





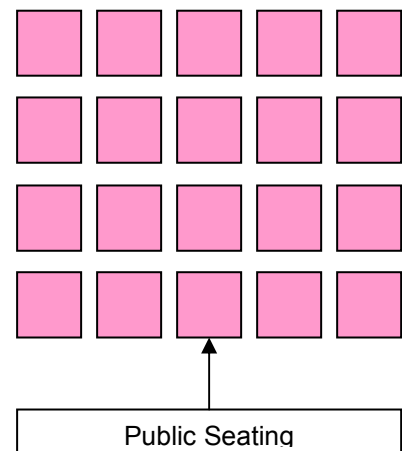
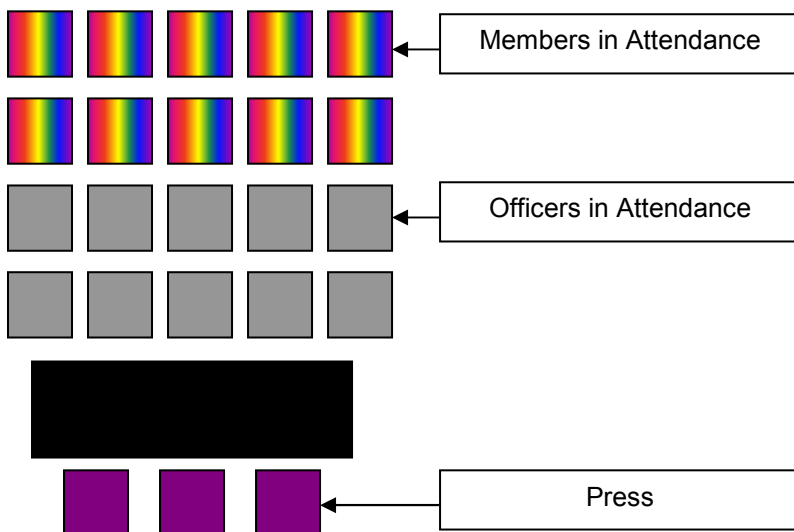
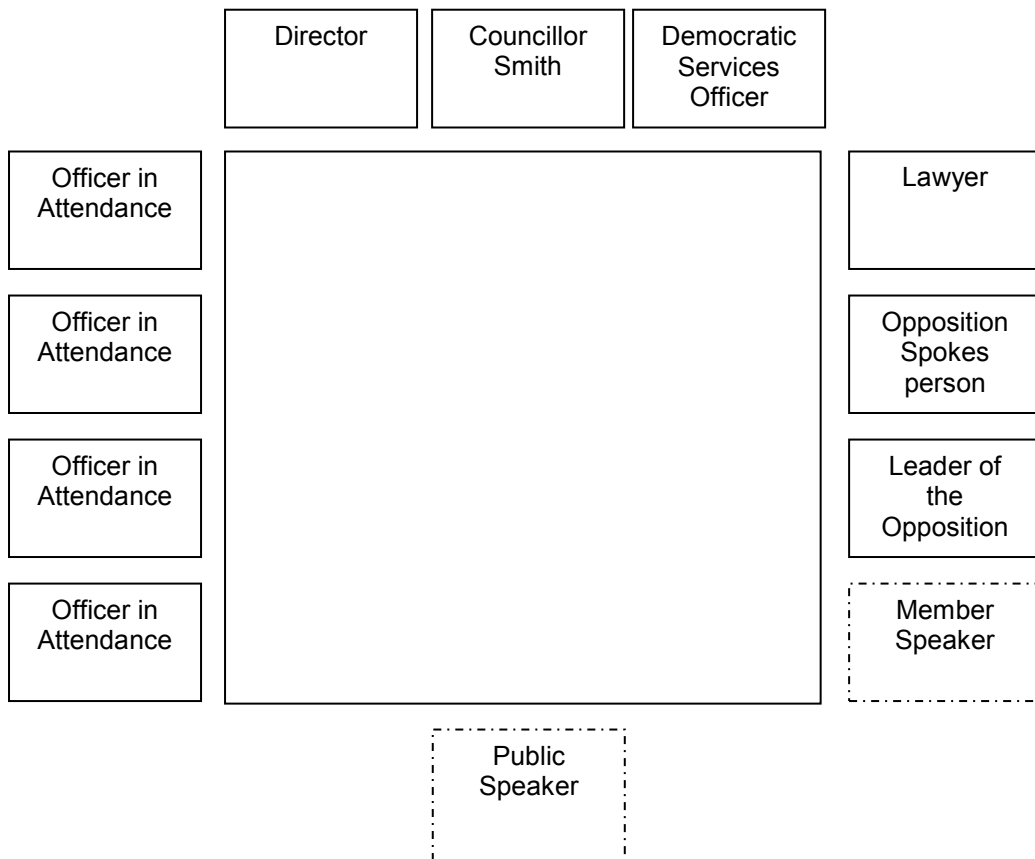
Brighton & Hove
City Council

Cabinet Member Meeting

Title:	Culture, Recreation & Tourism Cabinet Member Meeting
Date:	16 September 2008
Time:	4.00pm
Venue	Committee Room 3, Hove Town Hall
Members:	Councillor: Smith (Cabinet Member)
Contact:	Caroline De Marco Democratic Services Officer 01273 291063 caroline.demarco@brighton-hove.gov.uk

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Democratic Services: Meeting Layout



AGENDA

16. PROCEDURAL BUSINESS

- (a) Declarations of Interest by all Members present of any personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
- (b) Exclusion of Press and Public - To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

NOTE: Any item appearing in Part 2 of the Agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.

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

17. MINUTES OF THE PREVIOUS MEETING

1 - 6

Minutes if the Meeting held on 10 June 2008 (copy attached).

18. CABINET MEMBER'S COMMUNICATIONS

19. ITEMS RESERVED FOR DISCUSSION

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

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

20. PUBLIC QUESTIONS

(The closing date for receipt of public questions is 12 noon on Tuesday 9 September 2008)

No public questions received by date of publication.

CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

21. WRITTEN QUESTIONS FROM COUNCILLORS

No written questions have been received.

22. PETITIONS

No petitions received by date of publication.

23. DEPUTATIONS

(The closing date for receipt of deputations is 12 noon on Tuesday 9 September 2008)

No deputations received by date of publication.

24. LETTERS FROM COUNCILLORS

7 - 8

BMX Training Facilities. Letter from Councillor Melanie Davis (copy attached).

25. NOTICES OF MOTIONS REFERRED FROM COUNCIL

No Notices of Motion have been referred.

26. MATTERS REFERRED FOR RECONSIDERATION

No matters have been referred.

27. REPORTS FROM OVERVIEW & SCRUTINY COMMITTEES

9 - 12

No reports have been received to date but there will be feedback from the special meeting of the Culture, Tourism and Enterprise Scrutiny Committee held on 10 September 2008, relating to Foredown Tower.

28. FOREDOWN TOWER

13 - 56

Report of the Director of Cultural Services (copy attached).

Contact Officer: Janita Bagshawe Tel: 29-2840
Ward Affected: Hangleton & Knoll; North Portslade;

29. REQUEST FOR RETURN OF HUMAN REMAINS TO AUSTRALIA

57 - 74

Report of the Director of Cultural Services (copy attached).

Contact Officer: Janita Bagshawe Tel: 29-2840
Ward Affected: All Wards

30. PROPOSAL FOR CITY TO HOST UK CORPORATE GAMES

75 - 78

Report of the Director of Cultural Services (copy attached).

CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

Contact Officer: Liz Brand
Ward Affected: All Wards

Tel: 01273291614

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.

The closing date for receipt of public questions and deputations for the next meeting is 12 noon on the fifth working day before the meeting.

Agendas and minutes are published on the council's website www.brighton-hove.gov.uk. Agendas are available to view five working days prior to the meeting date.

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 Caroline De Marco, (01273 291063, email caroline.demarco@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication - Monday, 8 September 2008

CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

Agenda Item 17

Brighton & Hove City Council

BRIGHTON & HOVE CITY COUNCIL

CULTURE, RECREATION AND TOURISM CABINET MEMBER MEETING

4.00PM, 10 JUNE 2008

ROOM 3, HOVE TOWN HALL

MINUTES

Present: Councillor Smith, Cabinet Member for Culture, Recreation & Tourism

Other Members: Councillor Mitchell, (Leader of the Opposition).

Also in attendance:

Cabinet Members: Councillor Mears, Leader, Councillor Kemble, Cabinet Member for Enterprise, Employment & Major Projects

PART ONE

1 PROCEDURAL BUSINESS

1a Declarations of Interests

1.1 There were none.

1b Exclusion of Press and Public

1.2 The Committee considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of the business to be transacted and the nature of the proceedings and the likelihood as to whether, if members of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in Schedule 12A, Part 5A, Section 100A(4) or 100 1 of the Local Government Act 1972 (as amended).

1.3 **RESOLVED** - That the press and public be not excluded from the meeting.

2 TERMS OF REFERENCE

2.1 The Cabinet Member considered a report of the Director of Strategy & Governance concerning the Terms of Reference of the Culture, Recreation & Tourism Cabinet Member Meeting (for copy see minute book).

2.2 **RESOLVED** – That the Terms of Reference be noted.

3 MINUTES

- 3.1 **RESOLVED** – That the minutes of the meeting of the Culture, Recreation & Tourism Committee held on 2 April 2008 be agreed.

4 CABINET MEMBER'S COMMUNICATIONS

- 4.1 The Cabinet Member welcomed everyone to the inaugural Culture, Recreation & Tourism Cabinet Member Meeting.

Visitbrighton.com

- 4.2 The Cabinet Member informed the meeting that VisitBrighton's website continued to grow and was one of the best performing destination websites in the country, whilst continuing to draw visitors from overseas.
- 4.3 The website's success was in large part down to the search engine optimization work carried out by the VisitBrighton team. This year the team won the Searchability Award at the Brighton Web Awards, in recognition of how well the web site was optimized to appear on the search engines, and also in recognition of social media work, such as the VisitBrighton blog.
- 4.4 All of this was excellent news for the hundreds of local businesses that partner with VisitBrighton, bringing them extra visitors.
- 4.5 The Leader of the Opposition asked if there had been any research to show who had visited Brighton & Hove as a result of using the website. The Acting Director of Cultural Services agreed to provide a written response which would be prepared by the Head of Tourism.

Brighton Jubilee Library

- 4.6 The Cabinet Member informed the meeting of the success of the extended Jubilee Library opening hours, which were estimated to achieve an additional 73,000 visitors on Sundays this year. The Dads & Kids event planned for Saturday 14 June was noted as an example of activities developed to attract families to the library at the weekend.

5 ITEMS RESERVED FOR DISCUSSION

- 5.1 **RESOLVED** – All items were reserved for discussion.

6 PUBLIC QUESTIONS

- 6.1 The Cabinet Member reported that one written question had been received from Mr Hawtree.
- 6.2 Mr Hawtree asked the following question:

"Could Councillor Smith please tell us whether this authority welcomes the continuation and expansion of the National Agreement with OUP which provides

online reference works available to readers with a library membership card?"

6.3 The Cabinet Member replied:

"We very much welcome the continuation and expansion of the national agreement with 22 publishers of online resources, including the Oxford University Press, as part of a Framework Agreement brokered by the Museums, Libraries and Archives Council.

Through this agreement, we can offer library members free access to high quality information usually only available through subscription services.

Using their Library membership card, people can access these free resources in any of our libraries, or from the comfort of their own homes through the library website.

It forms part of our ongoing commitment to increase access to a wide range of electronic resources, which currently number over 300 different online reference book titles or subscription websites."

6.4 Mr Hawtree noted the response and asked the following supplementary question:

"In continuing these arrangements will the local authority be obtaining reference items such as the encyclopaedia of popular music and the encyclopaedia of Islam? If publicised, this would encourage people to take out library membership."

6.5 The Head of Libraries & Information Services informed Mr Hawtree that she was looking at ways to expand the list of titles when the council's subscription was due for renewal. She would keep Mr Hawtree's suggestions in mind.

7 WRITTEN QUESTIONS FROM COUNCILLORS

7.1 There were none.

8 PETITIONS

8.1 There were none

9 DEPUTATIONS

9.1 There were none.

10 FUTURE OF FOREDOWN TOWER – LETTER FROM COUNCILLOR DAVIS

10.1 The Leader of the Opposition presented a letter from Councillor Davis concerning proposals to find ways to secure the Foredown Tower's future (for copy see minute book).

10.2 The Cabinet Member explained that the former Culture, Recreation & Tourism Committee requested officers to investigate a number of options around the future of Foredown Tower and to report back on these in September 2008. Progress on these options was being made and a full report would be presented to the Culture,

Recreation & Tourism Cabinet Member meeting on 16 September 2008.

- 10.3 It was good practice Asset Management to regularly review the council's property portfolio to ensure that the council constantly challenge the reasons for continuing to hold property/assets and demonstrate how these linked into the corporate council priorities and objectives. The preliminary identified list of properties for disposals was an early confidential discussion paper only. Asset reviews were fluid processes that changed regularly and the council could remove this property from the preliminary list at this stage pending the outcome of the options that were currently being explored around the future of Foredown Tower.
- 10.4 The Leader of the Opposition asked for confirmation that the Foredown Tower be removed from the list of disposals to give proper consideration to the feasibility studies.
- 10.5 The Cabinet Member stressed that he had not given approval to the disposal of this property. He had agreed to investigate every possibility to secure the Foredown Tower's future.
- 10.6 The Acting Director of Cultural Services informed the meeting that work was progressing well on the feasibility study around the future of the tower remaining open. He assured the Leader of the Opposition that a report on the feasibility work would be presented to the Cabinet Member Meeting in September 2008.

10.7 **RESOLVED** – That the letter and response be noted.

