
8 July 2022

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Dear Councillor,

A meeting of **CABINET** will be held in the **COUNCIL CHAMBER** at these offices on **MONDAY, 18TH JULY, 2022 at 4.00 pm** when your attendance is requested.

Yours sincerely,
KATHRYN HALL
Chief Executive

A G E N D A

	Pages
1. To receive Declarations of Interest from Members in respect of any matter on the Agenda.	
2. To receive apologies for absence.	
3. To confirm Minutes of the previous meeting held on 6 June 2022.	3 - 8
4. To consider any items that the Leader agrees to take as urgent business.	
5. Budget Management 2022/23 - Progress Report April to May 2022.	9 - 22
6. Clair Hall: Interim Report of Work to Develop Investment Options for the Site.	23 - 76

To: **Members of Cabinet:** Councillors J Ash-Edwards (Chair), R Cromie, R de Mierre, S Hillier, R Salisbury and N Webster

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**Minutes of a meeting of Cabinet
held on Monday, 6th June, 2022
from 4.00 pm - 4.44 pm**

Present: J Ash-Edwards (Chair)

J Belsey
R Cromie

R de Mierre
S Hillier

N Webster

Absent: Councillor R Salisbury

Also Present: Councillors Bates, Chapman, Dabell & Eggleston.

1. TO RECEIVE DECLARATIONS OF INTEREST FROM MEMBERS IN RESPECT OF ANY MATTER ON THE AGENDA.

No declarations were made.

2. TO RECEIVE APOLOGIES FOR ABSENCE.

Apologies were received from Cllr Salisbury.

3. TO CONFIRM MINUTES OF THE PREVIOUS MEETING HELD ON 21 MARCH 2022.

The minutes of the meeting held on 21 March 2022 were agreed as a correct record and signed by the Leader.

4. TO CONSIDER ANY ITEMS THAT THE LEADER AGREES TO TAKE AS URGENT BUSINESS.

The Leader confirmed that he had no urgent business.

5. PERFORMANCE OUTTURN 2021-22.

Stephen Fitzgerald, Interim Head of Corporate Resources, introduced the report which set out the Council's outturn performance for the year 2021/22.

The Leader drew attention to the Scrutiny Committee's comments and felt it was a pleasing end to the financial year in terms of performance.

The Cabinet Member for Leisure and Parking expressed that she was pleased to see an additional indicator for fly tipping as well as the number of planning enforcement investigations.

The Cabinet Member for Community referenced Paragraph 9 of the Report and commended the Council for continuing its business as usual in addition to taking on additional responsibilities arising from the pandemic.

The Leader noted that no Member wished to speak so moved to vote on the recommendations which were agreed unanimously.

RESOLVED

Cabinet:

- (i) Noted the Council's outturn performance for 2021/22 and identify any areas where further reporting or information is required;
- (ii) Noted the changes to the bundle of indicators to be monitored in 2022/23.

6. FINANCIAL OUTTURN 2021-22.

Stephen Fitzgerald, Interim Head of Corporate Resources, introduced the report which informed the Cabinet of the outturn position for the 2021/22 revenue and capital budgets in the year that saw a continued financial impact due to the Covid-19 pandemic.

The Leader sought clarification regarding the net underspend of the leisure specific reserve. He asked whether it was a result of a lesser use of reserves instead of a greater windfall.

The Interim Head of Corporate Resources confirmed that the Council had used less of its reserves.

The Leader stated that it is a very respectable position to have ended given the challenges and costs of the pandemic.

The Cabinet Member for Economic Growth commended the senior officer team and stated that the finances and performance outturn show that the Council has been very well run.

The Cabinet Member for Community thanked the officer for the explanation of the underspend. He noted that the report is actually an outturn for the last ten years rather than the last year as the Council has worked hard to build up the reserves. He drew attention to the way the Council is doing business with more work moving online and referred to the savings of £18,000 from the Annual Electoral Canvass as one example of the benefits of doing so.

The Cabinet Member for Leisure and Parking stated she was pleased that the Mid Sussex economy returned quicker than envisaged and noted the extra income from parking charges.

The Leader reiterated the need for a strong financial position to deliver the Council's objectives and highlighted that the ability of the Council to support local communities during the pandemic was due to the work over the past decade. He added that the task is to rebuild the position to give a good foundation for the coming years. The Leader then took Members to a vote on the recommendations which were agreed unanimously.

RESOLVED

Cabinet noted the contents of the report and to recommended to Council:

- (i) that grant income as set out in paragraph 12 to 25 of the report be transferred to Specific Reserves;
- (ii) that requests totalling £82,000 be transferred to Specific Reserves as set out in Table 1;
- (iii) that balance of interest totalling £174,111 as set out in paragraph 27 is transferred to the General Reserve;
- (iv) that the underachievement of Dividend income totalling £19,232 as set out in paragraph 31 is met from the General Reserve;
- (v) that the 2022/23 capital programme be increased by £5,215,000 as a result of slippage of some 2021/22 capital projects as detailed in Table 2;
- (vi) that the revenue underspend in 2021/22, totalling £144,000, be transferred to General Reserve.

7. STRATEGIC RISKS 2022-23.

Stephen Fitzgerald, Interim Head of Corporate Resources, introduced the report which presented the Corporate Strategic Risk Policy Document and the Council's key strategic risks for 2022-23.

The Leader highlighted that this is a tried and test approach across the Council that considers the key corporate risks each year. He noted that no Member wished to speak he moved to vote on the recommendations which were agreed unanimously.

RESOLVED

That Cabinet:

- (i) Agreed the Strategic Risks for 2022-23 and management plans set out at appendix A; and,
- (ii) Agreed the MSDC Strategic Risk Management Policy, as set out at Appendix B.

8. CAPITAL PROGRAMME AND REVENUE CORPORATE PROJECTS UPDATE.

Stephen Fitzgerald, Interim Head of Corporate Resources, introduced the report which presented two new projects proposed to be added to the Capital Programme and Revenue Projects for 2022/23 and updates to The Orchards Improved Toilet Provision Project.

The Leader said that East Grinstead Members will be pleased to see Swan Mead coming forward and believed that it was an important step for the Council to improve its temporary accommodation provision as well as improving a site that has been vacant for a while.

The Deputy Leader commented that the work at the Bedelands Gypsy and Traveller Site needs to be done and that the Swan Mead building has been very tired and needs improvement. He added that Swan Mead is in a good location and that temporary accommodation is very much needed.

The Cabinet Member for Community stated he was pleased to see Swan Mead coming forward which is ideally located in the town centre and would be convenient for those who need temporary accommodation. He hoped that good construction in the area would lead to a small regeneration in the road with the focus on Swan Mead.

The Cabinet Member for Housing and Customer Services expressed delight to see improved toilet provision at The Orchards on the agenda and that the Council has committed to making Haywards Heath more accessible for residents. She said it was important to provide temporary toilets in the area while the work is completed and that she was happy to see the work will be completed by November 2022.

RESOLVED

Cabinet considered the projects and to recommended to Council for approval:

- (i) the variations to the Capital Programme and Revenue Projects 2022/23 contained in paragraph 17 in accordance with the Council's Financial Procedure rule B3.

9. BURGESS HILL MARTLETS SHOPPING CENTRE PROPOSED INTERIM USES.

Judy Holmes, Assistant Chief Executive, introduced the report which sought Cabinet's consideration of proposals for an interim use of part of the Martlets Shopping Centre, Burgess Hill to improve the environment aesthetically and economically for local communities and businesses, until such time as the proposed re-development of the Centre can go ahead.

The Leader recognised that the Council is not in an ideal position, however stressed the importance of improving that area of Burgess Hill town centre. He thanked Burgess Hill Town Council for their work and stated that there is an opportunity to do something to help bring back vibrancy of this site.

The Deputy Leader echoed the importance of improving the area and providing facilities to residents whilst awaiting redevelopment. He stated that something more durable like a shelter or a kiosk would be preferred. Appreciation was shown to amenities such as table tennis, but he expressed a desire for other pop-up facilities akin to a market rather than a beach, which could not be used all year.

The Cabinet Member for Community expressed support for the proposal, recalled the history of redevelopment both in Burgess Hill and in East Grinstead and noted the challenges that have been experienced.

The Cabinet Member for Economic Growth highlighted the huge amount of work going on in Burgess Hill and believed it will become an amazing town. He noted Burgess Hill Town Council's proposal and suggested crazy golf could be put on the site which he believed residents would use. He requested that this be achieved as soon as possible for the residents.

The Cabinet Member for Housing and Customer Services affirmed the need to ensure the site is adaptable as well as providing residents with a substantial offer which would encourage them to stay longer in the town centre and attend more often.

The Cabinet Member for Leisure and Parking reiterated the need for the space to be adaptable and the need for work to commence as soon as possible.

The Leader moved to discuss Burgess Hill Town Council Proposals found in Appendix 2 of the Report. He sought clarification on whether the proposed decisions are for the Council to consider.

The Assistant Chief Executive confirmed that the proposals are not for Cabinet to consider, and that New River Retail are supportive of whatever Cabinet is seeking to implement as an interim use on the site. She added that New River are working with Burgess Hill Town Council over other uses.

The Leader replied that the points should be left for New River Retail to consider and Burgess Hill Town Council to progress and fund. He stated that the priority is for the town centre to be redeveloped and that viability challenges are resolved. He felt that Appendix 1 is the right way forward and will make the best of the site in the short-term.

Tom Clark, Solicitor to the Council, summarised the debate and suggested the recommendation 5.1 would be to select Appendix 1 in consultation with the relevant portfolio holders and that 5.2 remains as is.

As there were no further questions or comments the Leader took the Members to vote on the recommendations which were agreed unanimously.

RESOLVED

Cabinet:

- i. Considered the proposals outlined in the report and Appendix 1 and 2 and selected Appendix 1 as the preferred option.
- ii. Created an earmarked reserve of £100k from the Council's General Reserve to provide a budget to facilitate the creation of a temporary urban park on the site and to request that stakeholders be actively encouraged to contribute to or support bidding to other funding sources to deliver the works planned.

10. TO CONSIDER WHETHER TO EXCLUDE THE PRESS AND PUBLIC FROM THE MEETING DURING CONSIDERATION OF THE FOLLOWING ITEMS IN ACCORDANCE WITH SECTION 100A OF THE LOCAL GOVERNMENT ACT 1972 ON THE GROUNDS THAT IT INVOLVES THE LIKELY DISCLOSURE OF EXEMPT INFORMATION AS DEFINED IN PARAGRAPH 3 OF PART 1 OF SCHEDULE 12A OF THE SAID ACT.

The Leader moved a motion that the Press and Public be excluded from the meeting during consideration of the exempt business on the agenda. This was agreed unanimously.

RESOLVED

That the public and press be excluded from the meeting during consideration of the following item in accordance with Section 100A of the Local Government Act 1972, on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the said Act.

