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Summary

	Culture & Enterprise £'000	CYPT £'000	Environment £'000	Finance & Resources £'000	Strategy & Governance £'000	ASC&H - Housing & LD £'000	ASC&H - ASC & Section 75 £'000	General Fund Total
2009/10 base budget	11,091	45,216	36,487	18,348	11,727	27,145	48,685	198,699
Inflation	112	686	439	172	127	391	767	2,694
Service Pressures	457	4,564	1,202	920	70	2,551	1,934	11,698
Reinvestment	236		150	184				570
Efficiency Savings	-495	-522	-936	-1,046	-227	-2,017	-2,671	-7,914
Other Savings	-227	-1,815	-922	-355	-83	-375	0	-3,777
2010/11 Budget Strategy	11,174	48,129	36,420	18,223	11,614	27,695	48,715	201,970
Cash Limit	11,174	46,189	36,420	18,223	11,614	27,695	48,715	200,030
Savings to be identified	0	1,940	0	0	0	0	0	1,940

Staff posts affected	34.0	14.0	20.0	25.0	16.0	0.0	51.0	160.0
Estimated posts deleted FTE	17.5	9.7	6.0	20.0	10.0	0.0	38.5	101.7
Estimated Redundancies FTE	13.4	0.0	3.0	13.0	2.0	0.0	22.0	53.4

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CULTURE & ENTERPRISE DIRECTORATE 2010/11 BUDGET PROPOSALS

Strategic Context and Direction of Travel

The Directorate combines and represents much of what is best known and positively viewed about the city. The services delivered and supported consistently come out high in satisfaction surveys, as seen again in the most recent Place survey results.

The Directorate faces significant continuing financial pressures arising from the recession including fluctuating visitor numbers, price sensitivity, ambitious income targets and reduced likelihood of attracting external funding and sponsorship. In addition there is a need to invest in our buildings and meet the maintenance requirements of the Brighton Centre in order for the building to function effectively for the remainder of its life.

The Directorate like the rest of the Council is rethinking what is provided and affordable while still investing in service improvement and making all possible efficiencies.

Strategic response to this context

The overall cash limit increase for the Directorate in 2010/11 is £83,000, as inflationary rises are expected to cost £112,000 there is an inbuilt funding pressure of £29,000. Unavoidable funding pressures total £457,000, mean savings of £722,000 are required to balance the budget and achieve £236,000 re-investment in the services.

The Directorate response includes:

- Reducing costs in most services, using systems thinking across the Directorate over 3 years.
- Giving even better value from our services by improving performance and efficiency through a customer focus, technology, and better business processes.
- Maintaining income levels where possible by broadening the range of activities, offering online payment services, and securing sponsorship.
- Improving value for money more widely through collaboration, business partnership, and alternative models of service delivery. For example community libraries as community hubs.

Financial and Service pressures

The main financial and service pressures on the Directorate are shown in the following tables.

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Table 1 – unavoidable service pressures which are dealt with as part of the budget strategy	2010/11 £'000
Royal Pavilion, Museums and Venues income shortfall	360
New rateable values for the Royal Pavilion and Museums	40
New rateable values for Venues	45
New rateable values for Libraries	12
TOTAL	457

Table 2 - Service Pressures as a result of grant funding coming to an end (dealt with in Council's overall budget strategy)	2010/11 £'000
Loss of DWP grant for Castleham Supported Employment service	180
TOTAL	180

The Directorate has financial pressures as a result of DWP grant funding for the Castleham Supported Employment service coming to an end part way through next year. One-off funding has been identified within the Council's overall budget proposals to keep the service open during 2010/11 while careful consideration is given to the options for the future of the service and employment of its staff.

Proposals for Main Service Areas

Tourism & Venues

The approach to the 2010/11 budget is to review Tourism and Venues back office support functions to save £68,000. As both Tourism and Venues generate a significant proportion of the gross expenditure from revenue, the proposals for 2010/11 are intended to create the required savings without jeopardising current and future revenue streams. A proposal regarding the use of the Brighton Centre re-development reserve is included elsewhere on this Cabinet agenda and this will help alleviate maintenance pressures and provide for service improvement which can in turn generate improved revenue and better economic impact.