11 NOTICE OF MOTION REFERRED FROM COUNCIL

11.1 There were none.

12 MATTERS REFERRED FOR RECONSIDERATION

12.1 There were none.

13 REPORTS FROM OVERVIEW & SCRUTINY COMMITTEE

13.1 There were none.

14 LIBRARIES PLAN REVIEW

- 14.1 The Cabinet Member considered a report of The Acting Director Cultural Services which reviewed progress with the medium term action plan for public libraries development as outlined in the Libraries Plan 2007, and set out proposals for the development and agreement of the new Libraries Plan 2009-2011 (for copy see minute book).
- 14.2 The Leader of the Opposition welcomed the report but asked if officers could deliver the plan in the light of the restructuring and re-grading of staff. The Head of Libraries & Information Services replied that the division was already delivering significant elements of the plan. The service had settled down quickly and was delivering well. The management structure had been revised and this had given opportunities to staff with key skills.

- 14.3 **RESOLVED** – (1) That the progress report on the Libraries Plan 2007 be agreed.
- (2) That the process for developing and agreeing the Libraries Plan 2009-2011 be agreed, with a view to it going to Council for approval in December 2008.
- 15 ANNUAL MAINTENANCE PROGRAMME FOR THE ROYAL PAVILION AND MUSEUMS**
- 15.1 The Cabinet Member considered a report of The Acting Director Cultural Services which recommended a rolling programme of maintenance closures at the Royal Pavilion and Museums (for copy see minute book). It was considered that the proposed maintenance programme and improvements was best achieved through temporary closures of the buildings. The planned programme of maintenance was attached as appendix one of the report.
- 15.2 The Head of Museums & Royal Pavilion stressed that the buildings would not all be closed at the same time. The buildings would re-open on the day communicated to the public, except in extreme circumstances.
- 15.3 The Cabinet Member congratulated the division on its recent maintenance works and made particular reference to the excellent new entrance to Brighton Museum and Art Gallery.
- 15.4 **RESOLVED** – (1) That the maintenance programme for 2008/09 be agreed and that delegated authority be given to the Acting Director of Cultural Services for the implementation of necessary works.
- (2) That the temporary closures of the Royal Pavilion and Museums be agreed on a rolling basis to carry out the works.

The meeting concluded at 4.28pm

Signed

Chair

Dated this

day of

2008

**CULTURE,
RECREATION &
TOURISM CABINET
MEMBER MEETING**

Agenda Item 24

Brighton & Hove City Council

David Smith,
Cabinet Member
Culture, Recreation and Tourism

King's House etc.

Dear David Smith,

The recent Beijing Olympics have highlighted the huge following BMX bicycling competitions have as a new Olympic sport, especially amongst young people.

This City particularly congratulates Gold Medal winner Jamie Staff who was the winner of the BMX World Championship held at Sheepcote Valley.

It is already a popular sport in this city, attracting young people to participate and be active, with all the health and social benefits that that implies. Could you please tell us what plans you have to provide BMX training facilities in Brighton and Hove both as a fun participatory sport and to help potential competitors and gold medal winners in London in 2012?

Yours sincerely,

Melanie Davis

Councillor Melanie Davis
Labour, Goldsmid ward
Opposition Spokesperson Culture, Recreation and Tourism

CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

Agenda Item 27
Brighton & Hove City Council

Subject: Foredown Tower – Culture, Tourism and Enterprise Overview and Scrutiny Committee (CTEOSC) comments.

Date of Meeting: 16 September 2008

Report of: The Director of Strategy and Governance

Contact Officer: Name: Julia Riches/ Karen Amsden Tel: 29-1084
E-mail: Julia.riches@brighton-hove.gov.uk
karen.amsden@brighton-hove.gov.uk

Wards Affected: Portslade North and Hangelton & Knoll

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 At its meeting of 19 June 2008 the Culture, Tourism and Enterprise Overview and Scrutiny Committee (CTEOSC) resolved that a special meeting would be held to consider the Foredown Tower proposals prior to the Cabinet Member Meeting on 16 September.
- 1.2 CTEOSC met on 10 September 2008 and this report details the discussions and recommendations of that Scrutiny Committee.

2. RECOMMENDATIONS:

- 2.1 (1) To note the discussion by the Culture, Tourism and Enterprise Overview and Scrutiny Committee (CTEOSC) on the Foredown Tower report; and

(2) To agree the amendments to the recommendations to the Foredown Tower report (Item number 28 on this agenda) as detailed in bold italics below.

Recommendations (1) and (2) below were supported by the Committee

Recommendation (1) To keep the Tower open until October 2009 on the current public opening times.

Recommendation (2) To make an application to the Heritage Lottery Fund (HLF) for a Your Heritage grant to mark the 100th anniversary of the Tower in 2009.

Recommendations (3) and (4) were supported with the amendments below:

Recommendation (3) To instruct the Director of Cultural Services and Director of Finance and Resources to enter into discussions and negotiations with Hove and Adur Sea Cadets for a full repairing 25 year lease on a peppercorn rent for the Tower for community usage, in order to provide new opportunities for young people in Portslade and to ensure the long term future of the Tower as a ***mixed use*** community facility and ***to ensure access by the public and community groups to South Downs National Park.***

New Recommendation (4) To explore the possibility of setting up a community development trust to manage the Foredown Tower and, in the longer term, to pass the building into community ownership. This option should be discussed with Hove & Adure Sea Cadets and other interested community organisations.

Recommendation (4) ***to become recommendation (5)*** was supported by the Committee:

(5) To instruct that the lease agreement includes clauses that will ensure camera obscura demonstrations, educational opportunities for schools and opportunities for the use of the Tower by other community and interest groups including the Astronomers, as well as the caveat that the Cadets cannot use the Tower for band practice .

3. BACKGROUND INFORMATION

- 3.1 The CTEOSC committee received a presentation from the Head of Museums and Royal Pavilion on the history of the Foredown Tower and the plans for its future.
- 3.2 Committee Members asked a number of questions about the future plans. In response to a question on how the Sea Cadets came to make an expression of interest, the committee was told that the expression of interest originated in February through two Ward Councillors.
- 3.3 Following the Culture, Recreation and Tourism Committee's request for further information, a tender was put out to three organisations and the destination and marketing analysts Blue Sail were subsequently

appointed. The Sea Cadets were not aware of the recommendations of the analysts' report when they came forward with their plans.

- 3.3 Members asked what is known about the financial viability of the Sea Cadets and were told that this would be fully explored, if the report was subsequently agreed at the Cabinet Member meeting. If the report was agreed, the Foredown Tower would remain open under the current arrangements until October 2009. This would give Officers a year to complete the detailed arrangements and ensure due diligence.
- 3.4 Following a question on advertising and marketing, the Director of Cultural Services explained that the Hove and Adur Sea Cadets were the only organisation to express an interest, despite Officers contacting a range of other organisations.
- 3.5 Members discussed the current visitor numbers and were informed that the admission costs were low (£3 adult, £1.70 children, concessions £2.10 - with family tickets available and free entry to schools).
- 3.6 The Heritage Lottery Fund (HLF) bid is to celebrate the centenary of the Foredown Tower and would not be a capital bid. There has been an early positive response from the HLF.
- 3.7 The CTEOSC affirmed that they would wish to be informed of the progress of the negotiations with the Sea Cadets, in particular if these negotiations should fail.

4. CONSULTATION

- 4.1 Not applicable

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 In 2008/09 the budget relating to Foredown Tower, within the Royal Pavilion & Museums division is approximately £38k. The required repairs costs to the building estimated at £91k and DDA at £133k, The financial implications for options for a full repairing lease or the formation of a community development trust will be assessed along with associated tests of financial viability.

Legal Implications:

- 5.2 It should be noted that the Committee has referred to the possibility of a Trust becoming the owner of the Tower. Such a body could be a special purpose vehicle set up specifically for this purpose or an existing body.

Equalities Implications:

5.3 None in relation to this report.

Sustainability Implications:

5.4 None in relation to this report.

Crime & Disorder Implications:

5.5 None in relation to this report.

Risk and Opportunity Management Implications:

5.6 None in relation to this report.

Corporate / Citywide Implications:

5.7 None in relation to this report.

SUPPORTING DOCUMENTATION

Appendices:

1.

Documents in Members' Rooms:

Background Documents:

1. See Foredown Tower Report – item number 28 on this agenda.

CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

Agenda Item 28
Brighton & Hove City Council

Subject:	Foredown Tower		
Date of Meeting:	16 September 2008		
Report of:	Director of Cultural Services		
Contact Officer:	Name:	Janita Bagshawe	Tel: 292840
	E-mail:	janita.bagshawe@brighton-hove.gov.uk	
Key Decision:	No		
Wards Affected:	Portslade North and Hangleton & Knoll		

FOR GENERAL RELEASE/ EXEMPTIONS

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report sets out the progress made since the Culture, Recreation and Tourism Committee, at its meeting of 6 January 2008, asked officers to investigate Foredown Tower's future and potential ownership through consultation with local and regional stakeholders. These investigations were to include the potential for the building to be a gateway to the proposed South Downs National Park and an examination of how the Tower's marketing strategy could be improved to increase visitor numbers as well as better promotion of the Tower's educational facilities.

2. RECOMMENDATIONS:

- (1) To keep the Tower open until October 2009 on the current public opening times.
- (2) To make an application to the Heritage Lottery Fund (HLF) for a Your Heritage grant to mark the 100th anniversary of the Tower in 2009.
- (3) To instruct the Director of Cultural Services and Director of Finance and Resources to enter into discussions and negotiations with Hove and Adur Sea Cadets for a full repairing 25 year lease on a peppercorn rent for the Tower for community usage, in order to provide new opportunities for young people in Portslade and to ensure the long term future of the Tower as a community facility.
- (4) To instruct that the lease agreement includes clauses that will ensure camera obscura demonstrations, educational opportunities for schools and opportunities for the use of the Tower by other community and interest groups including the Astronomers, as well as the caveat that the Cadets cannot use the Tower for band practice.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 Under the previous administrative arrangements, the Culture Recreation and Tourism Committee at its meeting on 16 January 2008 instructed officers to examine options for the future of the Tower and consider improvements to the Tower's marketing and better promotion of the educational facilities.
- 3.2 Following this decision, a cross departmental officer working group was established and an independent destination and marketing analysts Blue Sail (with experience of countryside attractions) was appointed to support the officer group in working through the options that Members requested were investigated.
- 3.3 At its meeting of 19 June 2008 the Culture Tourism and Enterprise Scrutiny Committee resolved that a special meeting of the scrutiny committee should take place prior to the Cabinet Member Meeting on 10 September 2008.

3.4 Marketing Improvements

- 3.4.1 The analysis of the Tower's visitor offer by Blue Sail concluded that its themes of downland, weather and astronomy did not provide a coherent joined up experience for visitors and that it had not kept pace with changing customer expectations. The camera obscura, its principal attraction, was rare but weather dependent and with limited appeal in a *high tec* age.
- 3.4.2 Based on its analysis of the Tower's visitor offer, Blue Sail concluded that significant funds would be required to improve the visitor experience and marketing spend, in addition to the funds that are required to maintain the fabric and address the Disability Discrimination Act ("DDA") issues. The size and setting of the building would always limit the scale and nature of its operation as a visitor attraction. Even with investment, the Tower would be a niche market attraction competing with a range of visitor attractions within the City and beyond.

3.5 Better Promotion of Educational Facilities at the Tower

- 3.5.1 Consultation was carried out by the officer group with schools that have used the Tower. Those consulted felt that the Tower needed work to make the site safe and secure and accessible to all and to develop more opportunities for effective learning. The current educational facilities were limited; there was a lack of hands on opportunities and disability access was an issue. Significant investment would be required to make it more appealing and relevant to schools.
- 3.5.2 The Blue Sail analysis of the Tower's current education offer was that its curriculum links were limited, it lacked basic facilities expected on school visits that the classroom facility was too small for mainstream classes and there was significant competition from attractions across Sussex. The adjacent wildlife site had little to offer and had no clear links with the Tower. It concluded that in terms of the educational market there was a poor product, fit and fierce competition.
- 3.5.3 Blue Sail also analysed the potential of promoting the existing educational offer to untapped niche markets for example, photography and art students, and concluded that the return on numbers would be very small and to achieve this small return, new specialist marketing would be required.

3.5.4 Discussions with a corporate business about developing an exhibition to support curriculum work on sustainable energy, the teaching of optics and other related science topics were held. However, the Tower was not viewed as sufficiently suitable to make it a destination for the geographical range of schools that the business required and that access also needed improvement.

3.5.5 There were also discussions with the business about using the Tower as a location for an exhibition to promote sustainable energy for the general public. However, the location, the size of the building, footfall and lack of infrastructure did not meet their requirements.

3.6 Access to the Downs

3.6.1 A future South Downs National Park may offer future opportunities for the Tower as an access point. The main organisations (National Trust, South Downs Joint Committee and Sussex Wildlife Trust etc) with an interest in the National Park are keen that access to the Downs is promoted through this end of the City. However these organisations are not in a position to take on the running of a visitor centre in this location but are willing to support promotion of walks from this access point and in other ways provided there is a fit with their strategic plans.

3.6.2 Foredown provides an access point to the Downs for the west of the city, whilst the main access point or gateway is likely to be Stanmer Park.

3.6.3 For this to be successful there would be a need for investment in the Tower, and surrounding highway infrastructure.

3.7 Community Use

3.7.1 Based on an options appraisal of the opportunities for the Tower, Blue Sail has made the recommendation that the Tower's main focus becomes a mixed use community facility for Brighton and Hove for access to the countryside and that Brighton & Hove City Council should explore the potential for the Tower's operation under community ownership.