The meeting moved into the exemption session at 4.42 pm.

11. TO CONFIRM EXEMPT MINUTES OF THE PREVIOUS MEETING HELD ON 21 MARCH 2022.

The minutes of the meeting held on 21 March 2022 were agreed as a correct record and signed by the Leader.

As there were no further questions the Leader brought the meeting back into open session at 4.43 pm on the completion of exempt business.

The meeting finished at 4.44 pm

Chairman

BUDGET MANAGEMENT 2022/23 – PROGRESS REPORT APRIL TO MAY 2022

REPORT OF: Interim Head of Corporate Resources
Contact Officer: Cathy Craigen, Chief Accountant
Email: Cathy.craigen@midsussex.gov.uk Tel: 01444 477384
Wards Affected: All
Key Decision: No
Report to: Cabinet
18th July 2022

EXECUTIVE SUMMARY AND RECOMMENDATIONS

Purpose of Report

1. This report reviews the progress on the Revenue Budget, Capital Programme and Revenue Projects and Treasury Management for 2022/23.

Summary

2. The forecast revenue outturn position for 2022/23 at the end of May is showing a projected net underspend of £81,000 against the original budget. This mainly relates to net on-going savings across the Council, previously reported in the later part of 2021/22 but which were identified too late to be included in the budget setting process for 2022/23. These mainly relate to income recovery in a number of areas and additional rental income partly offset by some on-going salary pressures and a few income pressures in other areas of the Council. Appendix A of this report provides further detail.
3. Although this is a positive start to the year, Members should be aware that the impact of both rising energy costs and inflation are likely to present challenges for the Council in 2022/23. Whilst modest inflationary increases were budgeted in the Corporate Plan and Budget report approved at Council in March 2022, prices have risen sharply since the start of the year with the Consumer Price Index (CPI) rising to 9.1% by the end of May. As a result, it is likely that further inflationary pressures will need to be reported later in the year once these costs have been quantified. On a positive note, the Council's Treasury Management income will benefit from rising interest rates increasing our General Reserves as detailed later in this report. Also, looking forward to future years, in his speech to the Local Government Association (LGA) conference on 28 June 2022, Michael Gove confirmed that, from next year, he will be introducing a 2 -year financial settlement to give Local Authorities greater financial certainty and confidence, and that he will launch a consultation on this shortly.
4. In the meantime, Members can be assured that officers will be closely monitoring the overall position for the Council as the year progresses and working to mitigate any potential overspend in 2022/23.

Recommendations

5. **To recommend to Council for approval:**
 - (i) **that £7,293 grant income in respect of a payment for Rough Sleepers be transferred to Specific Reserve as detailed in paragraph 27;**
 - (ii) **that £20,761 grant income relating to Implementing Welfare Reform be transferred to Specific Reserve as detailed in paragraph 28;**

- (iii) that £23,237 grant income for new burdens relating to Verify Earnings & Pensions be transferred to Specific Reserve as detailed in paragraph 29;
- (iv) that £33,660 grant income relating to Domestic Abuse Safe Accommodation funding be transferred to Specific Reserves as detailed in paragraphs 30;
- (v) that £50,000 grant income relating to delivery of the Local Land Charges Programme timetable for the transition of LLC1 be transferred to General Reserve as detailed in paragraphs 31;
- (vi) the variations to the Capital Programme contained in paragraph 43 in accordance with the Council's Financial Procedure rule B3.

To note:

- (vii) the remainder of the report.

REVENUE SPENDING

Position to the end of May 2022

6. This is the first budget management report for the current financial year. This is intended to inform Members how key income and expenditure targets are performing after the first two months of 2022/23 and thereby establish a position over the summer.

Expenditure and Income to date

7. Table 1 details 'actuals' to date for the key income categories and salaries expenditure, compared to their profiled budgets. It gives a snapshot position on performance to the end of May only. This table also details the projected year-end position for these key income categories, but this only forms part of the consideration for the year-end predictions for the Council's overall revenue budget.

Table 1: Key income/expenditure to the end of May 2022						
INCOME	2022/23 Actual to May £'000	Profiled 2022/23 Budget £'000	2022/23 Original Budget £'000	Pressure/ (Saving) To end May £'000	Projected Year-end Variance £'000	To Note: 2022/23 Budget Unadjusted For Covid-19* £'000
Car Park Charges	(300)	(315)	(1,831)	15	0	(2,151)
Development Management Fees	(145)	(203)	(1,216)	58	0	(1,494)
Building Control Fees	(81)	(95)	(447)	14	0	(447)
Land Charges	(30)	(22)	(107)	(8)	0	(107)
Licensing Act Fees	(20)	(8)	(146)	(12)	(15)	(146)
Hackney Carriage Fees	(14)	(23)	(139)	9	25	(139)
Outdoor Facilities Income	(29)	(55)	(276)	26	(57)	(276)
Garden Waste	(165)	(185)	(1,548)	20	0	(1,548)
Leisure Contract Income	0	(100)	(600)	100	0	(1,444)
Industrial Estates Rents	(328)	(270)	(1,340)	(58)	(59)	(1,340)
Town Centre Rents	(348)	(440)	(2,231)	92	66	(2,231)
Depot Rent	(21)	(20)	(81)	(1)	(6)	(81)
General/Miscellaneous Property	(82)	(75)	(309)	(7)	(30)	(309)
Total Income	(1,563)	(1,811)	(10,271)	248	(76)	(11,713)
EXPENDITURE						
Salaries	2,353	2,273	13,636	80	68	13,636

*For information only - It shows the 22/23 budgets without the income reductions built in. (i.e. Before budgets were reduced to take account of the income decreases where demand has been affected by the pandemic).

8. Car parking income is below budget by £15,000 in the first two months of the financial year. This is detailed in Table 2 below. This is made up of lower than budgeted Season Ticket income, £23,000 and better than budgeted Pay and Display £8,000.
9. A pressure for Season ticket income was included in 2021/22 budget of £87,000 representing an expected 45% continued annual loss in income resulting from the pandemic, and season ticket holders not renewing. By outturn 2021/22 the shortfall was a 38% loss on the pre covid position. However, income for this year to May 22 is recording a £23,000 shortfall. Therefore, it is too early to identify a recovery of income on the pre-covid position, and this will be kept under review throughout the year.
10. For Pay and Display, there was a pressure of £583,000 included in 2021/22 budget, which represented a 30% annual shortfall on 2020/21 pre pandemic budget. Some recovery was forecast in the 2022/23 budget process of £350,000, leaving a forecast shortfall on the pre covid budget of £233,000. The first two months have recorded a further recovery of £8,000. This will be kept under review throughout the year and any further recovery reported as it occurs.

	2022/23 Actual to May (Over)under target £'000	2022/23 Original Budget £'000	2020/21 Unadjusted For Covid-19 £'000	Outturn 2021/22 (Over)under target £'000	Forecast 2022/23 (Over)under target £'000
Pay and Display	(8)	(1,725)	(1,958)	172	0
Season Tickets	23	(106)	(193)	(12)	0
Total	15	(1,831)	(2,151)	160	0

11. At the end of May planning application fee income is below target by £58,000. A pressure of £285,000 was included in 2021/22 budget, representing an anticipated 20% continued loss of Planning Fee income as a result of the pandemic, where a reduction in larger applications resulted following the uncertainty and loss of confidence in the Economy. This uncertainty is expected to continue for the foreseeable future and recovery of income to levels pre-pandemic levels are not anticipated for this financial year. Minor recovery of £7,000 was allowed for as part of 2022/23 Corporate Plan and Budget.
12. At the end of May, Building Control Income is under target by £14,000. This is mainly due to the profiling of income, which can fluctuate. Therefore, no full year variation is anticipated at this stage.
13. At the end of May Land Charges income is over target by £8,000. However, search levels are expected to slow down this year. Therefore, no variation to the full year projection is anticipated at this stage.
14. Licencing income is £12,000 above target for April to May. The forecast has been amended to reflect additional income achieved by 2021/22 outturn of £15,000 and therefore too late for inclusion in the budget as shown in Appendix A.
15. Hackney Carriage Fees are below target by £9,000 for the first two months of this financial year. The forecast has been amended to reflect the ongoing shortfall in income identified by 2021/22 outturn of £25,000 and therefore too late for inclusion in the budget, as shown in Appendix A.
16. Outdoor facilities income is £26,000 below budget after the first two months of the year. This is mainly due to the profiling of income, which can fluctuate. The full year forecast has been amended to reflect ongoing additional income identified by outturn 2021/22 of £57,000 and therefore too late for inclusion in the 2022/23 budget, as shown in Appendix A.
17. Based on the current budget profile, Garden Waste income is £20,000 below target at the end of May. The budget allows for further expansion of the service to 23,000 customers by the end of the year. Any shortfall to date is therefore expected to recover as the year progresses and no variation is forecast at this stage.

18. The target for Management Fee income from the leisure centre contractor was removed for the 2021/22 budget, a loss of £1,444,000. This was subject to ongoing negotiations due to the forecast operational losses, resulting from the ongoing effects of the pandemic. Forecast recovery of £600,000 was included in the Corporate plan and Budget 2022/23 and in addition, the Management Fee will also be adjusted to include 75% of any further contractor surplus above the £600,000, to be identified through ongoing open book reconciliations. No further variation to the £600,000 budget is forecast at this stage in the year.
19. The actual to May for the four income areas below in paras 20 to 23 relates to income where an invoice has been raised rather than actual income received.
20. Industrial Estates rent is showing as £58,000 above target at the end of May. This is due to some rent reviews being undertaken and invoices raised for the backdated rent arrears. The full year projection is expected to be £59,000 above target as shown in Appendix A.
21. Town Centre rent is £92,000 below target at the end of May. This shortfall is mainly due to a refund of the Market Place Supplementary Car Park income from 2020-21 offset by additional supplementary rent for Market Place Shopping Centre relating to 2020-21. The full year projection is anticipated to be a £66,000 pressure at this stage, as shown in Appendix A.
22. Depot rent is showing as £1,000 above budget for April to May. This is due to a rent increase last year which has not yet been reflected in the budget. A £6,000 saving against the full year projection is anticipated at this stage as shown in Appendix A.
23. General/miscellaneous property income is showing an £7,000 surplus at the end of May due to ongoing estate management of ground rents and renewal of licences. A £30,000 surplus against full year projection is anticipated at this stage as shown in Appendix A.
24. The salaries expenditure to the end of May is a small pressure of £80,000 against the profiled budget, which mainly relates to the cost of agency staff across a number of the Council's services. However, those relating to Housing and Revenue and Benefits will be met from external grant or Reserves at year end. In addition, the pressure partly relates to redundancy costs incurred which will also be mitigated when met from earmarked reserves as part of the year-end adjustments for 2022/23. In comparison, the forecast year-end variance currently stands at a reduced pressure of £68,000. Appendix A of this report provides further detail on the forecast variance. This position will continue to be monitored closely as we progress through the year.
25. In summary, based on current information available and as outlined in Appendix A, the current forecast year-end position (at the end of May 2022), is an underspend of £81,000.