Royal Pavilion & Museums

The approach to the 2010/11 budget setting process is to minimise impact on the service's ability to deliver council priorities, contribute to the Local Area Agreement commitments (schools and visitor figures), maintain satisfaction levels, deliver the 2009-11 Renaissance programme and achieve income targets at the Royal Pavilion. It is proposed to:

- Delete vacant posts in conservation and design, guiding, marketing, interpretation and curatorial teams where the service has already been reshaped to absorb impact - estimated £133,500.

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- Reduce senior management and administration roles and costs - estimated £126,500.
- Recover costs of £20,000 for the Security and Fire Manager by 'selling' on expertise.
- Matching services more closely to demand. It is proposed to introduce timed tours at Preston Manor which will reduce staffing levels required when the building is open to the public. It is also proposed to reduce opening hours at the Booth Museum by approximately 35% which will reduce the level of staffing levels required while still enabling services to schools, other pre-booked groups and special events to continue during closed times. Estimated saving of £50,000.
- Reduction in supplies services and premises costs £30,000.

Libraries & Information Services

The approach to the 2010/11 budget is to:

- Move the Brighton History Centre main services to Jubilee Library in anticipation of development of 'The Keep' in two years time, deleting 4 staffing posts one of which is vacant, to generate a maximum saving of £62,000. The Centre is managed jointly with museums and the staff are line managed through the Royal Pavilion & Museums division.
- Reduce supplies and services costs generating savings of £40,000.

Culture & Economy

The approach to the 2010/11 budget is to make a small reduction in the contribution to the Brussels office of £2,000 to take it to £4,000 per annum; maintaining our membership at a minimal level in order to ensure we retain the ability to influence the development of funding regimes and decisions and continue to receive specialised information services. Additionally, to use external funding to support the Business Forum generating savings of £40,000. This will provide continuing support to this essential element of business infrastructure for the city's Business Forum and the Chamber of Commerce. Finally, to take advantage of low RPI inflation on the Dome contract generating savings of £25,000.

Major Projects & Regeneration

The approach to the 2010/11 budget will deliver £70,000 savings by:

- Streamline the management structure resulting in the deletion of a senior management post to create one core team of professional Project Managers with appropriate support.
- Continue to build consensus and revisit the prioritisation of projects.
- Strengthen the Team's consistent approach to the design and delivery of projects by sharing project experience, knowledge and learning across the team.
- To ensure that where projects are being developed in the same geographical area or within close proximity to each other, such as Moulsecoomb/Falmer or the seafront, procedures are put into place to establish project collaboration in order to make the best use of development opportunities.

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Director's Office

The approach to the 2010/11 budget is to share support functions across the directorate generating savings of £25,000 and to reduce Supplies and Services costs by cash limiting the budget saving £30,000.

Reinvestment

In the budget proposals the Directorate proposes to provide reinvestment of up to £236,000 to fund:-

- Royal Pavilion & Museums service pressures of £190,000 to support the service review and ensure income targets are achieved.
- Investment in modernisation of Libraries Services of £46,000. This will be through either e-books, online and self service technologies and improvements to stock in line with public demands thereby delivering better value for money; or alternatively to offset the Libraries service pressure around the Jubilee Library PFI contract for possible energy cost increases.

Staffing Implications for the Directorate:

In 2010/11 latest estimates indicate some 20 staff posts will be affected.

Key Risks:

The recession may impact on areas such as visitor numbers, income and external funding. The position will be volatile and difficult to predict and will be closely monitored with alternative strategies and in-year recovery measures developed if necessary.

Culture & Enterprise							
	Adjusted Base Budget 2009/10	Inflation	Service Pressures & Reinvestm ent	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11	
Main Service Area	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Tourism & Venues	1,637	5	45	-68	0	-18	
Royal Pavilion & Museums	2,198	7	590	-340	-20	237	
Libraries & Information Services	4,066	55	58	-62	-40	11	
Culture & Economy	2,508	36	0	0	-67	-31	
Major Projects & Regeneration	472	6	0	0	-70	-64	
Directors Office	210	3	0	-25	-30	-52	
TOTAL	11,091	112	693	-495	-227	83	