3.7.2 The building could provide meeting, event and equipment storage for community groups, and facilities and equipment for group access onto the Downs. It could also provide improved 'pit stop' facilities for walkers and cyclists. It felt in particular that the Tower could be the access point to encourage hard to reach groups to use the Downs.

3.7.3 Alongside the Tower, Blue Sail felt that there was scope for developing a community farm, which could be considered separately from the Tower.

3.8 Hove and Adur Sea Cadets

3.8.1 Independently, the Council has received a very positive expression of interest from the Hove and Adur Sea Cadet unit for a lease on the Tower for use as a base, which has many elements in common with the Blue Sail recommendation of using the Tower for mixed community use. It is interested in establishing a new location for its main unit as part of an overall strategy of the Marine Society and Sea Cadets to extend service provision for young people. There is already a successful Sea Cadet division in Hove and a new Junior Division opening in September at Benfield School in Portslade for 10-12

year olds. The Tower would be the base for its programme for young people (12-18 years).

3.8.2 The Sea Cadets allow young people to have fun and adventure whilst at the same time learning life-skills in leadership and citizenship. There is the opportunity to obtain nationally and internationally recognised qualifications in a wide range of activities including Duke of Edinburgh, Royal Yacht Association Sailing, BCU Canoeing and BTEC.

3.8.3 The Unit is also interested in developing a diverse range of other functions for the Tower engaging with other community groups to ensure that the use of the building is maximised. These uses include:

- Providing space for community/society hirings
- Providing space for the evening meetings of the Astronomy group/course
- Developing links with schools to provide training/learning opportunities on map reading, meteorology etc
- Offering the training programme of the sea cadets to other youth organisations by arrangement
- Establishing a catering facility that would be available to walkers and other users of the Downs
- Running a small sales outlet
- Running special events that would attract the public
- Retaining the Camera Obscura for demonstration to pre booked parties and also to arrange some general public access times at weekends on pre determined dates
- Developing links with key organisations that are interested in the Tower as a stepping off point for the Downs. For example, Sussex Downs Joint Committee in terms of information about walks etc from the Downs.

3.8.4 The Hove and Adur Sea Cadet unit is also keen to make use of any existing volunteers and interested parties in the preservation of the Tower and where possible, incorporate them on to a sub-committee to help manage the Tower.

3.8.5 The management of the Tower by the Hove and Adur Sea Cadets presents a strong fit with the recommendations of Blue Sail (community use), at the same time as minimising the Council resources that would be required at the development stage to reduce planning risk and ensure the right type of partnership vehicle evolves. The Tower would be used regularly throughout the year by the Unit and also would maintain its current functions. It would achieve the aspiration of providing an access point to the South Downs and increase the community involvement with the Tower and its future.

3.9 Management of the Tower by Other Organisations

3.9.1 Officers were asked to investigate whether University of Sussex, University of Brighton, the National Trust, South Downs Joint Committee, Sussex Wildlife Trust or the Landmark Trust would be interested in managing the Tower. The National Trust, Sussex Wildlife Trust and the South Downs Joint Committee are keen to encourage the use of Foredown Tower as an access point to the Downs, but would not be interested in taking on the running of it. The Landmark Trust rescues threatened historical sites and converts them as places to stay. This option was considered but not pursued as it would take the building out of Council ownership, investment from the Council could be expected and

the camera obscura would need relocating. The Universities have not expressed an interest in taking on the building, though may support, for example, the Astronomy group.

3.10 Heritage Lottery Fund (HLF)

3.10.1 2009 is the Tower's centenary and the Heritage Lottery Fund has said it would be willing to take an application for the Your Heritage Grant Programme for a programme to mark the event. It will be an opportunity to stage an exciting range of exhibitions, workshops and other activities to celebrate the Tower's heritage.

3.11 Building improvements

3.11.1 The officer group updated the costs of building repairs for the Tower and "DDA" works. The cost of repairs has been estimated at £91,500 over a five-year period. Improvements to access are estimated at £133,000.

3.12 Foredown Tower Admissions

3.12.1 The admissions for the Tower have increased this year following the coverage in the local press. From April to August 2008 there have been 1839 admissions and £1697 income compared to 647 admissions and £1095 income for the same period in 2007-08.

4. CONSULTATION:

4.1 Stakeholder consultation included the National Trust, South Downs Joint Committee and Sussex Wildlife Trust as part of the Blue Sail destination marketing analysis. The options summarised in the report have been informed by this consultation. Comments received about the future of Foredown Tower have been taken into account in the report by Blue Sail.

4.2 Internal consultation included council officers in Environment, Children, Families and Schools and Strategy and Finance as part of the options development process by Blue Sail.

4.3. The Culture & Tourism & Enterprise Scrutiny Committee considered this report at its special meeting on 10th September. As this report has gone to print prior to that meeting taking place the views of the Scrutiny Committee will be made known at the Cabinet Member Meeting.

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

5.1.1 In 2008/09 the budget relating to Foredown Tower, within the Royal Pavilion & Museums division is approximately £38k. The amount for maintenance and office costs amounts to approximately £6k. With required repairs costs to the building estimated at £91k and DDA at £133k, the service is clearly not capable of meeting these costs, especially when competing demands for the authority's capital and planned maintenance resources are so fierce.

5.1.2 The recommendation of a full repairing lease (at peppercorn rent) would save the authority the repair costs quoted above, and additionally would provide a small revenue saving.

[Peter Francis, Accountant 28.08.08]

5.2 Legal Implications:

5.2.1 This potential project is at an early stage. The next step would be to agree detailed Heads of Terms of the proposed Lease and any linked partnership documentation, along the lines referred to in recommendations (3) and (4).

[Bob Bruce, Principal Solicitor 02.09.08]

5.3 Equalities Implications:

The Tower is not DDA compliant.

The recommendations in the report could potentially open up the use of the Tower to different users and provide new opportunities for young people in the area.

The recruitment policy of the Hove and Adur Sea Cadet unit is to recruit from all backgrounds regardless of race and religion. Subscription rates are kept as low as possible to be affordable for families on low income or unemployed.

5.4 Sustainability Implications:

5.4.1 The Tower is not considered sustainable as a visitor attraction in its current form.

5.4.2 Paragraph 6.2 of this report refers to a specific option relating to exhibition space promoting sustainable energy.

5.5 Crime & Disorder Implications:

There are no direct crime & disorder implications.

5.6 Risk & Opportunity Management Implications:

These have been integrated into the main text of the report, particularly at 3.8 and section 6.

5.7 Corporate / Citywide Implications:

See financial implications at 5.1 and section 7.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 Status quo

To maintain the status quo, there is need for considerable investment in the building for which the Council would need to identify and allocate funding for a low return on its investment.

6.2 Develop the Tower as a centre to show case sustainable energy for the public

The business looking for a location for exhibition space for sustainable energy felt that the Tower did not currently offer sufficient space, transport infrastructure, parking or footfall to be of viable interest to them.

6.3 Develop the Tower to support science and art curriculum

The view of Blue Sail and the corporate business was that investment would be required to do this and that even with investment and development of a product that has a strong national curriculum fit, the location and the restriction of the building would still make it difficult to attract a significant number of schools in a highly competitive market.

6.4 Develop the Tower as a mixed-use community facility

As detailed by Blue Sail. This option will require considerable Council resources at the development stage to reduce planning risk and ensure the right type of partnership vehicle evolved. It will require a lead group to come forward to manage the Tower as a mixed-use community facility. The community farm option would need to fit with the Local Development Framework and would require land to be put over to this use. There may be a risk in this option that the building wouldn't lend itself to the variety of uses that will make it viable.

7 REASONS FOR REPORT RECOMMENDATIONS:

- 7.1 The Hove and Adur Sea Cadets are part of a long established organisation dating back 60 years. They are interested in a long-term lease, which would be necessary to attract external funding from grants and trust giving bodies. They have an excellent track record in fundraising. The unit is ready to start on negotiations immediately if the recommendation to lease the Tower to the unit is agreed. This recommendation would minimise the financial risk of running the Tower to the Council. An important community facility, in particular meeting the needs of young people, would be developed for Portslade. The building itself largely fits with the requirements of the unit. The current 'niche market' uses of the Tower would be maintained eg camera obscura, educational and astronomy and new uses would be developed. An important part of Portslade's heritage would be maintained and an access point to the South Downs with improved facilities, such as catering, could be provided.
- 7.2 The proposition put forward by the Hove and Adur Sea Cadets has elements in common with the recommendations of Blue Sail: the use of the Tower as a community facility for community groups, access point for the Downs and provision of facilities for walkers.
- 7.3 The Tower to remain open under current arrangements for 2009 to provide a lead in period for the negotiations on a lease and also for handover of management arrangements. It will also provide the opportunity to put on a series of celebrations (pending funding from HLF) to mark the 100th anniversary of the Tower and the start of a new era in its history.

SUPPORTING DOCUMENTATION

Appendix

1. Blue Sail Report

BLUE SAIL ▶

VISITORS PLACES DESTINATIONS

THE FUTURE OF FOREDOWN TOWER AS A VISITOR ATTRACTION

REPORT FOR BRIGHTON & HOVE CITY COUNCIL

AUGUST 2008

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ABOUT THIS REPORT

Before consulting more widely on the future of Foredown Tower, Brighton & Hove City Council asked destination analysts Blue Sail for their professional judgement on the Tower's performance and potential as a visitor attraction.

We visited the Tower, collected data, reviewed documents, met with council officers, and spoke to external agencies to explore ideas for the future.

This report summarises our findings and recommendations.

We have kept this report as concise as possible - so that our recommendations are clear and unambiguous.

There is more information in the appendices.

1 OVERVIEW AND CONCLUSIONS

- ▶ Foredown Tower is a characterful historic building and attractive landmark on the edge of the city.
- ▶ Its main attractions are its location on the edge of the Downs and proposed National Park, the spectacular 360 degree views from its top floor, and the opportunity to experience a Camera Obscura.
- ▶ Visitor numbers to the Tower have fallen in recent years - in common with most small paid-for attractions, as competition for people's leisure spend and time has grown.
- ▶ The educational visits market is increasingly competitive too, and schools' visits to the Tower and adjacent Wildlife Site have almost completely dried up.

- ▶ The Tower is available for education and groups visits all year round. But public opening hours have been reduced over the last few years - in response to very low visitor numbers on certain days and at certain times of the year, and the need for efficiency savings. Of course, this in turn reduced the overall annual visitor numbers.
- ▶ The Tower's 'offer' has not kept pace with changing customer expectations and is not clearly or strongly defined. Its themes are 'downland, weather and astronomy'. But it isn't strong in any of these areas, and it doesn't offer a coherent 'joined-up' experience for visitors.
- ▶ The Camera Obscura is rare, but has limited appeal in this hi-tech age. It doesn't fit particularly well with the Tower's other themes, or with its magnificent views (which have to be blocked out while the Camera is being demonstrated). And it is entirely weather-dependent, so it is often not available, despite being presented as the main attraction.
- ▶ The Wildlife Site - which has no interpretation or aspects of special interest - does not have much appeal to the schools for whom it is intended. It doesn't have clear thematic links with the Tower either.

- ▶ To increase leisure visits to the Tower would require significant funds - both to improve the visitor experience and to increase marketing spend.
- ▶ Also the building is nearly 100 years old and now needs substantial money to maintain its fabric. As a public attraction and community facility, it also needs money to be spent to comply with the DDA (Disability Discrimination Act).
- ▶ So - to continue as a visitor attraction - it would need substantial increases in both capital and revenue funding, at a time when local authority budgets are under severe pressure.

- ▶ But the size and setting of the building will always limit the scale and nature of its operation as a visitor attraction, and its income-generating potential. (Capacity at any one time is 60 for the Tower, including 20 maximum for the Camera Obscura.)
- ▶ So, even with improved product and marketing, the Tower will remain a 'niche' attraction in a city (and area) with a wealth of competing attractions.

- ▶ For all these reasons, we believe the Tower's principal use should no longer be as a visitor attraction: and that Brighton & Hove City Council (BHCC) should explore other uses.
- ▶ We recommend that the Tower's main focus should shift to becoming a community facility for Brighton & Hove residents to access the countryside, and that BHCC should explore the potential for transferring the Tower's operation to a Community Trust.
- ▶ BHCC's commitment would be essential - to manage the process of change and to be an active partner in the new Trust.
- ▶ This new focus would mean the Tower could attract external funding, and would be in a better position to take advantage of any opportunities that arise from the expected National Park designation.

2 FOREDOWN TOWER TODAY

Foredown Tower is a characterful historic building and landmark on the edge of Brighton & Hove. Its main attractions are its location on the edge of the Downs, the spectacular 360 degree views from its top floor, and the opportunity to experience a Camera Obscura - one of only two in the region.

VISITOR NUMBERS

But very few people visit the Tower:

<p>Independent visits</p>	<ul style="list-style-type: none"> ▶ There were 1570 paid visits to the Tower in the financial year 2007/08. ▶ There is no recent formal visitor research, but the majority of visitors are thought to be local residents. ▶ Total paid visits have been relatively stable over the last 3 years. ▶ Non-paying visits are <i>estimated</i> at between 1,000 and 2,000 a year - these are mainly local walkers using the Tower as a 'pit stop' for toilets, drinks and ice creams.
<p>Schools visits</p>	<ul style="list-style-type: none"> ▶ Numbers are reducing ▶ There were 27 schools visits in the 3 years to 07/08, from a total of 19 different schools. ▶ More than half of these visits were from either Special Needs Schools or independent schools - both of which have smaller class sizes, so can use a mini bus (there is no room for full-size coaches at the Tower), and they have greater flexibility to make visits that are not linked to the National Curriculum. ▶ There have been no visits to the Wildlife Site in 2008.
<p>Earlier opening hours and visitor numbers</p>	<ul style="list-style-type: none"> ▶ In the 1990s, Foredown Tower was open 7 days a week, almost all year round. ▶ We understand that there were around 6,000 paid visits in the first year of the unitary authority (1997/98). ▶ Official figures before that are not available, but are said to have been 10,000+ in the early 90s - made up of independent visitors, school groups and community users.
<p>Current opening hours</p>	<ul style="list-style-type: none"> ▶ The Tower is still open year-round for pre-booked schools and group visits if required (although demand is minimal). ▶ It is now open to the public for approx 90 days a year i.e. 10am to 5pm weekends and Bank Holidays, mid February to the end of October, and Thursdays-Sundays plus Bank Holidays in August.