Miscellaneous

26. The total remaining in Balance Unallocated is unchanged at £20,000 as there has been no utilisation to date.

27. In May, the Council received £7,293 from DLUHC in respect of a payment for Rough Sleepers grant. The purpose of this Section 31 grant is to provide additional services for rough sleepers. Members are requested to approve that this sum be earmarked in Specific Reserve for additional Homelessness costs incurred by Housing Services.
28. In April, we received a grant payment of £20,761 from the DWP in respect of Implementing Welfare Reform. Members are requested to approve the transfer of this sum to the Revenues and Benefits New burdens specific reserves to meet this additional cost.
29. In May, grant totalling £23,237 was received from the DWP to meet the costs of new burdens relating to Verify Earnings & Pensions grant. Members are requested to approve the transfer of this sum to the Revenues and Benefits New Burdens specific reserves to meet this additional cost.
30. In April, the Council received £33,660 from DLUHC in respect of Domestic Abuse Safe Accommodation Funding to provide specialist support within sufficient safe accommodation to ensure those fleeing domestic abuse, have somewhere safe to go. Members are therefore requested to approve the transfer of this sum to specific reserves to meet this additional cost.
31. On 8 April 2022 we received an additional £50,000 from the Land Registry for delivery of the Local Land Charges Programme timetable for the transition of LLC1. Members are requested to approve the transfer of this to General Reserve.

CAPITAL SPENDING ON CAPITAL PROGRAMME AND REVENUE PROJECTS

Position to the end of May 2022

32. The Capital Programme and Revenue Projects for 2022/23, as approved at Council on the 2 March 2022, amounted to £4,128,000. This was increased by £1,138,000 to £5,266,000 as detailed in the Capital Programme Update report to Cabinet 21 March 2022, and then by a further £2m as set out in the Capital Programme and Revenue Projects Update Report to Cabinet 6 June 2022 resulting in a revised programme total of £7,266,000. Following the 2021/22 Outturn, this has also been increased by £5,215,000 to include the slippage of some 2021/22 projects. Therefore, the revised Capital Programme and Revenue Projects now totals £12,481,000.
33. Further details relating to these changes are contained in the Outturn 2021/22 report to Cabinet on 6 June 2022. The actual and commitments to the end of May 2022 total £1,518,698.

Variances to the 2022/23 Capital Programme and Revenue Projects

34. At this early stage in the year all projects are progressing as expected, other than those identified in Table 3 under "Proposed variations to the Capital Programme" below.

Proposed Variations to the Capital Programme and Revenue Projects

35. The current programme includes slippage from 2021/22 of £400,000 for the Research and Innovation Fibre Ring project which is fully funded by Brighton and Hove City Council. The costs are £300,000 less than expected as we pursued PIA (Physical Infrastructure Access) to deliver some of the network. This uses existing duct where it is suitable and available. The programme has been amended accordingly.
36. Since the Corporate Plan and Budget 2021/22 report was approved at Council on 2 March 2022, we have received notification of increased funding for Disabled Facility Grants in 2022/23, through the Better Care Fund which is passported onto MSDC from West Sussex County Council. The allocation this year is £1,102,000 (to the nearest £'000). This allows additional funding of £202,000 compared to the original budget of £900,000. However, the revised budget for 2022/23 also includes last year's unutilised allocation of £541,000 that was built into the 2022/23 budget following Outturn 2021/22, so the Disabled Facilities Budget total now stands at £1,643,000, of which approximately £539,000 has been committed to date.
37. Bolney Recreation Ground (Batchelor's Field) Playground Improvements project in 2021/22 was £30,000 overspent which was reported in the Financial Outturn 2021/22 Report to Cabinet 6 June 2022. During 2021/22, the budget of £32,000 for this project was slipped to 2022/23 because works were due to be completed in Spring 2022/23. However, subsequently ground conditions allowed this work to be completed by the end of last financial year. As a result of the early delivery of the project in 2021/22, the 2022/23 budget totalling £32,000 has now been adjusted to £2,000 to account for spend in the previous year. The programme has been amended accordingly.
38. The current programme includes £94,000 for the About the Place Public Art Revenue Project. However, a further £20,000 is now required; of which £14,000 is in respect of the two additional waymarkers to be funded by the LCWIP funding in the WSCC Pool Business Rates Bicycle Funding specific reserve. The remaining £6,304 is for a mural at the Bluebell Railway to be funded by S106 contribution from 78 London Road, East Grinstead (DM/21/2992 – PL13-003790). The project total has therefore been increased to £114,000.
39. Cabinet approved the use of S106 contributions totalling £38,000 for Electric Vehicle fast charging points to be installed at their meeting 29 April 2019. This project is now due to be completed in 2022/23. The current programme has been updated accordingly.
40. At Cabinet 6 June 2022 Members received the report on Burgess Hill Martlets Shopping Centre Proposed Interim Uses recommending the creation of an earmarked reserve of £100,000 from the Council's General Reserve to provide a budget to facilitate the creation of a temporary urban park on the site. This report also requested that stakeholders be actively encouraged to contribute to or support bidding to other funding sources to deliver the works planned. The current programme has been amended to include this new revenue project to be funded from Reserves as outlined above.

41. £13,000 was received in 2021/22 from Age UK, as a dilapidation payment for Cherry Tree (St Albans Hall) Fairfield Road, Burgess Hill. At Outturn this was moved to a Specific Reserve to enable the replacement of the boiler and other repairs to be carried out in 2022/23. This Revenue Project has now been added to the current programme.
42. At its meeting on 21 March 2022, Cabinet agreed the Centre for Outdoor Sport project Feasibility Study and Master Plan, authorised the commencement of the next phase, comprising the procurement of consultants to deliver Stages 2, 3 and 4 of the project, and agreed that a funding bid should be prepared to secure allocated s106 funds to finance this work. The total estimated cost for the next phases of work is £545,000 of which £245,000 is already included in the current programme of Revenue and Capital Projects. It is therefore necessary to allocate a further sum of £300,000, using s106 funding already collected for this project, as detailed in the Project Justification at Appendix B.
43. Proposed capital variations are summarised in table 3 below:

Table 3: Capital Programme and Revenue Project Variations April to end May 2022		
	<i>Apr to May</i>	<i>Ref</i>
	<i>£'000</i>	
<u>Capital Projects</u>		
Research and Innovation Fibre Ring (RIFR)	(300)	<i>Para 35</i>
Disabled Facilities Grants.	202	<i>Para 36</i>
Bolney Recreation Ground Playground Improvements	(30)	<i>Para 37</i>
	<hr/>	
Total Capital Projects Variations	(128)	
	<hr/> <hr/>	
<u>Revenue Projects</u>		
About the Place Public Art Project	20	<i>Para 38</i>
Electric Vehicle fast charging points	38	<i>Para 39</i>
Martlets Temporary Urban Park	100	<i>Para 40</i>
Cherry Tree (St Albans Hall) repairs	13	<i>Para 41</i>
Centre for Outdoor Sport (CfOS)	300	<i>Appendix B / Para 42</i>
	<hr/>	
Total Revenue Projects Variations	471	
	<hr/> <hr/>	

44. Taking into account the changes detailed above, the overall effect is an increase to the current programme of Capital and Revenue Projects for 2022/23 by £343,000. Therefore, the revised programme total for 2022/23 now stands at £12,824,000.

S106 contributions committed/utilised to the end of May 2022

45. The following S106 contributions have been utilised during this period:

Table 5 S106 utilisation 2022/23		
	<i>Apr to May</i>	<i>Note</i>
	<i>£'000</i>	
Ardingly Parish Council	23	1
	<hr/>	
Total	23	
	<hr/> <hr/>	

Notes

- 1 Utilisation of Formal Sport contribution (PL12-000981 £22,621.00) S106 monies for tennis court improvements at Ardingly Recreation Ground, as agreed by the Deputy Leader on 18 May 2022 MIS 20 18 May 2022.

TREASURY MANAGEMENT INTEREST

46. Treasury Management interest for this financial year was projected in the Budget Report to be £223,918 at an average rate of 0.5%. The Budget Report is prepared well before many of the cash flow items are known.
47. The interest receivable forecast currently exceeds the budget due to the improved interest rates available. Although the calculated average rate shows as 0.7%, a number of maturities are imminent, allowing us to secure better rates. This has been accounted for in the forecast. Therefore, the estimated year-end projection for Treasury Management to be earned in the year is £762,673 being £538,755 over target. This position will continue to be monitored closely as we progress through the year.

POLICY CONTEXT

48. This report shows actual financial performance against the original budget, which was approved within the context of the Financial Strategy.

FINANCIAL IMPLICATIONS

49. The financial implications are detailed within the body of this report.

RISK MANAGEMENT IMPLICATIONS

50. There are no risk management implications.

EQUALITY AND CUSTOMER SERVICE IMPLICATIONS

51. There are none.

OTHER MATERIAL IMPLICATIONS

52. There are no legal implications as a direct consequence of this report.

SUSTAINABILITY IMPLICATIONS

53. There are no sustainability implications as a direct consequence of this report.

Background Papers

Revenue Budget 2022/23

Appendix A

Forecast Budget Variations for 2022/23 at the end of May 2022

	Pressures in 2022/23	<i>Notes</i>
	<i>£'000</i>	
On-going pressure from 2021/22 – Hackney Carriage Income	25	1
On-going Pressure from 2021/22 – Revenues and Benefits Card charges	14	1
Ongoing pressure from 2021/22 – Cashless parking transaction processing	27	1
Ongoing pressure from 2021/22 – Corporate Estates & Facilities Salaries	33	1
Ongoing pressure from 2021/22 – from the utilisation of interim management	104	1
Market Place Burgess Hill Supplementary rent & car park income	66	2
	<hr/>	
	269	
	<hr/> <hr/>	

Notes:

- (1) On-going Pressures identified in budget management 2021/22 but too late for inclusion in the 2022/23 budget.
- (2) Net refund of income to tenant due to Variable Head Lease calculation for 2020/21 for Market Place Shopping Centre supplementary rent and car park income.

