities, the elderly and those caring for young people to reach and appreciate every part of the Service, its buildings and its collections.
- Sensory: to build into all aspects of the Service's activities a wide range of different sensory experiences. This encompasses interpretation accessible to those with limited sight or hearing.
- Intellectual: we acknowledge that people have different learning styles and we will provide interpretation taking into account people's varied needs and preferred learning styles by adopting clear interpretive guidance.
- Cultural: we acknowledge and recognise cultural differences, including language, and seek to represent varied cultural experiences and issues through our programmes, exhibitions and events, offering them in various languages where possible and appropriate.
- Emotional / Attitudinal: to ensure that all visitors feel welcomed and valued.
- Financial: we will aim to recognise and minimise financial barriers to the use of sites and the collections, and associated activities products and commercial facilities, wherever possible

How RPM will deliver the policy

Brighton & Hove City Council's Equality and Diversity Policy Statement and Strategy sets out five areas of focus:

- Open and equitable services
- Inclusive employer
- Services that understand our diverse population
- Strong and fair leadership
- Effective partnership working to reduce inequality

RPM will actively contribute to the promotion of equality and inclusion in all five areas in a number of ways including but not limited to:

- Carrying out Equality Impact Assessments of our services, sites and projects.
- Further developing our community engagement and outreach activity; building on our commitment to establish a diverse volunteer base and to making volunteering opportunities as accessible and responsive as possible to the different needs of our volunteers; and extending targeted volunteering pathways for harder to reach groups.
- Ensuring varied and sustainable access to collections and that any competing demands of access and long term care of collection items will be managed in accordance with the outcomes of a collections care risk assessment.
- Providing welcoming staff and treating all visitors with equal respect, and addressing the comfort, ease and safety of all visitors.

- Promoting our sites, activities and collections – and providing information and signage - using accessible means of communication.
- Adopting best practice guidance for interpretation including exhibition texts and interactives.
- Consideration of varied audience needs and learning styles in programme planning including events, and informal and formal learning on- and off-site.
- Consideration of access issues, barriers and priorities at each of RPM’s five sites through their individual Site Development Plans with appropriate action plans; and providing an Access Statement for each of our sites.
- Continuing regular consultation with our audiences and non-users to ensure the broadest possible access to our facilities, services and collections. We will ensure that contractor, consultants and outside agencies working for, or with LMG adopt and observe our access policies.

This Access Policy Statement links to the following RPM documents:

- Collections Development Policy (2013)
- Community Engagement Strategy (2013)
- Manifesto (2016)
- Audience Development Strategy (2017)
- Equalities Action Plan (2017)
- Interim Forward Plan (2017)
- Staff Learning & Development Plan (2017)
- Volunteer Policy (2017)

RPM’s Leadership Team will be responsible for the implementation of this Policy Statement. It will be reviewed every three years.

Appendix 3

Description, provenance and proposed transfer:

Object description:	Accession number:	Proposed transfer to:
Horse trave (i.e. large wooden frame for shoeing carthorses), England 19thC	R5742/103	The Sussex Archaeological Society: Sussex Past (Lewes and various properties)
Two metal cartwheel rim formers, England 19thC	HATMP004419	Ditto
Mummy, Ancient Egypt	R3909	The British Museum, London

Horse trave and rim formers

The horse trave, and probably the two rim formers, appear to be objects that originate from the old Dawkins blacksmith forge in Brighton. They were acquired by Royal Pavilion & Museums in 1967. Loaned for many years to Stanmer Rural Museum, they were returned to RPM in 2014 since that Museum could no longer display collections on its Stanmer site.

Ancient Egyptian Mummy (also named the ‘Richmond Mummy’ or ‘Goodwood Mummy’)

The Mummy and display case were donated to RPM by the 8th Duke of Richmond in 1935. The Mummy had previously been on display at Goodwood House since the early 1800’s. Its provenance is not entirely clear. Initially it was thought to have been one of the first Mummies to be exported out of Egypt in the mid-18thC – collected by Richard Pococke and sent to the 2nd Duke of Richmond around 1743. However, it is documented that Pococke measured all the bones for the latter Mummy and, since RPM’s Mummy is still largely wrapped, it is unlikely to be the same one (as confirmed by Dr Rachel Finnegan of the Waterford Institute of Technology). It therefore seems that the Mummy is probably a later acquisition by the 3rd Duke, sometime in the early 1800’s. In Goodwood’s records it seems that the Mummy may have been transported in a stone sarcophagus which has since been lost (prior to its acquisition by the Museum). The mummy itself appears to contain the body of a young woman (possibly a priestess) and is covered with pieces of highly-decorated cartonnage, some of which do not relate to the original mummy.