See appendix 1 for more data about the Foredown Tower today.

CONTEXT

Key factors influencing the Tower’s performance are:

CHANGES	IMPLICATIONS
Increased competition in last decade	<ul style="list-style-type: none"> ▶ Growth in shopping, eating out and home entertainment as leisure activities. ▶ New lottery-funded attractions, and free-entry to national museums. ▶ Investment in competing attractions in the city and region ▶ Greatly improved city centre & seafront offer. ▶ Increasing need for strong branding & marketing to achieve ‘cut through’ in a crowded marketplace.
Growth of consumerism	<ul style="list-style-type: none"> ▶ More ‘experienced’, ‘sophisticated’ consumers. ▶ Higher quality expectations - including catering and retail. ▶ Consumers look for interactive experiences, rather than ‘stand and listen’. ▶ Camera Obscura has less appeal than to previous ‘low-tech’ generations. ▶ Importance of differentiated, segmented marketing. ▶ Importance of word of mouth recommendations. ▶ Need to invest in digital marketing - technology and skills. ▶ Need high-quality, unique experiences to attract today’s consumers - especially where there is little passing trade.
Changes in schools market	<ul style="list-style-type: none"> ▶ More red-tape, especially health & safety - risk assessments needed at trip planning stage. ▶ Visits are no longer in schools’ core budget - so fewer trips, and families usually have to pay. ▶ Tighter focus on curriculum-related activities. ▶ Higher expectations - targeted, specialist approach and facilities required.
Organisational changes	<ul style="list-style-type: none"> ▶ Change in 1997 from Borough Council to Unitary Authority - with huge statutory obligations and budget challenges. ▶ Foredown became part of a larger Museums portfolio with high demand on budgets for all its activities, including on its marketing budgets which are lower than the industry norm for visitor attractions. Judged on return on investment, it has been impossible for FT to justify a larger share of the portfolio’s very limited marketing budget.

See appendix 2 for an overview of visitor attraction market trends.

OFFER, FACILITIES, MARKETING, RESOURCES

Analysing the Tower's current offer, facilities, marketing and resources by the four main markets / user groups reveals significant challenges:

	INDEPENDENT VISITORS	SCHOOLS	ASTRONOMERS	COMMUNITY FACILITY USE
Offer	<ul style="list-style-type: none"> ▲ Camera Obscura ▲ 360 degree view ▲ Iconic building ▲ Countryside interpretation - map and leaflets ▲ 'Pit Stop' for walkers ▲ No clear USP ▲ Mixed messages about its focus 	<ul style="list-style-type: none"> ▲ Camera Obscura ▲ Wildlife Site ▲ Science & nature ▲ Not tied to curriculum ▲ Very little 'hands on' / interactive ▲ Highly weather dependent 	<ul style="list-style-type: none"> ▲ Astronomy course ▲ FT Manager leads ▲ Group ▲ Meetings 6 x p.a. - but difficulties getting speakers 	<ul style="list-style-type: none"> ▲ Meeting/event space ▲ Interesting building ▲ Unkempt but attractive walled garden space ▲ Access to Downs
Facilities	<ul style="list-style-type: none"> ▲ Dated displays & interpretation ▲ No catering ▲ Narrow retail offer ▲ Poor access – inaccessible to physically disabled ▲ Feels out of step with modern City 'brand' 	<ul style="list-style-type: none"> ▲ Lack of cloaks, loos, coach parking ▲ Lack of retail offer ▲ Classroom too small for mainstream class sizes ▲ Wildlife site – difficult access, uninterpreted, H&S risks 	<ul style="list-style-type: none"> ▲ Meeting space ▲ Storage space for equipment / library ▲ No formal catering ▲ Limited car parking ▲ Outside space used for 'star gazing' 	<ul style="list-style-type: none"> ▲ Poor access to 1st & 2nd floors ▲ No catering ▲ Sparsely equipped ▲ External staircase ▲ Dark unit access road ▲ Cold in winter ▲ No private storage space

<p>Marketing</p>	<ul style="list-style-type: none"> ▲ Integrated into Museums Service marketing (whole portfolio has a very small budget) ▲ Delivered by professional, experienced marketers ▲ No dedicated marketing or segmentation - FT has sections in portfolio print and on website ▲ PR for Events ▲ Local brown tourism signs ▲ No visitor surveys/research ▲ Significant – city & rural heritage. Many higher profile attractions in the city, and countryside sites in the surrounding area, are better resourced, with a much clearer visitor offer 	<ul style="list-style-type: none"> ▲ Handled by Museums Education team as part of the wider portfolio ▲ Direct sales, newsletters etc ▲ No systemic customer evaluation 	<ul style="list-style-type: none"> ▲ By the Group and on the FT section of the website 	<ul style="list-style-type: none"> ▲ Currently ad hoc ▲ Connections derived from management links
<p>Competition</p>	<ul style="list-style-type: none"> ▲ At capacity ▲ No succession policy ▲ Only 1 active volunteer ▲ Distant from central service ▲ Impacted by uncertainty over future 	<ul style="list-style-type: none"> ▲ Other Brighton Museums, Sussex Wildlife Trust Centre at Henfield, Fishbourne Roman Palace, Weald and Downland Museum, Amberley Museum, Chichester Planetarium, Herstmonceux Astronomy Centre – better resourced, with clear visitor offer and curriculum fit 	<ul style="list-style-type: none"> ▲ Other community locations ▲ University ▲ Other Astronomy Societies - for speakers / members 	<ul style="list-style-type: none"> ▲ Community facilities in Hove, Portslade & Mille Oak
<p>People</p>	<ul style="list-style-type: none"> ▲ Capacity issues ▲ Staff manage bookings ▲ Not self-contained so needs in-house staffing/cleaners ▲ Depends on volunteers 	<ul style="list-style-type: none"> ▲ Most Group Members are attenders, rather than actively running the Group ▲ Group depends on FT Manager – set up not sustainable long term 	<ul style="list-style-type: none"> ▲ Capacity issues ▲ Staff manage bookings ▲ Not self-contained so needs in-house staffing/cleaners ▲ Depends on volunteers 	<ul style="list-style-type: none"> ▲ Capacity issues ▲ Staff manage bookings ▲ Not self-contained so needs in-house staffing/cleaners ▲ Depends on volunteers

3 WHERE NEXT?

There are four broad strategic options, illustrated below. This is known as Ansoff's Matrix.

	EXISTING PRODUCT	NEW PRODUCT
EXISTING MARKET	Market penetration Increase sales to existing markets	Product development New product development for existing markets
NEW MARKET	Market development Existing product(s) sold to new markets	Diversification New product(s) sold in new markets

The strategic options of Market Penetration, Market Development and Product Development are all problematic for the Foredown Tower:

MARKET PENETRATION Increase sales to existing markets	<ul style="list-style-type: none"> ▶ Of the four current markets and user groups - independent visitors, schools, astronomers and other community users - poor product fit and/or fierce competition mean only the independent visitor market offers any potential for market penetration. ▶ Even so, there is very strong competition for independent visitor spend in the vicinity. ▶ A significant increase in marketing spend and staff time could bring in new (or lapsed visitors) for a one-off visit. But the current poor visitor experience is unlikely to meet expectations, encourage repeat visits or result in recommendations. Indeed, it could result in negative word of mouth, which could cancel out the impact of the increased marketing spend. ▶ So we would not recommend a strategy of Market Penetration, even for this market.
MARKET DEVELOPMENT Existing product(s) sold to new markets	<ul style="list-style-type: none"> ▶ There may be some untapped niche markets - eg photography and arts students - but these are very small and require new specialist marketing for small returns. ▶ In any case, product development would be needed. New markets would expect: Quality; Accessibility; Value for money and time; Relevance to their interests; Innovation; and that the Basics are right - toilets, customer service etc. ▶ So Market Development is not an option without Product Development (see over).

<p>PRODUCT DEVELOPMENT New product development for existing markets</p>	<ul style="list-style-type: none"> ▶ Existing product has exceeded its sell-by date. ▶ Current interpretation is dated compared with the new technology of other attractions. ▶ Lack of basic infrastructure - especially catering, which is now a main driver for leisure outings. ▶ Wildlife Site has no current market - significant product development essential if visitor markets sought. ▶ Independent visitors are the only market with some growth potential. ▶ But the property has real capacity constraints and bottle-necks which limit market growth from independent visitors. ▶ So it is difficult to justify the scale of investment for this segment. ▶ Significant capital is needed to make the property attractive and accessible to visitors. ▶ So we would not recommend Product Development.
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CONCLUSIONS

So Market Penetration, Market Development or Product Development are not options for the Tower as a visitor attraction, without significant capital and revenue investment.

But that doesn't mean that it should close.

The Tower has a number of key assets that suggest an alternative use: the building and community/political backing for its retention as a public building, the Downs location, links to the Wildlife Site and countryside, and its position at the entrance to the proposed National Park.

Nor should its current assets and uses be lost. Some may need to be found other locations (for example, the Camera Obscura), while existing community users and groups could benefit from improved facilities in a refocused Tower.

<p>DIVERSIFICATION New product(s) sold in new markets</p>	<p>We believe the main focus of the Tower needs to change, so diversification is our recommended Strategic Option - see Section 4.</p>
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4 OUR RECOMMENDED OPTION

We recommend that BHCC focuses on a new direction for the Foredown Tower - a community facility for Brighton & Hove residents to access the countryside - summarised below.

OUTLINE	<ul style="list-style-type: none"> ▶ Mixed-use community facility incorporating meeting and event space and equipment storage for community groups, and facilities and equipment for access onto the South Downs (with a focus on excluded groups). ▶ Scope for increasing allotment space and developing a community farm to operate alongside the Tower with some shared facilities and client groups. ▶ Improved 'pit stop', information and facilities for independent walkers and cyclists. ▶ Community management of the facility would be encouraged and the opportunity to pass the building into Community Ownership would be explored.
BENEFITS	<ul style="list-style-type: none"> ▶ Good working base for community groups. ▶ Established and equipped access point into the Downs for excluded groups – walking, cycling, riding etc. ▶ Build stronger community links with the Tower. ▶ Develop and empower community management and ownership. ▶ More positive use of wildlife site land. ▶ Community engagement with producing own food. ▶ City-wide community farm resource for disabled groups. ▶ Improved facilities for current community users and groups, and for independent walkers and cyclists.
STRATEGIC FIT	<ul style="list-style-type: none"> ▶ For BHCC this is an opportunity to turn what is currently a drain on resources with no obvious way of increasing visitor numbers and revenue without significant investment over a number of years into a useful and viable asset managed by the community. The building would remain open to the public and part of the landscape but with higher levels of use and stronger links to the surrounding countryside and local community than at present. ▶ The Council has, through its 'Downland Initiative', strategic objectives to support and encourage greater access to the Downs for excluded groups within the City. Natural England, delivering DEFRA's strategic objectives outlined in the report 'Outdoors for All' are

also engaged in encouraging countryside access for these groups. This feeds down into programmes delivered by the South Downs Joint Committee (and any future national park authority).

- ▶ Wider access to the countryside for a wide range of people not currently active is also a growing part of the health agenda, with investment in 'Health Walks' programmes and access initiatives to assist in recovery from mental health problems.
- ▶ The Government has introduced a number of policies aimed at empowering local communities and made them the central aim of the recent Local Government White Paper. This includes actions to enable Councils to more easily transfer the ownership of Council-owned assets to Community Groups, the development of Community Land Trusts and encouragement for social enterprises or Community Interest Companies to manage and deliver local services.
- ▶ There is increasing public interest in sourcing local produce with a reliable provenance and in growing their own food. This is illustrated in the rise in demand for allotments and growth of community-led farms.

FUNDING

- ▶ Adopting a multi-use approach to Foredown Tower and its surrounding land would create the opportunity to:
 - develop a range of income streams from services using the Tower and Wildlife site's facilities and services
 - bid for grant funding designed to support access and community farm projects.
- ▶ Big Lottery funds have recently been allocated to 'Changing Spaces', a national environmental programme focusing on three priority areas – community spaces, local community enterprise and access to the natural environment. It will invest around £200 million in environmental projects across England in partnership with other organisations including Groundwork, Natural England, the Association of Wildlife Trusts and Mind who are managing the programmes.

MORE INFO

- ▶ We provide more detail in Appendix 3 - Option Appraisal.

5 MOVING FORWARD

TIMELINE

Our suggested timeline for this project is:

September 2008 to Spring 2009

Discuss with community and potential partners – scope scale and shape of development; set up working party; produce fully costed business plan.

By Autumn 2009

Submit bids to funding agencies, secure partner funds in 2010/11 budgets.

By Spring 2010

Start work on site.

PEOPLE RESOURCE

There are two distinct phases that will require adequate people time if this project is to succeed:

The Development Phase - consultation, planning and delivery of the project, primarily from internal BHCC resources and a stakeholder working group.

The Management Phase - the running and managed growth of the facility, primarily from community and third sector resources.