	Savings in 2022/23	<i>Notes</i>
	<i>£'000</i>	
On-going saving from 2021/22 – Licencing Income	(15)	3
On-going saving from 2021/22 – Environmental Health Staff	(27)	3
On-going saving from 2021/22 – NNDR	(27)	3
On-going saving from 2021/22 – Pay award 2021/22 1.75%	(42)	3
On-going saving from 2021/22 – Rateable Value finder consultancy	(27)	3
On-going saving from 2021/22 – Housing support	(20)	3
On-going saving from 2021/22 – Car Park repairs	(21)	3
On-going saving from 2021/22 – Additional Playgroup Income	(47)	3
On-going saving from 2021/22 – Outdoor Facilities Ground Rent	(10)	3
On-going saving from 2021/22 – Bulky waste Income	(19)	3
On-going saving from 2021/22 – Depots rent	(6)	3
On-going saving from 2021/22 – Operational Properties rents & licences	(30)	3
On-going saving from 2021/22 – Industrial Estates rents	(42)	3
Industrial Estates Rents	(17)	4
	<hr/>	
	(350)	
	<hr/> <hr/>	

Notes:

- (3) On-going savings identified in budget management 2021/22 but too late for inclusion in the 2022/23 budget.
- (4) Backdated rent received as a result of Industrial Estates' rent reviews.

Revenue Project Justification Details

Burgess Hill Centre for Outdoor Sports- Phase 2

Purpose of project:

The purpose of this project is to provide an appropriate quantity of publicly owned, high quality formal sports provision to mitigate the impact of the Northern Arc development, as set out within the adopted District Plan policy DP9.

This will contribute towards the Council's vision to maximize opportunities for sport and physical activity for all across the district, to foster sporting excellence, and to deliver community cohesion and a healthy environment.

In June 2021, the Council commissioned The Sports Consultancy to produce a Feasibility Study, to "Royal Institute of British Architects Plan of Work" (RIBA) Stage 1.

As part of the study, a detailed review of the procurement approaches that could be adopted for the delivery of the project was carried out, which concluded that the most appropriate approach for professional team procurement was a single source framework, such as the PAGABO National Framework for Professional Services in Construction and Premises.

In line with these recommendations, the procurement of professional services has been undertaken via the PAGABO Framework Contract, with Faithful+Gould as the lead consultant.

Costs:

This Phase of the project will involve the following key stages, for which the following costs have been submitted by F+G:

Item	Estimated cost
Feasibility VAT advice	£3,000
RIBA Stage 2- Concept Design	£124,000
RIBA Stage 3- Spatial Coordination	£181,000
RIBA Stage 4a- Tender	£153,000
RIBA Stage 4 b- Technical Design	£84,000
Total- Stages 2-4	£545,000

In addition to the £245,000 in the current Programme of Revenue and Capital Projects to be funded from Formal Sport Northern Arc (Community Sport Delivery Contribution, it will now be necessary, to increase the project total by £300,000 also funded from the same s106 already collected for this project as detailed below.

Category	Development	Funding Available
Formal Sport	PL13-002583 Northern Arc (Community Sport Delivery Contribution)	£545,000

Capitalised Salaries included in the project total : N/A

Other sources of funding :(i.e. big lottery etc.) N/A

Revenue implications:

A commuted sum of approximately £1.1m (index linked) is to be paid to the Council upon transfer of the Centre for Outdoor Sports land by Homes England. This is intended to cover the estimated maintenance costs of approximately £60k per annum for a period of 30 years.

Value for money assessment:

The Council is required to use the land and s106 contributions to deliver this project. It is envisaged that the construction will be funded through a combination of s106 contributions and external funding.

Business Unit/Service: Commercial Services & Contracts

Head of Service: Judy Holmes

Divisional Leader: Rob Anderton

Business Unit Leader: Jo Reid

Project Manager: External

Cabinet Member: Cllr John Belsey

Ward Members: Cllr Alison Bennett, Cllr Rodney Jackson, Cllr Colin Trumble

This project contributes to achieving the Corporate Plan in the following ways:

The Council's Corporate Plan 2022-23 sets out specific plans for “*further work to take place, in consultation with key stakeholders, on the design and implementation of the New Burgess Hill Centre for Outdoor Sports, in readiness for construction to start early in 2023*”.

Summary of discussions with Cabinet Member:

The Cabinet Member is supportive of the scheme.

Risk Analysis:

A detailed risk register is to be developed, maintained, and updated as the project progresses. This will be reviewed by both the Project Team and Project Board.

Initial risks and issues, their status and a brief narrative have been provided overleaf.

Risk headline	RAG status	Narrative
Staff capacity	GREEN	This is a large, complex and specialist project and will require the input of several different services. Propose to mitigate by outsourcing delivery to a specialist consultant.
Budget	AMBER	There is approximately £5m of s106 funding allocated to the construction of the facility, and a commuted maintenance sum of £1.1m. Additional external funding will be required to fully implement the project. The Phase 1 Feasibility Study set out a high-level cost estimate of the project and potential funding sources; and also identified likely ongoing maintenance/ management costs. These cost assumptions will need to be refined and reviewed on an ongoing basis throughout project development.
Economic downturn as a result of Brexit/	AMBER	The construction industry remains volatile and there is the potential for capital costs to increase. The market is

Covid/ Inflation/ Ukraine		currently very unpredictable and may result in difficulties obtaining resources and materials.
Northern Arc Masterplan Phasing	AMBER	The delivery of the CfOS land and associated funding is linked to the phasing of the residential parcels of the Northern Arc development. This means key delivery dates are potentially subject to change.
Timing and Interdependencies	AMBER	Some services are proposed to pass through the site. Careful co-ordination of services is required to ensure alignment of requirements for early phases of the Northern Arc and the CfOS emerging designs to reduce clashes and abortive work.

Mitigation actions: Use of qualified contractors, Risk Assessments, Method Statements, thorough project planning (including contingency planning).

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CLAIR HALL: INTERIM REPORT OF WORK TO DEVELOP INVESTMENT OPTIONS FOR THE SITE

REPORT OF: CHIEF OFFICERS
Contact Officer: Rafal Hejne, Interim Head of Organisational Development
Email: rafal.hejne@midsussex.gov.uk Tel: 01444 477354
Wards Affected: All
Key Decision: Yes
Report to: Cabinet
18th July 2022

Purpose of Report

1. The Cabinet commissioned a project to investigate options for investment in the Clair Hall site in December 2021. This is an interim report that summarises and shares the key information and learning gathered so far and proposes the next phase of work. The final report, drawing on further intelligence gathering and evidence from culture and creative economy experts and leaders, is expected to be completed after the Summer.

Summary

2. The Clair Hall site is a well-known destination next to Clair Park, where residents, friends, and families can enjoy their time together. There is a strong local ambition to make the Clair Hall site a place which, with a variety of uses, may enrich the lives of those in Haywards Heath and surrounding communities.
3. The Council is advised that current high inflation costs and the volatility of market conditions create significant risks to projects of this nature, affecting investors' ability to secure the necessary funding, often making future, or even existing, schemes unviable.
4. Two major pieces of work have been completed: the collection and evaluation of information about the buildings and the site itself; and the interim findings of the Lead Advisor, BOP Consulting, on our local cultural landscape. The two reports offer considerable detail and insight into the current picture and future opportunities for the site.
5. We know that the site has some strengths: it is a good size, in an attractive position, and has good transport connections. However, we learned that the buildings on the site are dated and unappealing, not in keeping with the surroundings. They are inefficient to run and have significant repair and maintenance liabilities.
6. The pandemic's impact on residents' habits and needs are still emerging, affecting the modelling of any future demand. On the positive side, the data suggests there is a local audience with an appetite for cultural provision, though their wide-ranging interests will need to be met with a diverse offer.
7. Local provision is fairly typical for a town the size of Haywards Heath, with theatres, cinemas and community centres/halls for hire within easy reach. The Lead Advisor highlights the importance of developing future provision which is different or complementary to the existing and planned provision locally. There are local assets which may support this, including the strong digital infrastructure, local clusters of creative industries and the vibrant local high street. Further investigation of these areas is advised.

8. There are cultural ecosystems surrounding Haywards Heath which have received healthy levels of external funding in recent years. However, in the current funding climate, Haywards Heath may not be seen as a priority area by many key funders and there is increasingly less money available for and appetite to fund capital projects.
9. To support further work, the Members Steering Group has proposed:
 - Strategic success criteria and parameters for evaluating options for the site; and
 - Three broad models to be explored through further research and soft market testing in the next phase.

Recommendations

10. The Cabinet is recommended to:

- (i) **Note the interim report and the findings contained in the property report and the report of the Lead Advisor;**
 - (ii) **Agree the strategic success criteria and the financial context statements in paragraphs 37-42 as the guidelines for consideration of options in the next phase of work;**
 - (iii) **Approve the next steps in this work set out in paragraphs 43-48.**
-

Background

11. The Clair Hall site is located in Haywards Heath and includes Clair Hall, the Redwood Centre and a car park. The hall is a multi-purpose venue comprising a large main hall, a function suite, studio, and bar area. The Redwood Centre is a smaller single-storey building. Both venues are well-known destinations next to Clair Hall Park and continue to play an important part in the lives of residents.
12. Currently, Clair Hall is being used by the NHS, including as an important vaccination centre. The need for the vaccination programme is expected to intensify after the summer and into the winter. The Redwood Centre is currently leased to the Scouts and sub-let to a nursery.
13. In December 2021, Cabinet agreed work to help understand investment options for the site. The Cabinet agreed that more information and work were required to develop options that ensure the sustainable future of the community facilities on the site. Both refurbishment and redevelopment scenarios should be investigated.
14. In February 2022, the Cabinet noted the progress of the work to develop evidence-based sustainable options for the site. The Cabinet noted the planned timetable for the project and agreed that a Members' Steering Group (MSG) be established to oversee and steer the work. It was agreed that an interim report would be prepared for the Cabinet at the completion of the second phase of the work – strategic definition and information gathering.
15. BOP Consulting (BOP), an international consultancy specialising in culture and the creative economy, have since been appointed as the Lead Advisor to explore the feasibility of development options for Clair Hall.
16. This report summarises the work undertaken to date and proposes further steps, including a soft market investigation in the next phase.

Summary of the key learning to date

17. In this phase of the work, two main pieces of work have been undertaken:

a) Collection and evaluation of buildings and site information – the Council have commissioned and undertaken a range of surveys and studies in relation to the legal, planning, and physical building aspects of the Clair Hall site. A report is included at **Appendix A**.

b) The Lead Advisor's Report – BOP have prepared a report which considers the local context, the local audience for culture, as well as mapping current cultural provision to assess the need which cultural provision at Clair Hall may meet. Their report is included at **Appendix B**. The primary focus for BOP is to explore the culture-led options for the Clair Hall site. The report defines culture as a broad range of art forms that are not limited to theatre, dance, music, and literature. Also, this work acknowledges that culture can be a part of leisure.

The key learning points from each of the reports are summarised below.

The location and character of the Clair Hall site are its main strength

18. The reports highlight a number of key strengths of the Clair Hall site. It is a good size in an attractive position and is enhanced by the proximity of Clair Park. It is well known locally and is on a scenic route connecting the town centre with the train station. It is well served by public transport.

19. The legal and planning status of the site are relatively unencumbered. The Clair Hall building has been designated an asset of community value since November 2020.