Transfer Checklist:

This records the process of assessment concerning the proposed transfer of material from the Royal Pavilion & Museums collections, following best-practice and protocols in the museums sector.

Ensure a Collections Development Policy is in place, outlining scope and ability to transfer

A Collections Development Policy is in place and has been approved by the Committee (2013). Any transfer follows the policies and procedures laid out in sections 4 and 13 of this document.

Clarify the desired outcome of the transfer process and draw up an assessment framework

The transfer will:

- a) Ensure that the items will remain actively used (including research, interpretation and access).
- b) All four items are demanding in terms of collections care, especially due to their size and conservation requirements. The horse trave and rim formers are very large and heavy and can only be moved by a lorry with a crane. Transfer means that valuable space and staff resource can be directed towards other collections RPM can more actively use.
- c) Michelham Priory (one of the properties managed by Sussex Archaeological Society) has a working forge and blacksmith and offers the ideal place for the horse trave and rim formers to be displayed. The mummy is a particularly complex object with the cartonnage composed of elements put together from several other mummies, possibly for trade. RPM lacks specialist Egyptologists on the curatorial team. At the British Museum the piece will be actively researched by experienced specialists using the latest technologies, and with a collection to reference it against. Given the condition of the mummy's human remains (the bandages are partially unwrapped) it is a piece that can only be displayed with great sensitivity and in a context where its curious composition and condition can be properly interpreted and explained. It also requires the specialist conservation and storage which the British Museum can offer.
- d) RPM currently has no scope to display the four items and does not foresee this changing.
- e) For all the pieces, the proposed transfers ensure they will remain and be used in the public domain.

These outcomes will be assessed following the transfer process.

A Collections Impact Assessment has been prepared for the horse trave and rim formers and has informed the proposal for transfer and the above outcomes. A

Collections Review of RPM's Ancient Egyptian collections in 2013 (using the assessment framework set out in, *What's in Store: Collections Reviews in the North West*, (Renaissance North West, 2008)) identified the need to address the long-term future of the Mummy.

Is the museum legally able to transfer the items?

Yes. To our best knowledge and documentary research this is the case.

Have ethical considerations been met?

- a) The transfer is not primarily financially motivated.
- b) The transfer is not being made on an ad hoc basis.
- c) Expert advice on the mummy has been sought from Dr Margaret Serpico (independent Egyptologist and expert contributor to the Collections Review), and Dr John Taylor from the Department of Ancient Egypt & Sudan, British Museum, and in-house curatorial and conservation specialists. The proposals have also been discussed and agreed at RPM's internal Collections Development Panel.
- d) We foresee no adverse impact on museums, on the contrary the transfers represent a positive story of responsible collections management and use for the benefit of society.
- e) In this respect it is in the long term public interest.
- f) The transfer methods proposed ensure that the items will remain in the public domain.

Select method of transfer most likely to achieve desired outcome and secure formal approval from governing body

Based on existing partnerships relating to research and collections linked to this material, RPM has discussed the transfer of the horse trave and rim formers with Sussex Archaeological Society, and the mummy with the British Museum. RPM is extremely fortunate to have host organisations keen to accept this material and they have agreed to this pending the Committee's approval. The horse trave and mummy in particular are significant items and these accredited organisations have the expert care and research resources needed to make best use of these pieces for the benefit of the public now and in the future.

Formulate a communications strategy

A strategy has been formulated on the basis that the report to Committee will be in the public domain. It emphasises the benefits of the transfers to the wider museum community and the public, as outlined in the above sections. It also makes clear that the transfers have been made according to best practise in the sector and adhering to the Museum Association's Code of Ethics.

The transfer process will be documented and archived on RPM's Mimsy collections management system and in the Object History Files relating to these items, in accordance with SPECTRUM 5.0 which is the UK standard for collections management.