IMMEDIATE NEXT STEPS

- ▶ Establish political and senior officer commitment.
- ▶ If positive, open discussions with potential partner agencies, client and service groups and the local community to gauge market opportunities and willingness to work on new option.
- ▶ Scope opportunities for grant funding and produce outline bid for review.
- ▶ Discuss ideas with planners.
- ▶ Enter discussions with businesses re potential sponsorship or CSR involvement.
- ▶ Set up Working Group made up of interested parties and community stakeholders to develop a fully costed business plan.
- ▶ Identify lead Officer(s) within the Council to support the Working Group, to lead discussions with partner agencies, and to produce bid(s) for funding.

APPENDICES

- Appendix 1:** **Blue Sail Visitor Attraction Audit**
- Appendix 2:** **Visitor Attraction Market Trends**
- Appendix 3:** **Blue Sail Option Appraisal**

Disclaimer: All information and analysis supplied by Blue Sail Consulting Ltd and our sub-contractors is done so in good faith and represents our professional judgement based on the information obtained from the client and elsewhere. The achievement of recommendations, forecasts and valuations depend on factors beyond our control. Any projections, financial or otherwise, in this report are only intended to illustrate particular points of argument and do not constitute forecasts of actual performance

ATTRACTION APPRAISAL - FOREDOWN TOWER - MAY/JUNE 2008

	FACTUAL DESCRIPTION	Comments
Background		
Name of attraction	Foredown Tower Countryside Centre	
Branding	None obvious	"Quirky Folly" has been a brand in the past
Product	Camera Obscura, Astronomy and Countryside Centre	Disparate mix of product linked through "Nature and Optics" - unconvincing
USP	Only one of 2 Camera Obscuras in the South East	Other one on the pier at Eastbourne
Recent history	Falling visitor numbers	Falling numbers due to changing markets compounded by reduction in days open
Development plans	None at present	
Opening times & tickets		
Months of the year	16th February - 31st October	Open all year for booked school/group visits - building cold in winter
Days of the week	Saturday, Sunday and Bank Holidays; in August Thursday - Sunday + Bank Holiday Mondays	
Opening hour	10.00 am	
Closing hour	5.00 pm	
Last admission time	Not fixed - last CO demo 4 pm	
Admission price structure	For CO and Viewing Tower Adults £3, Under 16 £1.70, Concessions/Groups (20+) £2.20, Family: 2 adults/2 children - £7.70; 1adult/2 children £4.70	Free entry to Brighton and Hove schools. Free parking for all visitors.
Season tickets	Not on offer	
Three year trend	Variable pricing - reduced to attract visitors then raised again	

Visitor numbers		
Last year - 07-08	1570 paying visitors, c. 1 - 2,000 non paying (ground floor only)	Non-paying mainly walkers using toilets and buying drinks/ice creams
This year projection	none available	
Last three years	06/07 1,432, 05/06 967, 04/05 1,073 (includes astronomy group)	
Repeat visitors %	not recorded	
Monthly figures	not recorded	
Peaks and troughs	Peak Month is August - quietest in shoulder months	
Most popular days of week	Sundays, but depends on weather	
Peaks and troughs	Peaks on Event Days; Troughs on wet days	
Length of stay	Estimate about 45 mins maximum	
Site capacity	60 max; 20 for Camera Obscura	
Visitor research		
Customer feedback	None carried out recently	No recent formal customer satisfaction surveys or feedback forms
Complaints	Only five recorded complaints over last 10 years	
Shop		
Average spend per head	Estimated less than £1.00	
Product price range	Ice creams, booklets/guides to area, astronomy books, low cost stationary, frisbees	"Foredown Branded" stock left over from Hove BC ownership - not enough footfall to justify investment in new branded stock
Location	Ground Floor opposite entrance	Simply a section of the counter alongside admissions desk
Catering		
Style	No formal catering offer	Astronomy Group has tea/coffee, group funded
Average spend per head	n/a	
Product price range	Coca cola, Water & Ice creams sold (45p to £1.10)	
Location	Ground floor by admissions desk	

Market Segments and Profiles		
Tourists - UK and overseas	Very few, difficult to get Brighton seafront visitors to Foredown	
Day visitors	Very few from outside local catchment	
Local residents	Main visitor group	
Coaches	2 in 2007 - W Sx MG Club + Shoreham Society	Not marketed to Group Operators
Groups	Astronomy Groups meets 6 times a year	Local Society using Tower as base - Tower Manager leader of Group
Schools	Schools Groups (6 in 07/08)	Falling market due to changes in school visit practice and short dwell time at Tower
Special events	Mix of Astronomy and Countryside events in summer - 6 planned for 2008, 1 family art day planned for August	Centrally planned and run by Museums Service Team
Trends	Visitor numbers in slow decline over 10 - 15 years, school visits low base but decline in last year down from 13 to 6	Decline partly due to a mixture of changing market needs, reduction in days open and low staffing levels unable to service some school/group requests
Travel cohort	Main cohort retired couples/small groups	Anecdotal observation by Tower staff
Age	Not recorded	
Children's ages	Not recorded	
Social class	Not recorded	
Education level	Not recorded	
Where they live	Paying visitors overwhelmingly local residents	
How travel	Primarily car, but also bus and by foot for local residents	
Length of journey, time	Not recorded	Bus time from central Brighton - 30 minutes
Length of stay	Estimate about 45 mins maximum	
Spend per head	c. £2.00	No recorded figures - rough estimate based on entry cost + ave secondary spend
Repeat visitors	Not recorded	
Book ahead, lead time	Need to book in advance for Groups, very short lead time if Tower open	
Product USP	No clear USP	

Impact of weather	Camera Obscura entirely weather dependent (needs sun to work)	Building cold in winter/hot in summer
Competition		
Nearest attractions	Brighton Museums (inc Hove Museum + Pavillion), Stanmer Park, Blatchington Windmill	Many other attractions within 20/30 mile radius competing for day and staying visitors
Nearest similar product	Camera Obscura - Eastbourne, Countryside Centre - Stanmer Park	Planned Brighton i360 will offer spectacular views
Other (not attractions)	City Centre and Sea Front, Devils Dyke, Ditchling Beacon	
Joint marketing	Carried out as part of Council Museums Service campaigns	Main marketing route through joint campaigns inc. web site and print
Joint ticketing	Not available	Some museums in the portfolio are free entry
Signposting		
White on brown signs	Yes, good signage once off trunk road	
Accessibility	Only ground floor accessible, main attractions not accessible	
Walk in trade	Very little paid walk in trade	Passing trade from walkers to buy cold drinks & ice creams in summer
Visibility	On edge of City, difficult to reach	Visible from A27 link road, free car parking
Tourist Information		
On site kiosk	No	
On site panel	No	
On site brochure rack	Some info about Brighton museums/attractions/events	
Reciprocal arrangements	Yes - within Museums group	
Marketing		
Strategy and objectives Budget	Collective museums service strategy. Foredown budget 06/07 £2,655 (not including web site costs)	Total Service marketing budget only £60,000 for 6 attractions
Who plans, who does it	Museums Service Marketing team	
Agencies and suppliers	None at Foredown	

Brand and management	Group brand "Brighton and Hove Museums"	
Corporate image	None for Foredown	Foredown "odd one out" of Museums portfolio both in location and offer
Brochures, print run, shelf- life, wastage	DL flyer, compendium guides to Brighton Museums and events	
Brochure distribution - who, when, quantity	Compendium print distributed thru Impact and Brochure Connect. Individual flyer circulated within B&H via council outlets	
TIC's	Yes	
Accommodation	Vis distribution companies	Concentrated on Brighton
Attractions	Within group	
Public venues	Council owned	
Places of work	No	
Schools	Schools marketing via newsletter and Museums Education Service advice teams	
Households	No	
Advertising	None	
Customer databases and mailings	Via schools marketing	
Trade database and mailings	None	
Coach operator relations	None	
Exhibitions	None	
Website	Website part of Brighton Museums site	Link from VisitBrighton
Content management	Museums Marketing service	
Search engines	Museums Marketing service	
Public relations	Events related PR only	
Local	Yes	
Regional	No	
Specialist	No	
External sponsorship	None currently	Original sponsorship in 1991 from American Express+Southern Water

FOREDOWN TOWER

Appendix 2: Visitor attractions trends

This Appendix to Blue Sail's report on the future of Foredown Tower¹ uses information from the following two reports:

Visitor Attraction Trends in England 2006, VisitBritain
2002/03 Leisure Day Visits Survey for England, Wales and Scotland, TNS Travel and Tourism for a Consortium of Agencies

OVERVIEW

There has been huge growth in wealth and leisure time, yet this is matched by a diverse range of leisure interests creating a large number of small niche markets. The main winners have been the countryside and quiet coastline for informal recreation (walking, cycling, etc), towns, cities and out-of-town shopping malls for retail therapy - and in parallel, a massive rise in the frequency of people eating out, matched by a significant increase in choice and quality.

In this context the number of visits to attractions in the UK over the last 20 years has been relatively stable. Yet there has been an increase in the number of new visitor attractions opening - prompted at the turn of this decade by Millennium funded projects, heritage lottery funded projects and the introduction of free admission to national museums. So the smaller independent attractions are being squeezed.

There have been some notable casualties at some new attractions. Over-ambitious visitor projections have led to closures - the National Pop Music Centre at Sheffield and Earth Centre in Doncaster. Others have reached a plateau and need to diversify to increase numbers - Think Tank in Birmingham - Life Centre in Newcastle.

Despite the growth in attractions aiming to have contemporary messages (about the planet, sustainability, etc) the most popular ones tend to be simple and traditional - viewing towers (London Eye, Spinnaker at

¹ *The Future of Foredown Tower as a Visitor Attraction*, 2008, Blue Sail Consulting Ltd for Brighton & Hove City Council

Portsmouth) and based on the natural world - aquaria and zoos (Sea Life Centres, etc).

There has been a significant change in the ownership of visitor attractions. Mergers and acquisitions have led to the Merlin Entertainment Group becoming a global force in leisure - owning the former Tussauds Group properties (such as Warwick Castle and Alton Towers), London Eye, Sealife Centres Legoland, etc. There are major players - not least the National Trust with 3.5 million members gaining free access to hundreds of properties.

The combination of Merlin, National Museums and Millennium / HLF funded projects has led to a small number of powerful players - household names with significant marketing clout.

The attraction sector has suffered from a lack of re-investment. Regardless of the theme or concept, the displays and interpretation are often out-dated especially in the current technological age. Similarly the catering experience can be disappointing compared to the high street experience of coffee houses.

More attractions are innovating and diversifying:

- ▶ Events are important for repeat business (but are labour intensive and often weather dependent).
- ▶ Schools are important for many attractions. They come at times (midweek) that complement other visitor patterns. But the education market has to be aligned with the national curriculum and carries responsibilities of learning on site, supervision, health and safety and risk assessment. Cost is also a factor, especially coach hire and travel - parents are now obliged to pay for school trips, it is no longer a core part of the school's budget.
- ▶ Private hire is becoming more popular - character properties can be ideal for small meetings, family functions, weddings, dinner parties. Large estates can be ideal for historic car rallies, film shoots, outward bound training, etc

VISITOR ATTRACTION FACTS AND FIGURES

The latest data is available for 2006 (note: 2007 data should be published by August 2008).

Background

2006 was generally warm and sunny year in England with sunshine levels 13% above average across the year. The summer period was polarized with June and July and June recording particularly high sunshine levels but August seeing sunshine below average. November and September also recorded high sunshine levels. Rainfall in England was about average across the year.

At the outset of 2006, there was concern surrounding the ability of the tourism industry to recover from the effects of the July bombings in London.

Overview

There was a 3% increase in visitor admissions overall in 2006. This compares favourably with the past two years which have recorded a relatively flat position.

There was a particularly strong increase in visits to museums and art galleries (8%), particularly notable in London (11%). Visits to historic monuments, archaeological sites, ships, windmills, watermills amongst others, also recorded an 8% increase in visits in 2006. Outdoor attractions recorded strong increases in 2005, driven by the fine weather. However, despite the relatively wetter 2006, many of these categories managed to maintain visits. Wildlife attractions / zoos increased visits by 2% in 2006 (5% in 2005) and farms by 1% (5% in 2005). Country parks and gardens declined slightly (but 2005 was exceptional due to dry weather). Visits to historic houses and castles increased slightly (by 1%) in 2006. Leisure / theme parks showed signs of stability in 2006, with visits declining by less than 1%. This followed a significant 6% decline in 2005 and a 1% decline in 2004.

Following a year of stability among both free and paid attractions in 2005, visits to free attractions increased by 5% in 2006 - driven by a 9% increase in visits to free museums / art galleries. Visits to paid attractions remained stable.

The overall 3% increase in visits reported in 2006 was driven primarily by urban attractions which increased by 6%. Visits to each of coastal (1%) and rural (1%) attractions remained relatively stable.

During 2006, the trend for visits to migrate away from the very smallest attractions has again continued. Attractions with 20,000 visits or less reported another decline in visits (3%), following 2% declines in each of

the previous two years. Attractions with between 20,000 and 200,000 visits per annum continued to record slight growth.

Conversely, the largest attractions with over 200,000 visits recorded a notable increase in visits in 2006 (4%). This was driven by increases in visits to some of the major national free museums and art galleries, particularly in London.

Visits to attractions showed growth in the majority of regions, although increases in visits were particularly strong in London (9%). Visits in the South east increased by 1%.

Adult admission prices increased by 8% in 2006. The rate of increase in admission prices is accelerating slightly year on year, with each of the past four years registering higher increases than the year before (7% in 2005, 6% in 2004, 5% in 2003). The average adult admission charge among paid attractions was £5.21 in 2006. Categories with the highest increases in adult admission charges in 2006 were farms (15%), steam / heritage railways (12%) and places of worship (16%).