20. Independent planning advice notes that there are no significant restrictions. There is broad planning policy support for sustainable development on the site, either through refurbishment or redevelopment options. A redevelopment option would need to follow and satisfy the planning policies, including those that protect the existing community use. In addition, any development would need to be sympathetic to the adjoining conservation area and character of Clair Park.

The current buildings are end-of-life and costly to operate

21. The buildings on the site are dated and unattractive, not in keeping with the surroundings. They are inefficient to run and have significant repair and maintenance liabilities. An independent condition survey has concluded that there would be a substantial cost to bring the buildings up to a modern operational standard and then to maintain them. Their assessment is that this would cost £2.9 million in the first five years.

22. Clair Hall is currently occupied by an NHS supplier who is responsible for the operational costs. When run as a community facility by the former leisure contractor, the operational costs of running the building, excluding staffing costs and business rates, were £193,000 in 2019/20. It is likely that due to recent increases in the cost of energy, utilities and building repair/maintenance work, this figure would now be over £250,000. The Redwood Centre is currently leased to the Mid Sussex District Scouts and sub-let to a nursery provider; the operational costs are met by them.

Haywards Heath's audience is highly engaged but with differing needs

23. The report examines the current and future audience profile for any cultural offer on the Clair Hall site and concludes that Haywards Heath has a highly culturally engaged population with diverse segmentation of cultural interests. BOP see this as a positive opportunity, though any offer at the Clair Hall site would need to offer a diverse programme of activity to meet different audience needs.
24. In addition, the ageing population locally may skew these needs over time, and the local population may look outside the town for their provision in any case.
25. The work to date has given the Council a richer picture of the impact of the pandemic and the current position of the arts, and leisure sector; the impact on residents' habits and needs are still emerging and will be considered further in the next stages, including considering census data to be released in summer 2022.

The town's cultural landscape is typical for a town of its size with a good range of cultural facilities within easy reach

26. BOP have mapped community and cultural provision locally, identifying a broad range of cultural activities/venues within 15-, 20- and 30-minutes' drive. This helps provide a baseline to understand how any proposition at Clair Hall would fit in the local cultural landscape, complementing what is already in place.
27. BOP note the broad benefits of investing in culture for communities and the local support for this in key policies and strategies, including the Haywards Heath Town Centre Master Plan and the Haywards Heath Neighbourhood Plan. In addition, there is demonstrable community support for this approach.
28. The mapping indicates that the cultural provision in Haywards Heath is fairly typical of a town of its size and, for a small number of the indicators, it is well provided for.
29. With regard to the main uses proposed for Clair Hall in the public engagement carried out in 2021, the report notes that many of these e.g. theatres, cinemas, community centres/venues for hire are within easy reach.

Existing gaps provide opportunities, especially for something unique

30. There are gaps in local provision, which may present opportunities for the Clair Hall site. BOP highlight the importance of developing provision which is different or complementary to the existing and planned provision locally.
31. There are also some other opportunities highlighted by BOP. Post-pandemic, local high streets are increasingly important as more people work from home or have a hybrid approach to work.
32. With the local full-fibre provision and the planned local science & technology park the site might present opportunities to creative digital uses. This will contribute to the 'liveability' factors and further attract businesses to the area.
33. The report also notes that there is a cluster of cultural and creative industries in Haywards Heath which may be a potential opportunity to be investigated, particularly given the high-quality technological infrastructure which the Council has successfully enabled in the area.

Attracting funding support may be difficult

34. There are cultural ecosystems surrounding Haywards Heath, which have received healthy levels of external funding in recent years. However, in the current funding climate, Haywards Heath may not be seen as a priority area by many key funders and there is increasingly less money available for and appetite to fund capital projects.
35. BOP see that some areas surrounding Haywards Heath have vibrant cultural ecosystems, e.g. Brighton. This presents both a challenge and an opportunity. Whilst this creates options for Haywards Heath residents, it also creates strong competition to attract visitors and new investment.
36. The opportunity for Haywards Heath could be that some cultural providers in those established places may seek more affordable locations as their bases. Whether they have any funding to support such moves is a question the Council would need to explore further.

Strategic Success Criteria

37. As a part of this work, BOP have examined existing strategies and worked with the MSG to establish a set of success criteria which will focus the Council's aspirations for the future of the Clair Hall site.
38. The criteria draw on local ambitions for the site and respond to the local context and the financial environment within which any investment ideas would need to be delivered. They are a key element of the project as they will be used in the next phase as the framework for the evaluation of the potential models for the site.
39. In the first instance, the MSG agreed a set of non-negotiable positions within which any options will be considered:
 - The Council will not sell the site;
 - Any organisation or operation based on the site must be self-funding to avoid being a drain on council tax payers;
 - The Council recognises that combining a variety of uses on the site may offer the best opportunity to make any culture/leisure offer viable and impactful for residents. This would have to take place within the parameters of the Council's planning and economic development policies and strategies.
40. Strategic success criteria have been proposed covering the following areas:
 - **Profile and Ambition** – the level of ambition for the site and what sort of profile MSDC expect to see for it.
 - **Financial** – the financial parameters within which options for the site will be developed.
 - **Strategic Impact** – the social, economic and/or cultural impact that options for this site will deliver and how the use of the site will align with existing strategies.
41. The criteria proposed are shown below; they are not weighted or prioritised other than by being categorised as Essential (shown in bold) or Desirable:

Profile and Ambition	
Essential	<p>The use of the site must fill identified gap(s) in local cultural / leisure provision.</p> <p>The site must be flexible, multi-functional and future-proof.</p> <p>The site must offer a memorable and positive first impression.</p> <p>The site and any buildings on it will celebrate the local beauty of the surrounding area by opening up and promoting connectivity with Clair Park.</p> <p>The site will provide a cultural / leisure offer for the whole of the Haywards Heath community (existing and future).</p>
Desirable	<p>The site will offer a destination with a reach across the district.</p> <p>The site will raise the profile of culture and act as a catalyst for culture/creativity in the town.</p>
Financial	
Essential	The site will be leased on a long-term basis.
Desirable	<p>A financial return to the Council will be realised from the site.</p> <p>No capital investment will be required for the site.</p>
Strategic Impact	
Essential	<p>The use of the site must enhance town centre living, providing activities and delivering impact during daytime and evening.</p> <p>The site must take measures to reduce carbon emissions, including improvements in energy efficiency and in the design and construction of buildings. This includes new buildings and the conversions of existing buildings.</p>
Desirable	<p>The use of the site will act as an exemplar for striking successful partnerships across the public, private and third sectors.</p> <p>The use of the site will contribute to the economic development of Haywards Heath through the creation of employment opportunities.</p> <p>The use of this site will capitalise on the local world-class digital infrastructure.</p>

42. The Cabinet is asked to agree the strategic success criteria as the guidelines for consideration of options in the next phase of work. In doing so, it should be noted that while the criteria provide a solid platform for the next phase, the Cabinet may choose to update these as work develops and more information is gathered about the opportunities and challenges to deliver a successful, future-proof community facility on the site.

Next Steps: Models to explore opportunities for the site

43. The work so far has allowed the Council to gather information to understand key opportunities and challenges of the Clair Hall site.
44. BOP caution that at this point in the project, it is difficult to predict how much interest there may be in developing a sustainable community facility on the Clair Hall site. With the current financial climate and the limited, competitive field of cultural funding, it is challenging to fund and deliver projects of this nature. As the next step, BOP propose seeking further information from sector specialists and market leaders to further the Council's understanding of what is possible.
45. Having evaluated the evidence presented with regard to the success criteria and agreed financial parameters, BOP has proposed three models which should be explored for the site:

- **Model 1: Refurbishment**

Refurbishment of the existing buildings on the site by a party who can raise the operational expenditure to maintain and run Clair Hall's existing buildings on a leasehold basis.

- **Model 2: Development – cultural facilities only**

Development of the site by a party who can raise the capital to level and build a cultural/community facility on a leasehold basis.

- **Model 3: Development – cultural facilities plus other uses**

Development of the site by a party who can develop the site with a cultural/community facility and other uses on a leasehold basis.

46. These models have been successfully deployed in other towns and cities across the UK but need to be carefully considered within the context of Haywards Heath. Such projects are complex and often fail because of the challenges of inflation/cost pressures or limited funding. BOP note that though the site is attractive, the lack of subsidy/capital funding available and the current funding climate make this challenging.
47. It is therefore proposed that as the next step, the Lead Advisor will explore the models further through soft market testing, which will establish:
 - How the various models might meet local needs/demand;
 - The likelihood of each of the models to deliver MSDC's success criteria;
 - Levels of interest and what the drivers for investment might be.

The research will combine a series of consultations with experts in the field and market leaders and case studies to illustrate/ support the models where appropriate proxies can be found.

48. This work will be undertaken between July and September 2022, overseen by the MSG. A Cabinet report will be prepared with a view on the models examined and a proposed way forward; this is expected to be presented at the Cabinet meeting on 17th October 2022.

Policy Context

49. Planning applications are determined against the policies and guidance within the Development Plan. The following are of direct relevance to the Clair Hall site:
- (a) District Plan 2014-2031, adopted in 2018
 - (b) Haywards Heath Neighbourhood Plan, adopted in 2016
 - (c) Haywards Heath Town Centre Masterplan (Supplementary Planning Document), adopted in 2021
50. The District Plan sets the vision and strategy for the district and includes policies against which planning applications are determined. In relation to the Clair Hall site, policy DP24: Leisure and Cultural Facilities and Activities provides support for new and/or enhanced leisure and cultural activities and facilities. Proposals that involve a loss of cultural facilities will not be supported unless an assessment has been undertaken which shows the facility is surplus to requirements; or the loss would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or the development is for alternative provision where the needs clearly outweigh the loss.
51. In relation to the Clair Hall site, The Haywards Heath Neighbourhood Plan's Policy L1 states: *Development resulting in the loss of Clair Hall whilst the facility remains needed and valued by the local community will be resisted unless there is re-provision of an equivalent or better facility within the Town prior to the loss of the existing facilities.*
52. The Masterplan identifies Clair Hall as an 'Opportunity Site' for redevelopment. For Clair Hall, the Masterplan requires any redevelopment of the site to be subject to the results of an assessment to establish the need for such a facility and whether these could be re-provided elsewhere (in accordance with DP24 above).
53. The work to date has examined the policy context in detail, and the proposed next steps will have regard to this.

Financial Implications

54. In December 2021, Cabinet created a reserve of £100,000 to fund the specialist work and advice in this project.
55. The Council is under financial pressure and the current funding position for Clair Hall is not sustainable. As noted in the report, there is also no obvious funding source for the development or ongoing provision of the facility. This will be a significant factor in the decision-making about investment options on the site.
56. All costs explained in the attached reports are calculated at today's or past values. As explained at para 54 these costs are likely to continue to increase which should be noted in the context of risks associated with this project and will require more frequent monitoring.

Risk Management Implications

57. Due to high inflation and the volatility of market conditions, planning and delivering property investment projects remain extremely difficult as these factors impact the availability of funding or investors' return on investments, often making many schemes unviable. Many existing projects of this nature report significant cost increases, some to the point they become unviable. This will be monitored and will be a significant factor in the decision-making on the future of the Clair Hall site.
58. The work to date has enabled us to get a richer picture of the impact of the pandemic and the current economic position of the arts, and leisure sector in particular; the impact on residents' habits and needs are still emerging and will be considered further in the next stages, including census data to be released in summer 2022.
59. There remain risks and uncertainties around planning for future provision, which will continue to be addressed through an evidence-driven approach as the work examines specific models

Equality and Customer Service Implications

60. Options developed as part of the feasibility work and presented to the Cabinet will include an equality impact assessment.

Sustainability Implications

61. Government policy requires social as well as economic and environmental objectives to be an integral part of sustainability. Strong, vibrant, and healthy communities need sufficient provision for community facilities including cultural facilities which are easily accessible. Further work will include these considerations and develop option(s) for the most suitable facility on the site.

Background Papers

None.

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Property Review

Clair Hall, Haywards Heath

Contents

- 1.0 Executive Summary**
- 2.0 Introduction**
- 3.0 Site Description**
- 4.0 Site History**
- 5.0 Site Legal Title and Issues**
- 6.0 Site Condition**
 - **Condition Survey**
 - **Asbestos Survey**
 - **Ecology Survey**
 - **Arboricultural Survey**
 - **Topographical and Measured Survey**
 - **Current Purpose**
- 7.0 Planning Position**
- 8.0 Interested Parties**
- 9.0 Opportunities and Constraints Summary**

1.0 EXECUTIVE SUMMARY

- 1.01 The Council has commissioned and undertaken various surveys and studies in relation to the legal, planning and physical building aspects of Clair Hall. These have identified and highlighted a series of risks and challenges but also opportunities and positive aspects of the property and site.
- 1.02 The Council owns the freehold interest in the property and this interest is relatively unencumbered. In terms of restrictions which might impact on the future use and development of the site it is considered that there are not any of significance.
- 1.03 The position in terms of town planning is generally positive. The property is located within the settlement area of Haywards Heath Town with broad planning policy support for sustainable development on the site. The property is mentioned specifically in the policies of the Haywards Heath Neighbourhood Development Plan 2016 and the Haywards Heath Town Centre Masterplan SPD 2021.
- 1.04 The Council commissioned a detailed survey of the building fabric and mechanical/electrical installations including the presence of asbestos. The survey has highlighted the extent and estimated cost of works required to bring the property up to a modern operational standard for a community building and also those repairs and maintenance costs required for a thirty year period. These costs are substantial, totalling £5.7 million for both Clair Hall and the Redwood Centre; £2.9 million would need to be spent within five years.
- 1.05 Tree and ecological surveys have also been commissioned and these have highlighted a number of issues and possible constraints. Consideration must be given to the retention of trees that have a high and moderate arboricultural, landscape and conservation value. Regarding ecology, the main issue relates to roosting bats and the recommended emergence surveys will be undertaken in summer 2022.
- 1.06 The topographical survey has shown that the site is relatively flat, of a regular shape and measures almost 2 acres in area. Vehicular and pedestrian access to the site appears satisfactory but surveys and studies in relation to transport and travel have yet to be commissioned. The location of The Heath Conservation Area abutting the eastern boundary of the site will be a major consideration for design and planning issues.

2.0 INTRODUCTION

- 2.01 Council agreed at the 20th December 2021 Cabinet meeting to commission feasibility and options appraisal work to examine the potential to create a multi-functional community facility on the Clair Hall site. This was expected to cover a range of development and investment options. One option would be to examine retaining and re-purposing the existing building. The Redwood Centre which is located on the site and is attached to the Clair building, has been included within the scope of this report.
- 2.02 The first stage of the project was to consider the Strategic Outline Case (SOC) as defined in the Government Five Case Model, covering RIBA Plan of Work 2020 Stages 0 and 1, wherever possible preparing work suitable for inclusion in the subsequent Outline Business Case (OBC).
- 2.03 The Council commissioned the following site surveys and reports:-
- Topography and Measured Survey.
 - Asbestos Refurbishment Survey.
 - Condition and Lifecycle Cost Survey to establish building refurbishment costs and operational issues (part of the building fabric and condition survey).
 - Arboricultural Survey.
 - Preliminary Ecological Appraisal.
- 2.04 The Council also commissioned an independent Planning Consultant to advise on planning policy and development management issues including managing pre-application advice with the Local Planning Authority.
- 2.05 Subject to advice on future options and opportunities for the property, the next (OBC) Stage would then involve further commissions for:-
- Architecture and design to prepare scheme options and plans.
 - Development management to include valuation appraisal.
 - Cost advice for scheme options.
- 2.06 This report summarises the findings of the reports received.

3.0 SITE DESCRIPTION

- 3.01 Mid Sussex District Council owns Clair Hall, a former community facility located on Perrymount Road in the centre of Haywards Heath. The property for the purpose of this report includes the main Clair Hall building plus the attached Redwood Centre which is occupied by Mid Sussex Scouts by virtue of a lease from the Council. The main Clair Hall building is currently used by the NHS as a Vaccination Centre. The site measures some 8,000 sq m in area with Clair Hall's Gross Internal Area (GIA) being approx 1,306 sq m and Redwood Centre 411.5 sq m, totaling approx 1,700 sq m.

4.0 SITE HISTORY

- 4.01 Prior to the pandemic, Clair Hall had operational challenges including declining demand for its offer. The hall was mainly used for community events and meetings. As a consequence, Clair Hall operated at a net cost to the Council for over 10 years. Its inclusion in the Council's Leisure Management contract with Places Leisure in 2014 came at a cost to the Council of approximately £35k per annum. In addition, the Council retained some liabilities and therefore held the full repair and maintenance responsibilities for the hall.
- 4.02 Clair Hall was closed to the public on 19th March 2020, in line with the national Covid19 lockdown restrictions. On 14th September 2020 a decision was taken by Cabinet to continue the closure of the hall with the request to commission work to develop a business case for a modern community facility. The lease with Places Leisure that was due to expire in 2029 was surrendered by mutual agreement in 2020. It reopened in December 2020 and currently, it is being used by the NHS as a vaccination centre.

5.0 LEGAL TITLE AND SITE ISSUES

- 5.01 The Council's in-house Legal Team have prepared a report detailing all relevant legal matters affecting the property.
- 5.02 The Council's predecessor, Haywards Heath Urban District Council purchased the site of Clair Hall and surrounding land in June 1930. Under the title, there are several restrictive covenants relating to the use of the site including no noisy or objectionable trade/purpose or the use part or whole of the land for the purposes of trade or business of a garage proprietor or motor engineer.
- 5.03 The northern part of the site is held for the purposes of public offices. The southern part of the site that currently operates as a car park is held by the Council on statutory trust for the use by the public as a public walk and pleasure ground having been acquired as an extension to Clair Park. The car park operates for the benefit of Clair Park (also known as Haywards Heath Recreation Ground).

- 5.04 The Clair Hall building was nominated by Haywards Heath Community Interest Company as an Asset of Community Value (ACV) and was listed on 26th November 2020. This will remain as an ACV for five years from this date unless there is a relevant disposal under the Localism Act 2011 or in the opinion as a Local Authority that the land or building is no longer community value.
- 5.05 A relevant disposal of the whole or part of the building under the Localism Act would require the Council to notify the nominator to give them an opportunity to put together a bid to purchase the hall themselves under the Right to Bid provisions and seek a 6 month moratorium on any sale. There is no first right of refusal or requirement to accept any community bid.
- 5.06 The Council has powers under the Local Government Act 1972 to appropriate the land for planning purposes. Through such an action the Council can engage Section 203 of the Housing and Planning Act 2016 which empowers the Council, if required, to override easements and other rights including covenants restricting use of the land, so that any development for which planning permission has been obtained may be undertaken.
- 5.07 There are a number of strategies, policy documents and reports relating to Clair Hall which would guide and influence any future use and development of the property. These are listed below.

Product Name/Owner	Description
Haywards Heath Town Centre Masterplan: Adopted March 2021 Business Unit Lead for Planning Policy	Guidance for the Clair Hall site detailed in Section 5.4.B of the Strategy details the 'Aims and Principles' for the future development of the Clair Hall site.
MSDC Design Guide SPD Adopted September 2020 Business Unit Lead for Planning Policy	General design principles to guide and advise all forms of built environment development.
MSDC Parks Investment Plan Business Unit Lead for Waste, Landscapes & Leisure	Proposals to prepare a masterplan for adjacent Clair Park
MSDC Parking Strategy Adopted 2021 Business Unit Lead for Parking Services	The Strategy sets out a proposed parking strategy for Haywards Heath Town Centre
Haywards Heath Neighbourhood Development Plan 2016 Haywards Heath Town Council	Policy 1A of the plan details the development requirements for the Clair Hall site.

Sustainable Economy Strategy 2022	Addresses how economic development and social and environmental sustainability can successfully co-exist and sustained in Mid Sussex.
Mid Sussex District Plan (2018)	Part of the Local Planning Framework and sets out the main policies for Mid Sussex covering the plan period 2014 – 2031.
Equalities and Diversity Scheme 2020-24	How the Council will meet the requirements of Equality Act including the Councils Equality Objectives and the monitoring of them.

6.0 SITE CONDITION

Condition survey

- 6.01 The Council commissioned Crossley Anderson, a local Chartered Building Surveying Consultancy, to undertake a survey of the existing premises and to advise as to the likely maintenance and repair costs expected to arise over the next 30 year period.
- 6.02 The consultant reviewed the building and noted that works such as a new boiler installation in the late 1980s and air handling unit in 1995 were of good quality and have been well maintained over the years. Whilst most systems are still operational, to a degree (for example one out of the two boilers has failed), the majority of the plant and equipment is coming to the end of its serviceable life and should a reliable system with some longevity be required, many of the systems would need to be replaced in the near future. This includes much of the pipework infrastructure. The majority of the plant and equipment is obsolete and would need to be replaced with more energy efficient alternatives/replacements.
- 6.03 No significant structural defects were noted to the foundations or load bearing masonry structure to cause immediate concern. Generally, the building fabric is in a poor condition with most elements having reached the end of their expected life span.
- 6.04 General cyclical maintenance would be required to the external masonry walls including re-pointing to ensure that it is maintained in a good condition to prevent internal water ingress. The tiles hanging around to the external walls of the building are understood to contain asbestos and would need to be removed and replaced.