Adult admission charges continued to vary considerably in 2006 according to attraction category. Museums /art galleries reported the lowest average admission charges at £3.57, whilst the highest average admission charges were recorded for leisure / theme parks (£10.92) and wildlife attractions/zoos (£7.41).

Gross revenues were reported to have increased by an average of 7% in 2006, the same increase as reported in both 2005 and 2004. However, this increase was slightly lower than that observed in either 2003 (10%) or 2002 (11%). The increase in the South east was 5%. Increases in gross revenue for museums / art galleries outperformed the attractions market overall, with gross revenue increasing by an average of 9% in 2006. Other categories reporting increases in gross revenue higher than the England average were country parks (11%), farms (9%), leisure / theme parks (8%) and visitor / heritage centres (8%).

24% of attractions indicated an increase in marketing spend in 2006 when compared to 2005 and 11% a decrease. The corresponding figures for the South East were 23% reporting an increase and 12% a decrease. This was very similar to that reported in each of the past two years. However, this represents a slight tightening of budgets since 2003 when 30% of attractions indicated an increase and only 11% a decrease. Leisure / theme parks (34% increased marketing expenditure), farms (32%) and steam / heritage railways (32%) were all more likely to report an increase in marketing expenditure in 2006, as they were in 2005. Country parks (14%), other historic properties (15%) and places of worship (18%) were least likely to have increased their marketing spend.

VISITOR ATTRACTIONS IN THE SOUTH EAST

Major paid attractions

Attraction	2004	2005	2006	% 05/06	Entry
Canterbury Cathedral	1091684	1054886	1047380	-0.7	6.00
West Wittering Beach		1000000	1000000	0.0	3.00
Windsor Castle	923280	944872	986575	4.4	13.50
Wisley Garden	698500	732911	683851	-6.7	7.50
Spinnaker Tower		129813	530590	308.7	5.95
Marwell Zoological Park		504747	510955	1.2	13.50
Portsmouth Historic Dockyard	378891	512714	449933	-12.2	16.00
Wakehurst Place	420831	428770	433187	1.0	8.00
Leeds Castle	422801	407076	413655	1.6	13.00
Blenheim Palace	378552	402886	374789	-7.0	14.00

Major free attractions

Attraction	2004	2005	2006	% 05/06
Flamingo Family Fun Park		1000000	1000000	0.0
Willen Lake and Park	1000000	1000000	1000000	0.0
De La Warr Pavilion	DK	500000	500000	0.0
Harbour Park Family Entertainment	395066	415000	440000	6.0
Oxford University Museum of Natural History	290198	294731	320000	8.6
Ventnor Botanic Garden	225640	275252	277168	0.7
Beckhurst Glass, Glass Studio	200000	250000	250000	0.0
Brighton Museum & Art Gallery	221216	227156	225496	-0.7
Banbury Museum	231106	238665	225346	-5.6
Pitt Rivers Museum	163741	170171	190737	12.1

DAY VISIT SURVEY

The last Day Visit Survey was published in 2004.

Extent of Participation

- 81% of all adults in England had made a leisure day visit in the previous two weeks with 21% of all adults going to the countryside and 8% of all adults going to forest / woodland
- The average number of trips in the two week period for those taking trips (i.e. 81% of all adults) was 4.4 for England
- In the course of the year 62% of all adults in England had visited the countryside and 40% had visited forest / woodland

Destination

- 71% of all trips were to towns and cities, 24% to the countryside and 5% to the coast. The countryside figure includes 5% to forest / woodland

General Characteristics of Visitors

- Countryside - 52% over 45 years, 51% female, 63% ABC1, 89% car owners, 31% with children in household, 50% full-time work
- Forest / Woodland - 40% over 45 years, 48% female, 66% ABC1, 91% car owners, 43% with children in household, 51% full-time work
- Access to private transport was the key factor
- Those who had made a trip to the countryside, compared to people who had not made a trip, were likely to be ABC1, over 35, in households with 2 cars
- Those who had made a trip to forest / woodland, compared to people who had not made a trip, were likely to be male, ABC1, in households with 2 cars, in full or part-time employment, in a household with children under 10 and especially under 5
- In lifecycle terms fewer countryside and forest / woodland trips were taken by married couples under 34 with no children and single people over 55
- Only 1% of trips to countryside and forest / woodland were from non-whites

Expenditure

- The average spend per trip was £13.70
- The average spend per countryside trip was £8.60 - the main categories of expenditure were meals £3.00, alcohol £1.40, fuel £1.10, plants 40p, souvenirs 40p and convenience goods 30p
- The average spending per forest / woodland trip was much lower at £4.70 - the main categories of expenditure were meals £1.50, fuel 90p, alcohol 50p and souvenirs 40p

Activities

- The main activities on a countryside trip were to walk / ramble (including dog walking) 32%, eat or drink out 15%, take part in sports 11%, visit friends and relatives at home 10%

- The main activities on a forest / woodland trip are walking 62% followed by cycling 8%

Activity Characteristics of Walkers

- Most popular for 55 to 64 year olds and 35 to 44 year olds - less popular with under 24s and over 75s
- 45% male and 55% female
- 50% ABC1 and 47% C2DE
- 41% have one car in household, 33% have two and 13% have three - 13% have no car
- 35% work full-time, 16% work part-time and 26% are retired - 6% self-employed and 4% unemployed
- 76% have no children in the household
- 86% of walks are under three hour duration
- Average distance is 8.6 miles
- Days of the week: Monday 10%, Tuesday 18%, Wednesday 12%, Thursday 16%, Friday 11%, Saturday 16%, Sunday 17%

Length and Duration of Trips

- The average round trip to the countryside was 18.7 miles - however this is skewed by a small number of longer trips - 16% are up to 1 mile, 10% are 1 to 2 miles, 24% are 2 to 5 miles and 17% are 5 to 10 miles
- The average round trip to forest / woodland was 15 miles - however this is also skewed by a small number of longer trips - 12% are up to 1 mile, 14% are 1 to 2 miles, 36% are 2 to 5 miles and 14% are 5 to 10 miles
- The average duration of the countryside trip was 3 hours 10 minutes with 2 hours 20 minutes spent at the destination - these averages are skewed by 34% of countryside trips being less than 1 hour
- The average duration of the forest / woodland trip was 2 hours 30 minutes - these averages are skewed by 59% of forest / woodland trips being less than 1 hour.
- 57% of countryside trips were by car and 36% on foot (reflecting the frequent, dog walking trips)
- 81% of forest / woodland trips and 73% of countryside trips were described as regular
- Countryside visits are year-round but peak in July

Party Mix

- Children were present in the party for 17% of countryside trips and 21% of forest / woodland trips
- The proportion of people on their own was 38% for countryside trips and 50% for forest / woodland trips

Locations

- 30% of British adults had claimed to have visited National Parks over the last 12 months (although a fifth had not actually done so) and 13% had claimed to have visited an AONB (yet 44% had not actually done so) - they thought they had visited

- The London population generated 43 million annual trips to the countryside - the figure for the South East region is 204 million trips - 246 million countryside trips were taken in the South East region - the most popular region in England



FOREDOWN TOWER

Appendix 3: Option Appraisal

COMPARATIVE ANALYSIS	
<p>DESCRIPTION</p> <p>▶ Mixed use community facility incorporating meeting and event space and equipment storage for community groups, and facilities and equipment for group access onto the South Downs (with a focus on excluded groups). Scope for increasing allotment space and developing a community farm to operate alongside the Tower with some shared facilities and client groups. Improved 'pit stop', information and facilities for independent walkers and cyclists. Community management of the facility would be encouraged and the opportunity to pass the building into Community Ownership would be explored.</p>	
Strengths	Opportunities
<ul style="list-style-type: none"> • Strong strategic fit • Good access onto the Downs • Active complimentary programmes within Council and partner agencies • Secure open space around tower • Links to wildlife site and allotments • Potential external funding streams • Community support to keep tower open • No reliance on competitive visitor market • In-principle partner support for option 	<ul style="list-style-type: none"> • Good working base for community groups • Established and equipped access point into the Downs for excluded groups – walking, cycling, riding etc. • Build stronger community links w. Tower • Develop and empower community management and ownership • More positive use of wildlife site land • Community engagement with producing own food • City-wide community farm resource for disabled groups • Improved facilities for current community users, groups and independent walkers & cyclists
Weaknesses	Threats
<ul style="list-style-type: none"> • Access to two floors of building need improving • Repairs and refurbishment necessary • Inadequate catering facilities • Building hot in summer, cold in winter 	<ul style="list-style-type: none"> • Development/refurbishment costs too high • No external funding • Lack of community and partner engagement • Local objection to losing current visitor attraction • Lack of Political will and Officer capacity

<ul style="list-style-type: none"> • Access road and car park rough and pot-holed • Limited parking spaces • Building layout and construction precludes significant re-design 	<p>within Council to deliver a success</p> <ul style="list-style-type: none"> • Inability to secure ongoing funding
<p>STRATEGIC FIT</p> <p>This multi-use Option fits strategic objectives in 4 areas:</p> <ol style="list-style-type: none"> 1. For B&H Council it is an opportunity to turn what is currently a drain on resources with no obvious way of increasing visitor numbers and revenue without significant investment over a number of years into a useful and viable asset managed by the community. The building would remain open to the public and part of the landscape but with higher levels of use and stronger links to the surrounding countryside and local community than at present. 2. The Council has, through its “Downland Initiative”, strategic objectives to support and encourage greater access to the Downs for excluded groups within the City. Natural England, delivering DEFRA’s strategic objectives outlined in the report “Outdoors for All” are also engaged in encouraging countryside access for these groups. This feeds down into programmes delivered by the South Downs Joint Committee (and any future national park authority). <p>Wider access to the countryside for a wide range of people not currently active is also a growing part of the health agenda, with investment in “Health Walks” programmes and access initiatives to assist in recovery from mental health problems.</p> 3. The Government have introduced a number of policies aimed at empowering local communities and have made them the central aim of the recent Local Government White Paper. This includes actions to enable Councils to more easily transfer the ownership of Council owned assets to Community Groups, the development of Community Land Trusts and encouragement for social enterprises or Community Interest Companies to manage and deliver local services. 4. There is increasing public interest in sourcing local produce with a reliable provenance and in growing their own food. This is illustrated in the rise in demand for allotments and the growth of community led farm projects. There are a number of different approaches to developing and running Community Farms – good examples are the Swansea Community Farm, Stroud Community Agriculture, and in Brighton itself, the Care Co-op Community Farm at Stanmer Park. <p>The wildlife site and allotments attached to the Tower are in council ownership and the adjoining farmland is owned by the Council and leased to tenants. The opportunity exists to draw together the elements of the Tower and its immediate garden area, the wildlife site and allotments and the immediately adjacent farmland into a mixed use community development that combines a base for community groups, a “stepping-off” point for access to the Downs for excluded groups, and a community farm that provides a facility for disability and mental health groups to work with their clients, and an opportunity for the local community to get involved in producing their own food.</p> <p>Adopting a multi-use approach to Foredown Tower and its surrounding land would create the opportunity to:</p> <ul style="list-style-type: none"> • develop a range of income streams from services using the Tower and Wildlife 	

site's facilities and services;

- bid for grant funding designed to support access and community farm projects;
- engage the local community in the management and future of the Tower and wildlife site;
- create ongoing working partnerships with partner agencies (e.g. South Downs Joint Committee, National Trust, Primary Care Trust);
- establish a long term base for excluded groups to gain access to the countryside

Big Lottery funds have recently been allocated to "Changing Spaces", a national environmental programme focusing on three priority areas – community spaces, local community enterprise and access to the natural environment. It will invest around £200 million in environmental projects across England in partnership with other organisations including Groundwork, Natural England, the Association of Wildlife Trusts and Mind who are managing the programmes.

PLANNING AND HIGHWAY

The most pressing issue is the repair and refurbishment of the Towers interior spaces to make them accessible to all, more comfortable, and better equipped to house community facilities. This will need to be done for whatever option is pursued for the Tower's future if it is to remain open to the public. Despite its heritage and architectural quality the Tower is not a listed building so internal improvement will not be caught in regulation.

There is likely to be the need to develop ancillary facilities for equipment storage if this Option is pursued. Given the proximity of the Tower and wildlife site to both the AONB and local housing care will have to be taken in the design, placement and scale of any additional buildings to avoid compromising the amenity of the Downs or the environment for local residents. Early discussions with planners should take place to establish what would be acceptable on the site.

There may be the potential to include some residential development in a brief that includes both the Tower and wildlife site to offset development costs and receive some planning gain. The close proximity of the AONB (and potential National Park) boundary is likely to preclude any significant residential development, but the potential should be explored as a means of funding the community elements of the Option.

While this Option is unlikely to generate any significant increase in traffic movements there is likely to be the need to improve the access road to the Tower and to increase the size of the parking facilities. Lighting the road is likely to be resisted on the grounds of light pollution, but an improved surface, a moderate increase in parking space and the provision of a turning circle for cars and mini-buses would be necessary to improve vehicular access.

The provision of good access into the Downs for disabled visitors, and particularly wheelchair users, is likely to require some upgrading of the track running north into the countryside. There are many examples of best practice in providing accessible surfaces in the countryside that do not compromise the amenity value of the area and these techniques should be employed.

SITE USERS AND BENEFICIARIES

A mixed use development would provide facilities for a range of different beneficiaries:

- Disability and mental health groups using the countryside access and community farm facilities.