- 6.05 Windows and doors are a combination of powder coated aluminium, timber and UPVC framed glazed units. The aluminium units are in poor condition and have previously been re-painted, the seals and gaskets are degraded, and replacement would need to be undertaken throughout.
- 6.06 The roof covering to the flat and pitched roofs sections are in poor condition and would require replacement along with the upgrading of insulation levels to meet current Building Regulations. Asbestos tiles have been used for the pitched roofs and wall tiling which are generally in poor condition, and replacement would need to be undertaken. The timber soffit boards are in poor condition and generally decayed throughout and require replacement. The majority of the lead roof flashings appear to have been stolen throughout the property, some of which have been replaced by alternative products and some have not been replaced. These should be renewed as part of the required roofing works.
- 6.07 The internal parts of Clair Hall are dated and would need to be significantly upgraded and overhauled including the toilets and commercial style kitchen. Elements of the electrical and ancillary services installation are thought to be original and, as a consequence, are deemed to have exceeded or are reaching the end of their economic life. Consideration should therefore be given to replacement to prevent further failures of the installation.
- 6.08 The Clair Hall fire alarm system also covers the Redwood Centre. While the buildings are physically connected there is no internal access from one to the other. Therefore, it is suggested the hall and the Redwood Centre should have their own independent fire alarm system.
- 6.09 General maintenance of the hall was the responsibility of Places Leisure until 2020 and since then the Council have continued to maintain the building and ensure that statutory compliance is adhered to while occupied by the NHS as a vaccination centre. Ongoing maintenance costs for the systems are detailed in the consultant's report. It is recommended that systems are maintained on a regular basis in accordance with recognized standards and manufacturer's requirements.
- 6.10 The consultant's report has provided a forecast for expenditure required within certain timeframes as set out below. These were formulated using either recent tender submissions or utilising industry standard pricing books, further updated where necessary to add in a factor for the recent increase in inflation and general cost increases for construction work. The estimated lifecycle costs for the various building components follows industry standards, including CIBSE.

	Clair Hall	Redwood Centre
Immediate – within 12 months	£61,800	£15,550
Short – 2-5 years	£2,185,500	£661,250
Medium – 5-10 years	£147,500	£83,250
Long – 10-20 years	£531,000	£119,000
Very long 20-30 years	£1,367,500	£533,250
Total	£4,293,300	£1,412,300

- 6.11 The Council carried out a condition survey on Clair Hall in 2018.
- 6.12 The 2018 survey produced different cost outcomes due to this being more focussed on the Council’s responsibilities for the building at that particular time when the building was occupied by Places Leisure. In 2018, responsibility for maintenance and repairs of the building was shared with the operator. The 2022 survey in contrast, encompasses all repair and maintenance responsibilities that now rest with the Council.
- 6.13 Costs have increased significantly between 2018 and 2022. Building Cost Information Service (BCIS) Indices show a 22% increase in building costs between June 2018 and April 2022.
- 6.14 Since 2018, the Council and Places Leisure have maintained the building at a level conducive with ensuring the building is fit for use. Due to the uncertainty regarding the future of the building, no major elements of works to the fabric and services have been undertaken.
- 6.15 The 2018 survey also covered a shorter period of 20 years with a greater focus upon repair and maintenance of existing components rather than improvements. The 30 year lifecycle costing exercise included major refurbishment and replacements, significantly increasing costs.

Asbestos Survey

- 6.16 The Council commissioned PA Group to undertake an asbestos survey of the existing premises.
- 6.17 PA Group undertook a Refurbishment Asbestos Survey at Clair Hall and identified asbestos containing materials in multiple locations within the building. The risk level for each material sampled was identified as low or very low. The recommendation is any asbestos containing materials identified within the report should be removed if likely to be disturbed, prior to any intrusive works being undertaken. This should be undertaken by a licensed contractor.

- 6.18 There were six locations within the building that were inaccessible by PA Group at the time of survey. Depending on the nature and/or extent of any recommended works, these areas would need to be accessed or parts of the structure removed to allow access and testing.
- 6.19 A full Demolition Survey was not undertaken due to the limited access available and the damage to such an intrusive survey requires and subsequent time/cost in making good whilst the building continues to operate as a vaccination centre.
- 6.20 The Redwood Centre has an existing Asbestos Management Survey conducted in 2017 as part of the Council's wider asbestos surveys. The survey is a visual inspection with limited testing. The contractor identified 23 areas of asbestos containing materials, all risk rated as low or very low.

Ecology Survey

- 6.21 The Council commissioned PJC Consultancy to undertake a Preliminary Ecology Assessment of the existing site. No evidence was found of roosting, foraging and commuting bats or nesting birds on site at the time of the survey. The risk of roosting bats was rated as low or negligible. A further bat emergence survey has been commissioned for late June 2022.
- 6.22 The report also highlights future opportunities to enhance the ecology of the site. This includes the creation of habitats such as bat bricks, bird boxes or bee friendly plants.

Arboricultural Survey

- 6.23 The Council commissioned PJC Consultancy to undertake an Arboricultural Survey of the existing site.
- 6.24 A total of 30 trees, 6 tree/shrubs and 2 hedgerows were surveyed. A site plan of the location of each plant is on page 11 of the report and tree survey schedule of each tree on page 13. There are no Tree Preservation Orders (TPOs) within the property; however, there is a chestnut tree on neighbouring land which is covered by a TPO. Any trees located within the adjacent Conservation Area will need to be afforded the same level of protection.

6.25 Summary of tree categorisation:

Tree Category	Interpretation of category	Individual Tree	Tree Group	Hedgerow
A	Trees of good condition and high arboricultural, landscape or conservation value. Must have a potential life span in excess of forty years.	1	-	-
B	Trees of moderate condition, with minor defects or sub-optimal form but are still of modest arboricultural, landscape or conservation value. Must have a potential life span in excess of twenty years.	18	-	-
C	Unremarkable trees of poor condition or form with limited arboricultural, landscape or conservation value, or trees with a stem diameter under 150mm. Must have a potential life span in excess of ten years.	11	5	2
U	Trees of such impaired condition that they cannot realistically be retained as living trees in the context of the current land use for more than ten years. These trees do not need to be removed if they are not dangerous and do not conflict with the proposed development but should not be considered a constraint to development.	-	1	-
Total		30	6	2

6.26 There are three subcategories against which each tree is rated based on arboricultural, landscape qualities or cultural values including conservation. Some of the plants are categorised in multiple subcategories. The tree listed under Category A is a Deodar Cedar located at the front of the property.

6.27 There is no immediate health and safety recommendation for any of the trees. Some preliminary management recommendations such as removal of ivy or self-seeding Sycamores have been highlighted on the report.

Topographical and Measured Surveys

- 6.28 The Council commissioned SE Surveying to undertake a Topographical and Measured Survey of the existing premises which was completed to inform subsequent surveys and future design work.

Current Purpose & Costs

- 6.29 Since December 2020, Clair Hall has been licenced to Alliance for Better Care on behalf of the NHS. This licence expires on the earlier of 29th February 2024 or mutual break with 1 months' notice to terminate on or after 31st October 2022.
- 6.30 Whilst the hall has been used as a vaccination centre the expenditure incurred in the day to day occupation and running of Clair Hall have been passed on to Alliance for Better Care. When the hall was occupied and operated by Places Leisure as a community facility in 2019-2020, the annual operational costs, less staffing and business rates, were in the region of £193,000, of which c £34,000 were for energy and utilities. The recharge to Alliance for Better Care for energy and utilities in 2021/22 were c£50,000. Having regard to recent and expected further increases in such costs, this figure will be considerably higher in the future. It is therefore likely that future operating costs for the current building could exceed £250,000 per annum.
- 6.31 The Council has carried out essential cyclical inspections, maintenance and repairs of existing components on behalf of the tenant; however, this does not include any initial set up costs for the vaccination centre -additional maintenance has been carried out by the tenant.
- 6.32 The Redwood Centre is currently leased to the Mid Sussex District Scouts. This lease is due to expire on 17th May 2023. There is no security of tenure. The Scouts sublet the building to a nursery and a church group. The tenant is currently liable for maintenance and insurance recharges for the centre. The business rates for the centre for the year 2021-22 are £6,528.
- 6.33 The car park and surrounding landscaping of the grounds is maintained by the Council which is liable for any expenditure.

7.0 PLANNING POSITION

- 7.01 The Council commissioned Vail Williams to undertake a review of the current planning policy background relating to the site, buildings and adjacent area.
- 7.02 The report highlights the proximity to a range of amenities and the highly sustainable location of Clair Hall. The recent developments in the vicinity of Clair Hall will form part of the justification for maximising the use of sustainable brownfield sites with the context of existing street scene and the neighbouring Conservation Area to the east.
- 7.03 A key consideration will be the transport and travel strategy for the site and will need to be examined further into alternative sustainable modes of transport.
- 7.04 There is also an opportunity to enhance the eastern boundary of the site to Clair Park and the Conservation Area. Vail Williams recommends that a high-quality design would assist in making the most of this opportunity.
- 7.05 There are policies which prevent the loss of leisure, culture or community facilities unless certain criteria are met. These are detailed in the Vail Williams report.

8.0 INTERESTED PARTIES

- 8.01 There has been a degree of unsolicited interest in the site from external developers and owner/occupiers for alternative uses, particularly retail. This is as to be expected of any town centre site, where dedicated site finders operate on an entirely speculative basis.
- 8.02 Whilst contrary to the current site intentions, it does provide a useful bellwether of the site value and should be considered as part of the wider business case for any future options for the provision of community services in Haywards Heath.
- 8.03 Whilst the Council has a duty to protect commercial confidentiality, it is noted that we have received enquiries from one commercial end user who has offered £6.5 million to purchase the site as their opening offer.

9.0 OPPORTUNITIES AND CONSTRAINTS SUMMARY

Strengths	Weaknesses
<p>Fully owned by the Council with no 3rd party interests and no major legal restrictions.</p> <p>Ownership and management of the on-site car parking.</p> <p>Current economic strength and demographics of Haywards Heath town centre and projected housing and population growth.</p> <p>Generally supportive planning background with the site located within the town settlement area.</p> <p>A well-located central site with strong transport links and adjacent to Clair Park.</p> <p>The site is generally of a good size (c2 acres), relatively flat and of a regular shape. There is a good established vehicular access.</p>	<p>Age and appearance of the building asset does not fit with the surroundings.</p> <p>Building fitness for purpose and cost efficiency.</p> <p>Future repair and maintenance liabilities of the building and grounds.</p> <p>Site security risks.</p> <p>Current under-utilisation of site.</p> <p>Development constraints and obligations including the proximity of the Conservation Area and adjacent buildings.</p>

Opportunities	Threats
<p>Improved utilisation of site and intensification.</p> <p>Additional space available for complementary community uses. This is in addition to accommodating existing users.</p> <p>Potential to contribute to wider sustainable town centre economy through increased visitor numbers, particularly for evenings and weekends and business spin off activity.</p> <p>Potential to accommodate increased demand for community and associated services, particularly resulting from the projected growth in population.</p> <p>Improve accessibility, public toilets and high-quality public realm, including access to and promotion of Clair Park.</p> <p>Deliver Haywards Heath Town Centre Masterplan SPD aspirations.</p> <p>Support the policy objectives of the Haywards Heath Neighbourhood Development Plan.</p> <p>Potential to plan and implement an exemplar sustainable and low carbon facility including the building design/construction and green travel plan.</p>	<p>Further changes and shifts in economy.</p> <p>Community response and possible objection to any proposed change.</p> <p>The current volatility and growth of building development costs, particularly construction and materials.</p>

Lead Specialist Advisor

Clair Hall: Interim Report

June 2022

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BOP
Consulting

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1. Introduction

1.1 Our brief

BOP Consulting is an international consultancy specialising in culture and the creative economy, established in 1997. We have worked with numerous clients on reimagining spaces and developing exciting cultural projects. Underpinning all of our work is our commitment to robust evidence, clarity of core purpose and contextualised recommendations.