- Community groups using the Tower as a base or meeting/event space.
- Local residents using the allotments and community farm.
- Brighton and Hove residents using the Tower as a start point for walking and cycling in the Downs

SYNERGIES

The “Strategic Fit” section above identifies the synergies available through this option in policy terms. In terms of service provision the synergies are through:

- Working with the South Downs Joint Committee (and future National Park Authority), the National Trust, the Primary Care Trust and the Council’s own Social Services clients to provide a facility to enable access to the Downs for disabled, mental health and socially excluded groups.
- To work with those agencies already providing a service in the City to increase the capacity for access for excluded groups to gardening and food production.
- To work with local residents to provide a first class base for their community groups to meet, hold events etc.
- To offer local residents the opportunity to get closely involved in the production and consumption of their own produce with the attendant benefits to health and well-being.
- Working with local and national companies to develop their Corporate Social Responsibility role by offering ways to engage with the facility through work parties, staff secondment or sponsorship.

COMPETITORS

Early discussions would be essential with those agencies currently providing community facilities in the Portslade area to ensure that development at the Tower would not compromise their position.

The same goes for Care Co-ops who run the Stanmer Community Farm, and other community food groups in Brighton and Hove to ensure that any initiative at the Tower would be complementary rather than threatening.

SUSTAINABILITY ANALYSIS

Visitor Impact	Industry Impact	Community Impact	Environment Impact
<p>Loss of visitor attraction to City – but very little used at present with no sign of increasing demand.</p> <p>New development offering benefits to new user groups</p>	<p>Danger of displacing trade for existing agencies/facilities</p>	<p>Slight increase in traffic and some new build possible- need to manage opening times to avoid negative impact and design and site any development to retain amenity and residents privacy</p>	<p>Retention of historic building for public use. Possible new buildings – need to retain amenity value.</p> <p>Small increase in visitor numbers to Downs – marginal impact on footpaths. Community Farm more bio-diverse than commercial agriculture.</p>

RESOURCE ANALYSIS		
Funds	People	Timeline
Potential funding from: <ul style="list-style-type: none"> • Community Groups • Service Users • Grant Funding • Sponsorship • Sale of Produce 	There would be two phases that required adequate staffing: <ul style="list-style-type: none"> - The Development Phase - consultation, planning and delivery of project primarily from internal Council resources and a stakeholder working group. - The Management Phase – the running and managed growth of the facility primarily from community and third sector resources. 	To Dec 2008 – discuss with community and potential partners – scope scale and shape of development; set up working party; produce fully costed business plan. To March 2009 – submit bids to funding agencies, secure partner funds in 2009/10 budgets Summer 2009 – start work on site
<p>DEVELOPER AND INVESTOR MATCH</p> <p>Brief initial discussions with partners (potential South Downs Joint Committee, National Trust, Sussex Wildlife Trust, Child Trust) suggest they are willing to work further on the option and to provide time and expertise in the planning and delivery stages.</p> <p>Other potential funding partners – Charitable Trusts, residential developers, local businesses - have not been sounded out.</p>		
<p>CURRENT KNOWLEDGE GAPS</p> <p>The initial brief for assessing the future for Foredown Tower did not allow for any substantial analysis of alternative Options. Discussions so far, and evidence from Council Officers, have identified interest in the proposal but not detailed engagement. Therefore knowledge gaps remain around:</p> <ul style="list-style-type: none"> • the detailed costs of refurbishment and renewal of the Tower to make it “fit for purpose” (repair and access improvements have been estimated at more than £200,000 over 5 years) • the political and officer commitment to developing a new use for the site • the fit with other agencies and market demand for the services • the extent of engagement by development partners • the local communities response to the idea and willingness to get involved in its future 		

RISK ASSESSMENT			
Policy related	Economy related	Market related	Other factors
<p>Community opposition to idea and development of site. Planning objections to development.</p> <p>Mitigation – early discussions with community groups and planners to assess response before committing resources.</p>	<p>Grant funding not available for development.</p> <p>Mitigation – early discussions/outline bid to funding sources.</p> <p>Service/client groups not found.</p> <p>Mitigation – involve potential groups in business planning.</p> <p>Economic downturn reduces opportunity for residential development gain and corporate sponsorship/involvement.</p> <p>Mitigation – plan for involvement in later stages of initiative.</p>	<p>Services outlined in Option already supplied, no further market demand.</p> <p>Mitigation – discuss plans with community and agencies to refine plans to suit market needs.</p>	<p>Key partner disengagement with initiative.</p> <p>Mitigation – ensure involvement at all stages and devolve decision making and management to community and partner driven management committee.</p>

<p>Next Steps</p> <ul style="list-style-type: none"> • Establish political and senior officer commitment to idea • If positive, open discussions with potential partner agencies, client and service groups and the local community to gauge market opportunities and willingness to work on new option. • Scope opportunities for grant funding and produce outline bid for review. • Discuss ideas with planners. • Enter discussions with businesses re potential sponsorship or CSR involvement. • Set up Working Group made up of interested parties and community stakeholders to shape fully costed business plan. Identify lead Officer(s) within Council to support Working Group, lead discussions with partner agencies, and produce bid(s) for funding.
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CULTURE RECREATION & TOURISM CABINET MEMBER MEETING

Agenda Item 29

Brighton & Hove City Council

Subject:	Request for return of human remains to Australia		
Date of Meeting:	16 September 2008		
Report of:	Director of Cultural Services		
Contact Officer:	Name:	Janita Bagshawe	Tel: (29) 2840
	E-mail:	Janita.bagshawe@brighton-hove.gov.uk	
Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 To respond to the request for the return of Indigenous¹ Australian remains held in the Royal Pavilion & Museums' (RP&M's) collections, received from the Office of Indigenous Policy Co-ordination (OIPC) in the Department of Immigration and Multicultural and Indigenous Affairs of the Australian Government, 30 June 2005. RP&M's response has been delayed by the need to follow the national guidance on human remains in museums.
- 1.2 This request follows three reports to the Culture and Tourism Sub-Committee concerning human remains:
 - March 30th 2006: To brief Members on the *Guidance for the Care of Human Remains in Museums* published by the Department for Culture, Media and Sport (DCMS), October 2005.
 - June 14th 2006: To update Members on the development of the *Policy for the care and treatment of human remains* by Brighton & Hove City Council Museums' Service, following recommendations in the DCMS *Guidance*.
 - November 15th 2006: To agree Brighton & Hove City Council Museums' Service's *Policy on the Care and Treatment of Human Remains*.

2. RECOMMENDATIONS:

- 2.1 To agree to the return of four Indigenous Australian remains (two skulls and two femora (thigh bones) - BC101447, BC101046, BC101696 and BC101697).

¹ Indigenous Australians are descendants of the first known human inhabitants of the Australian continent and its nearby islands. This includes both the Torres Strait Islanders and the Aboriginal People.

- 2.2 To agree to postpone consideration of the remaining Indigenous Australian remains (a water vessel made from a skull - R2778/491), until further research into its background has been completed.

3. **RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

Brett Galt-Smith, Executive Program Officer for the Office of Indigenous Policy Co-ordination (OIPC), visited the UK in April 2005 to assess the scale and whereabouts of holdings of Indigenous Australian remains in UK museums.

The visit was followed by a formal request to RP&M for the return of fivepieces on 30 June 2005 made by Wayne Gibbons, Associate Secretary of the OIPC.

RP&M was advised by senior museum colleagues in the UK that it should await the soon-to-be-published DCMS *Guidance* before responding to the request. Following publication, it was clear that RP&M needed to prepare and publish its own policy on the care and treatment of human remains. This policy was to include the criteria by which any present or future claim for return of human remains would be assessed, and the framework within which such assessments would be made. This *Policy* was agreed by the Culture & Tourism sub-Committee in November 2006.

Subsequent to establishing the *Policy*, immediate work was undertaken by RP&M staff to begin to fully meet the policy's objectives. This has included time-consuming tasks such as completing an audit of all human remains in RP&M's collections.

Twelve months on from establishing the *Policy*, RP&M were in a position to begin to address the OIPC request. Throughout the period since June 2005 RP&M has been in contact with the Australian High Commission, which has a member of staff to oversee activity relating to the OIPC's requests to a number of UK museums. The Australian High Commission have understood and been sympathetic to the reasons for the delay in responding to the OIPC request.

Research on the four natural history specimens began this year. Since they have no provenance (i.e. no ethnic or geographical identification beyond being described in RP&M's records as 'Australian'), the Australian High Commission paid for detailed scientific analysis to be carried out on them by the Museum of London (see 4.1 below). This confirmed that the two skulls are of Australian Aboriginal ancestry.

According to the *Policy* (which follows the DCMS *Guidance* in this regard), RP&M has gathered evidence relating to the four specimens. In summary (see also section 7 below):

- Scientific analysis has confirmed the skulls as being of Australian Aboriginal ancestry.
- It is likely that the femora are associated with one of the skulls and are therefore of Australian Aboriginal ancestry.
- The remains have strong cultural, religious and social significance to Indigenous Australians.

- The remains are natural history specimens and have not been altered or modified in any way.
- Given that these remains have very little associated data, they have limited display, research and educational value.
- Using them for display, research and/or educational purposes would probably cause offence to Indigenous Australians.

Following the undertaking of this detailed criteria for assessing claims for returns, it is recommended these are returned. (Two skulls and two femora BC101447, BC101046, BC101696 and BC101697).

3.9 The water vessel made from a skull has not been fully assessed and therefore a decision on its return needs to be postponed.

4. CONSULTATION

4.1 Detailed scientific analysis was carried out on January 21st 2008 by Tania Kausmally and written up as two reports by Professor William Wright of the Museum of London (one for each of the skulls).

4.2 Precedent has been set with the transfer of certain Indigenous Australian remains from a number of museums in the UK including:

- Manchester Museum (University of Manchester) 2004
- Royal Albert Museum, Exeter 2005
- Kelvingrove Art Gallery and Museum, Glasgow 2006
- Natural History Museum, London 2006
- Hancock Museum, Tyne & Wear Museums 2006
- National Museums, Liverpool 2007
- National Museums of Scotland, 2008

In preparing this report we have drawn on the expertise and documented decisions made by many of these institutions, and consulted specialists at other museums who have considered requests for the return of Indigenous Australian human remains. These include Simon Chaplin (Director of the museums of the Royal College of Surgeons, London), Tony Eccles (Curator of Ethnography, Royal Albert Memorial Museum Exeter) and Lynne Heidi Stumpe (Curator of Oceanic Collections, World Museum, National Museums, Liverpool). We have also had contact with members of the Museum Ethnographers Group and the Human Remains Subject Specialist Network.

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

The Collections Service in the Royal Pavilion & Museums division has a budget of £558k in 2008/2009.

It is noted that all costs (except staff time in arranging access to the skulls and femora) involved in the return of these items, and any subsequent provenance work will be met by the Australian Government. The cost of the staff time itself is minimal and not outside of daily duties, and will therefore be contained within budget.

Accountant consulted: Peter Francis, 20 August

5.2 Legal Implications:

The recommendation of this report accords with RP&M's *Acquisitions and Disposals Policy* (2005) which states that: "The Service's governing body, acting on the advice of the Service's professional staff, if any, may take a decision to return human remains, objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis, within its legal position and taking into account all ethical implications."

Lawyer consulted: Bob Bruce, 18 August

5.3 Equalities Implications:

Equalities Impact Assessment completed. Only positive impact anticipated.

5.4 Sustainability Implications:

There are none.

5.5 Crime & Disorder Implications:

There are none.

5.6 Risk & Opportunity Management Implications:

Risk & Opportunity Register completed. Possible risk that the public may misunderstand the return and perceive wrongly that BHCC is disposing of collections more widely. Controls to be put in place to minimise this risk, including provision of clear information on the RP&M website, briefing all RP&M staff (especially front-line staff), and being alert to – and promptly correcting – any misinformation or misleading references to the return. We will also take advice from the many UK museums who have already returned similar remains.

5.7 Corporate / Citywide Implications

There are none.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 The only alternative action is to keep the remains. The material was donated to the Museum. The donations were properly entered into the accessions register and later fully documented into Mimsy, our current computerised collections management system. The data are freely available and the items available for use/study. They form part of a documented access strategy, are curated to the highest standards, and their long-term preservation and security are assured.

7. REASONS FOR REPORT RECOMMENDATIONS

Concerning the two skulls and two femora (thigh bones) - BC101447, BC101046, BC101696 and BC101697:

- RP&M has followed the government's guidance on responding to requests for the return of human remains from museum collections (DCMS *Guidance*) in arriving at its recommendation.
- Scientific analysis has confirmed the skulls as being of Australian Aboriginal ancestry.
- It is likely that the femora are associated with one of the skulls and are therefore of Australian Aboriginal ancestry.
- These remains have strong cultural, religious and social significance to Indigenous Australians.
- The remains are natural history specimens and have not been altered or modified in any way.
- Given that these remains have very little associated data, they have limited display, research and educational value.
- Using them for display, research and/or educational purposes would probably cause offence to Indigenous Australians.
- The report's recommendation follows precedent set by other museums, including nationals.
- Given the above, and reassurances provided by the OIPC as to the treatment of the remains once repatriated, return is recommended.

Concerning the water vessel made from a skull - R2778/491

- RP&M has not completed the necessary steps outlined in the government's guidance, hence the recommendation to postpone consideration of the request for its return until this work is finished.

SUPPORTING DOCUMENTATION

Appendices

None

Documents In Members' Rooms

None

Background Documents

1. *Guidance for the Care of Human Remains in Museums* (DCMS, 2005)
2. *Policy for the care and treatment of human remains* (Brighton & Hove City Council Museums' Service, 2006)
3. Two reports by Prof Richard Wright, 2008

EQUALITIES IMPACT ASSESSMENT SUMMARY TEMPLATE

Aim of Policy / Scope of Service: <i>Request for return of human remains to Australia (RP&M Report to Cabinet for Sept 2008 meeting)</i>				
Different Groups included in scope	Potential Impact on this group	Existing data/information inc. relevance of legislation	Data/Information required	Potential Actions to minimise negative impact / promote positive impact
<ul style="list-style-type: none"> • Religion & Belief • Ethnicity <p>Indigenous Australians in particular but possibly other groups who in future may call for return of human remains</p> <p>There is not considered to be an impact for any of the following groups</p> <p>Age Disability Gender (including Transgender) Sexual Orientation Homeless people Unemployed people People employed on a part-time, temporary or casual basis Lone parents People with caring responsibilities People with mental health needs People with substance misuse issues People with HIV Refugees & Asylum seekers Ex – offenders & people with unrelated convictions People experiencing Domestic Violence</p>	Positive impact of return of remains	<ul style="list-style-type: none"> • <i>Acquisition and Disposal Policy (RP&M 2005)</i> • <i>Guidance for the Care of Human Remains (DCMS 2005)</i> • <i>Policy for the care and treatment of Human Remains (RP&M 2006)</i> • 		If return agreed to, place details on RP&M website and other websites detailing museum collections which have repatriated human remains

What consultation has been used / undertaken?	Date	Findings
Office of Indigenous Policy Coordination (OPIC) Dept of Immigration & Multicultural & Indigenous Affairs of Australian Govt/Australian High Commission	2005 to date	<ul style="list-style-type: none"> Indigenous Australian human remains have strong cultural, religious and social significance to Indigenous Australians. Request for return of Indigenous Australia remains held by RP&M made by OPIC in 2005 Assurances from OPIC regarding the treatment of the remains if/when returned to Australia
Professor William Wright, University of London	January 2008	<ul style="list-style-type: none"> Scientific analysis carried out on two of skulls held confirmed Australian Aboriginal ancestry. It is likely that the femora are associated with one of the skulls and are therefore of Australian Aboriginal ancestry.
Culture & Tourism sub committee BHCC	October 2005; June 2006; and November 2006	<ul style="list-style-type: none"> Members briefed on the <i>Guidance for the Care of Human Remains in Museums</i> (DCMS 2005); Members updated on the development of the <i>Policy for the care and treatment of human remains</i>; and <i>Policy for the care and treatment of human remains</i> (RP&M 2006) agreed by Members.
Specialists in UK museums:		
<ul style="list-style-type: none"> Simon Chaplin (Director of the museums of the Royal College of Surgeons, London) 	Summer 2008	<ul style="list-style-type: none"> Need to follow DCMS <i>Guidance</i>, <i>RP&M Policy</i> and <i>Acquisition and Disposal Policy</i> (RP&M 2005) in addressing requests for return of remains.
<ul style="list-style-type: none"> Tony Eccles (Curator of Ethnography, Royal Albert Memorial Museum Exeter) 	Ditto	
<ul style="list-style-type: none"> Lynne Heidi Stumpe (Curator of Oceanic Collections, World Museum, National Museums, Liverpool). 	Ditto	
<ul style="list-style-type: none"> Museum Ethnographers Group 		
<ul style="list-style-type: none"> Human Remains Subject Specialist Network. 	2005 to date 2005 to date	<ul style="list-style-type: none"> Advice on precedent set by other museums, including some nationals, i.e. to return unmodified Indigenous Australian remains in response to OPIC request via the Australian High Commission in London.

Agreed Actions	Timescale	Lead Officer	Review date
Seek Cabinet approval for Repatriation of Remains. Any further actions will follow from the Cabinet decision in September and subsequent negotiations with the Australian High Commission.	September 2008	Sarah Posey	

Lead Equality Impact Assessment Officer:

Date:

Departmental Management Team

Date:

Assistant Director:

Date:

69 Corporate Equalities and Inclusion Team

Date:

(N.B. ACTIONS MUST NOW BE TRANSFERRED TO SERVICE BUSINESS PLANS)

Corporate/Department/Team Project: Royal Pavilion & Museums

Site: Royal Pavilion & Museums

Service Objective/Process: Return of human remains to Australia

Description:

opportunities

This Risk Register will identify both sides of risks 1) downside risks which threaten success and 2) upside risk

Date of Assessment: 22 August 2008

Review Date: 22 September 2008

Compiled by: Sarah Posey

NO.	IDENTIFIED RISK OR OPPORTUNITY	CURRENT CONTROLS	EFFECTIVENESS OF CONTROLS – score A I U*	ASSESSMENT OF RISK SCORE			FURTHER CONTROLS REQUIRED and/or additional action to improve controls	RESOURCES REQUIRED TO IMPLEMENT ADDITIONAL CONTROLS	ASSESSMENT OF RESIDUAL RISK with control measures implemented			Responsible Officer	Timescale/ Review Frequency
				Likelihood (L)	Impact (I)	Risk Factor (LxI)			Likelihood (L)	Impact (I)	Risk Factor (LxI)		
1	Political												
1.1	Failure to secure political approval for return of remains	- Consultation with UK museum specialists - Report to Cabinet drafted and agreed by Finance & Legal	A	1	4	4	To be agreed by Cabinet 16.9.08						
1.2	Positive impact of approval for return of remains for Indigenous Australians and others												
2	Customer												
2.1	Not all possible future requests for the return of	- Consultation with museum colleagues	A/U	1	5	5							

* Key to Effectiveness of Controls

A = Adequate

I = Inadequate

U = Unknown

Corporate/Department/Team Project: Royal Pavilion & Museums
Service Objective/Process: Return of human remains to Australia

Site: Royal Pavilion & Museums

Description:
 opportunities

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				Likelihood (L)	Impact (I)	Risk Factor (LxI)			Likelihood (L)	Impact (I)	Risk Factor (LxI)		
	human remains may be put forward for approval, leading to disappointment/further action of possible claimants.	and source communities. - Act according to DCMS <i>Guidance</i> and RP&M <i>Policy</i> - Act according to precedent set by UK museums.											
2.2	Possible risk that the public may misunderstand the return and perceive wrongly that BHCC is disposing of collections more widely.	- Publish clear information on return on website. - Brief RP&M staff, BHCC colleagues and Members. - Being alert to, and promptly correcting, any	A	2	3	6							

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				Likelihood (L)	Impact (I)	Risk Factor (LxI)			Likelihood (L)	Impact (I)	Risk Factor (LxI)		
		misinformation or misleading references to the return - Take advice from other museums who have returned remains.											
3	Fraud & Corruption												
3.1	Ensure requesting party are legitimate claimants	- Act according to DCMS <i>Guidance</i> and RP&M <i>Policy</i> - Request is from Australian Governmental body.	A	-	-	-							
4	Professional/ Managerial												
4.1	Staff time to liaise	- Can be	A	-	-	-							

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				Likelihood (L)	Impact (I)	Risk Factor (LxI)			Likelihood (L)	Impact (I)	Risk Factor (LxI)		
	with Australian High Commission Staff time to deal with enquiries from press/public and possible requests for return of other remains	accommodated within normal duties.											
4.2	Staff time to complete, produce and amend collections records	Can be accommodated within normal duties.	A	-	-	-							
5	Economic/ Financial												
5.1	Cost of packing and return of remains	Australian Government meeting all costs.	A	-	-	-							
6.	Social												
	See 1.1												

* **Key to Effectiveness of Controls**
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				Likelihood (L)	Impact (I)	Risk Factor (LxI)			Likelihood (L)	Impact (I)	Risk Factor (LxI)		
	Positive impact of possible partnerships that may flow from other requests.												
7.	Technical n/a												
8	Legislative												
8.1	Ensure meeting legal requirements of <i>Acquisitions & Disposal Policy</i> (RP&M 2005)	- Act in accordance with Policy, in consultation with Legal and following UK Government guidance.	A	-	-	-							
9	Physical n/a												
10	Contractual /competitive n/a												
11	Environmental/sustainability												
11.1	Risk of flood of	- Consultation	U	1	5	5							

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Corporate/Department/Team Project: Royal Pavilion & Museums

Site: Royal Pavilion & Museums

Service Objective/Process: Return of human remains to Australia

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				Likelihood (L)	Impact (I)	Risk Factor (LxI)			Likelihood (L)	Impact (I)	Risk Factor (LxI)		
	requests for return of human remains and other sensitive material in the collections	with museum colleagues and source communities. - Act according to DCMS Guidance and RP&M Policy - Act according to precedent set by UK museums.											
12	Equalities												
	See EQIA: only positive impact												

* Key to Effectiveness of Controls
 A = Adequate I = Inadequate U = Unknown

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Review Date: 22 September 2008

Compiled by: Sarah Posey

CULTURE, RECREATION & TOURISM CABINET MEMBER MEETING

Agenda Item 30
Brighton & Hove City Council

Subject:	<i>Proposal for City to Host UK Corporate Games June 2009</i>		
Date of Meeting:	16 th September 2008		
Report of:	Director of Cultural Services		
Contact Officer:	Name:	Liz Brand	Tel: 29-1614
	E-mail:	Liz.brand@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No. CRT 2916	
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 To agree to Brighton and Hove hosting the UK Corporate Games likely to be early June 2009.
- 1.2 The Games have been running since 1988 (World) and will bring 5,000 – 6,000 participants and visitors to the city, therefore having a direct economic benefit of £2.5M - £3M, (based on VisitBritain's figures) to accommodation, transport providers, bars, restaurants, visitor attractions and retailers in the city.

2. RECOMMENDATIONS

- 2.1 (1) To agree to Brighton and Hove hosting the UK Corporate Games in June 2009 (Subject to securing SEEDA funding as detailed in Section 5 of this report).

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The World Corporate Games Began in San Francisco in 1988 and have been hosted by Hawaii, Lille, London, Geneva, Seville & Zagreb in recent years.
- 3.2 The UK Corporate Games began in Milton Keynes in 1993 and have been hosted by Manchester, Peterborough, Newcastle and Belfast amongst others. The games will bring, Chief Executive Officers, Managing Directors, senior and middle management, employees and clients from national, multinational organisations and institutions to the city.
- 3.3 The games run Thursday to Sunday comprising individual and team sports, social events, a grand games parade and a business tourism day.

- 3.4 There is scope for Brighton and Hove City Council to use the business tourism day with hundreds of top businesses attending, to attract inward investment to the city. The Business Retention and Inward Investment Study is currently being produced by the City Council's Economic Development Unit, however the hosting of this event could provide the City with a quick win in attracting inward investment, showcasing all that we have to offer to some of the largest employers in this country.
- 3.5 The games are open to individual and team sports, regardless of age or ability. They are also fully disabled integrated.
- 3.6 The Games would offer a platform for Brighton and Hove to showcase all the city can offer and build upon the reputation of Brighton and Hove as a healthy and happy city, a great place to visit, to invest and do business. The event also brings with it a good degree of media interest.
- 3.8 The organisers will also be working with the TakePart Festival, School Sports Festival and the 2012 coordinator within Brighton & Hove City Council, and are in discussions with St. Dunstons and the Sussex Disability Sports Group to promote 'sport for all' in the city.
- 3.9 Representatives from the UK Corporate Games have visited the city on a number of occasions to assess the viability of our sports venues, social venues and accommodation providers which they believe are suitable for to host the Games in 2009.
- 3.10 The organisers are awaiting a decision by SEEDA to contribute towards the rights fee with that decision expected in early September 2008.
- 3.11 Given the current economic climate and trading conditions, securing this event for the City would be a positive outcome for local tourism businesses including hotels, restaurants and venues who between them employ almost 13,000 local people.

4. CONSULTATION

- 4.1 There has been open dialogue between the City Council's tourism team VisitBrighton, council run sports venues; Withdean Complex, Waterhall/Hollingbury Golf Courses, both Sussex and Brighton Universities, amongst others, and by the UK Corporate Games to gauge interest among their corporate membership.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

The UK Corporate Games are run by an external company, who pay for all associated promotional, venue and staffing costs. SEEDA have been asked to contribute £80,000 towards the total costs. The City Council is expected to secure the hosting fee of £20,000, which can be met from

within the Director of Cultural Services budget and the City Marketing budget.

The delegates to the games will be using the Council's conference delegate booking service for securing their accommodation, providing some commission income which will help to partially offset the hosting fee. Additionally of course the delegates will be bringing extra revenue into the City.

Finance Officer Consulted: Peter Francis

Date: 14/08/08

5.1 Legal Implications:

A contract would need to be entered into with Sport For Life Limited ["SFL"] which would refer to the payments to be made by the council and by SEEDA and generally indicate the position relating to use of logos, promotional opportunities etc. A draft contract has not yet been produced by SFL, but, subject to SEEDA's position, it is expected to closely follow the form of previous contracts, including that relating to the UK Corporate Games 2006 at Swindon, which would be acceptable

Lawyer Consulted: Bob Bruce

Date: 14/08/08

5.2 Equalities Implications:

The games are fully integrated for disabled participants. We are currently in discussion with various groups; St Dunstons, Sussex Disability Sports Group and Community Sports to actively encourage and promote participation.

5.3 Sustainability Implications:

The Games organisers would use local businesses for printing, catering, apparel, promotional material and sundries pertinent to the games. In addition to this, during the games the organisers would boost employment in the city by sourcing officials and administrators from the local area.

5.4 Crime & Disorder Implications:

There are none.

5.5 Risk & Opportunity Management Implications:

There are none.

5.6 Corporate / Citywide Implications:

Protect the environment whilst growing the economy.

By hosting the UK Corporate Games, the city would see a direct economic benefit of £2.5m - £3m as participants pay for their own inbound transportation, accommodation and sustenance. They will also use existing local transportation; taxis's and hire vehicles in the city.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 None considered.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 The direct and indirect economic benefit of hosting the UK Corporate Games would be worth £2.5m - £3m to the city over 4 days. Hosting the games would promote Brighton and Hove as a healthy city keen to further our reputation for holding major events and as a great place to locate a business for the purposes of inward investment.

SUPPORTING DOCUMENTATION

Appendices:

1. None

2.

Documents In Members' Rooms

1.

2.

Background Documents

1. None

2.