BOP Consulting were appointed by Mid Sussex District Council (MSDC) in April 2022 to explore the feasibility and development of Clair Hall - a community, cultural and leisure facility in Haywards Heath. The site has been inactive as a cultural and leisure venue since Spring 2020 as a consequence of the pandemic. It is currently being used by the NHS, as a vaccination centre. MSDC recognises the value of Clair Hall as a cultural and leisure space for local residents and are keen to see the venue utilised once again to its full potential and for this purpose.

As this report covers arts, culture, and leisure, it is important that we make a clear distinction between the terms. We acknowledge culture as the creative processes and storytelling experienced by individuals through a range of art forms. These include, but are not limited to, theatre, dance, music, and literature. We understand leisure as the activities undertaken by individuals which benefit their health and wellbeing. We recognise that culture can be a part of leisure and we have been asked to focus on culture led options that combine these two concepts.

The site

Clair Hall is a multi-purpose venue built in 1971, as part of a civic complex. The site, which overlooks Clair Park at its rear, includes Clair Hall itself, the Redwood Centre and a car park. Clair Hall is located on Perrymount Road, Haywards Heath (RH16 3DN) and is a short walk from Haywards Heath train station. The Clair Hall building covers 1,306m² and consists of a large main hall

(including raised staging), a function suite/ a studio space, a studio, dressing rooms, a kitchen, office accommodation and a bar area.

Whilst not located within a hub, the site is supported by its proximity to food and beverage retailers on the high street. Within a 5-minute drive of Clair Hall individuals can access Waitrose, Sainsbury's and Marks and Spencer supermarkets as well as several restaurants.

1.2 Report summary

During Phase A of the project, we have established that MSDC is right to be focussing on cultural provision to activate the Clair Hall site as:

- The wider community benefits of investing in culture are well evidenced
- We can see the potential for culture to be a driver of MSDC's wider strategies for Haywards Heath
- A cultural offer on the site is well positioned to benefit from / capitalise on existing investment in the area e.g. the Coast to Capital project

We have undertaken a mapping exercise to understand the cultural landscape of Haywards Heath and its surrounding area.

Our mapping shows that Haywards Heath's cultural ecosystem is fairly typical for a town of its size. For a small number of the indicators, it is well provided for. For example, there are a good numbers of theatres, cinemas, libraries and community centres within a 30 minute drive time. But Hayward Heath's lack of any regionally significant/unique cultural assets suggests room for the ecosystem to be developed further. This is supported by:

- Its location within a wider region that encompasses a number of cultural 'hot spots' that have received considerable investment in recent years
- Its well-connected location
- Evidence that the existing demographic in Haywards Heath skews towards a culturally highly engaged population, with just over half of all residents counting as "highly engaged" compared with 20% of households nationally

We have worked closely with the Clair Hall Members Steering Group to develop a definitive success criterion for the activation of the site. These establish the context and expected outcomes from the site under the following headings:

Financial – the financial parameters within which options for the site will be developed.

Strategic Impact – the social, economic and/or cultural impact that options for this site will deliver, and how the activation of the site will align with existing strategies.

Profile and Ambition – the level of ambition for the site and what sort of profile MSDC expect to see for the site.

This report covers the work completed in Phase A of the project. It considers the local and wider context for cultural/community provision in Haywards Heath, potential audiences, the cultural landscape of Haywards Heath (and beyond). It then details the agreed success criteria, before considering viable options for the development of Clair Hall, which will be further explored in Phase B.

In Section 6 we outline our proposed approach for Phase B of the project and throughout the report highlight areas we intend to explore further in Phase B using *italicised blue text sections*.

At this point in the project we think that activating the site as some form of community/cultural hub, within the agreed financial parameters and within the current funding climate, will be challenging. The approach we've outlined for Phase B of the project (see section 6) will help to better establish what interest in the site there might be and what the market views as key drivers for investment.

We anticipate that MSDC will need work to keep the process as open as possible to allow opportunities to present themselves and for the council to take advantage of these.

2. The context for cultural/community provision in Haywards Heath

2.1 The business case for arts and culture for towns and cities

MSDC are right to be focussing this opportunity on culture as there is strong evidence that culture helps raise the profile of places, in turn celebrating their distinctiveness. In doing so, culture can support property values and commercial occupancy by attracting visitors and increasing dwell time and spend in retail destinations.

Culture is therefore increasingly seen by retail centres and Business Improvement Districts (BIDs) as a powerful way to deliver unique experiences and to attract and sustain visitor footfall and spend.

Many visitors whose primary purpose is to attend a cultural activity or event within a venue also spend money in local shops, cafes, attractions and accommodation on their visit. This is spending that would not have occurred without the cultural venue or event that has brought them into the area. Therefore, investing in culture helps to generate new footfall and spending that benefits tenant businesses and enables them to pay higher rents.

Cultural production can also have a positive impact on communities by providing opportunities for residents to develop new skills, creating local jobs, and improving community cohesion. Culture promotes a common understanding of traditions and values that can help to establish community networks.

However, embedding culture into towns in a way that realises these benefits is challenging and even more so if there isn't already an established ecosystem, ideally one with regionally significant cultural organisations in it. Towns that successfully establish or develop their cultural ecosystems typically do so over decades and through systemic financial and strategic investment. They are also usually prepared to carry a certain level of risk while establishing what does/doesn't work for their town.

2.2 The wider context

Mid Sussex is a local government district in West Sussex, which includes the towns of East Grinstead, Haywards Heath, and Burgess Hill. Situated near Gatwick airport and between London and Brighton, the district has excellent connectivity. Mid Sussex is included in the Greater Brighton City Region, one of the UK's largest and best-established creative clusters. Made up of six local authorities, the region's cultural industry is reported to contribute £1.5 billion towards the economy¹ across sectors including music, arts and crafts, computer software and games, and publishing.

Greater Brighton is home to 14 of Arts Council England (ACE)'s National Portfolio Organisations (NPO) – an arts/cultural organisation receiving substantial investment by ACE in addition to having a wide reach due to the breadth and quality of its organisations. It is well known for its cultural calendar which includes events such as Brighton Festival & Fringe, CINECITY, Love Supreme Jazz Festival and Brighton Photo Biennial. There is substantial growth across Greater Brighton in the last 5 years, where pockets of the region have attracted investment to support its innovation and development.

Crawley was recently selected as a priority area for ACE, which has since invested £1m into a three-year programme that cultivates creativity across the town. Building on the area's strong cultural history, the investment will back a consortium of 6 Crawley-based organisations to encourage artists, producers,

¹ Siepel, J (2019), Creative Industries in Greater Brighton, A research note by the Creative Industries Policy and Evidence Centre. SPRU, University of Sussex

and audiences to engage in a range of cultural forms, whilst providing opportunities for upskilling.

Another driver of creative growth locally is the Levelling Up Fund, where both Eastbourne Borough Council and Lewes District Council were successful in their bids seeking funds to support the regeneration of the towns. Eastbourne Borough Council received £19.85m to boost cultural provision across the district, with projects including the design and construction of a cultural district, the creation of a culture and education centre at Black Robin Farm and the investment of public legacy artworks. Meanwhile, Lewes District Council received £12.68m to re-establish its maritime industries and to develop a vibrant community destination.

Investment in the region has also been observed at a grass roots level where creative and cultural venues have benefitted from the government's Cultural Recovery Fund (CRF) in reviving programming for local audiences. Creative organisations in Brighton & Hove received £7.5m in support, whilst in Mid Sussex organisations including Ensemble Reza, Orion Cinema, Chequer Mead Arts and Community Trust, and Scott Cinema have secured CRF assistance.

As with other creative clusters, the impact of the pandemic on Greater Brighton's cultural industry has been profound. Hatch² found that the arts and entertainment sector experienced the largest loss as a percentage of GVA, and it is estimated that, without the CRF, the region would have faced more than 50% of job cuts across the creative sector. As the region comes through the pandemic, we foresee a strong platform for culture to succeed in Greater Brighton.

2.3 Local strategic context

MSDC has historically taken a strategic approach to the development and support of leisure and culture in the district. Whilst their last Leisure and Culture

Strategy³ is no longer live, the council sets a clear trajectory for growth and improvement through the town centre masterplan for Haywards Heath, and the adoption of the town council's neighbourhood plan.

The overall development of Haywards Heath is currently heavily focussed on economic growth and improving the quality of life for those living and working in the town. These are holistic strategies where community/cultural facilities and the Clair Hall site itself can be strategic drivers.

Recognising the holistic approach currently adopted by the council, whereby culture is positioned as a driver to deliver strategic objectives through several strategies, we have identified opportunities within strategic documents which we believe provide a space for culture to play a role in their delivery.

The Haywards Heath Town Centre Masterplan, Supplementary Planning Document supports the long-term vision for Haywards Heath as a destination that aims to:

- Strengthen its position as 'The Heart of Mid Sussex', encouraging economic recovery and growth by ensuring investment and development is focused on nurturing community and attracting people to visit, work and live in, the town centre
- Protect, integrate and enhance the town's significant green spaces which provide both a context for making connections and a place to reflect, relax and hold cultural events and activities to enhance the vibrancy of the town
- Create key positive and welcoming gateway moments to clearly defined the arrival into the town centre
- Provide a framework for enhancing the opportunity to live in the town centre, giving life to the town centre's overall viability and the opportunity to give momentum to a flourishing evening economy

² Hatch (July 2020), Greater Brighton Economic Board Covid-19 Impact Assessment. Available at: <https://democracy.brighton-hove.gov.uk/documents/s155847/GBEB%20Covid%20Report%20HATCH%20005.pdf>

³ Leisure & Cultural Strategy for Mid Sussex 2009-2020

Alongside this, Haywards Heath's Neighbourhood Plan highlights an ambition to enhance community facilities for the growing population. The Neighbourhood Plan looks to:

- Improve sports and leisure facilities within the town where possible and support the retention and enhancement of community facilities.

Both plans present opportunities for culture to serve as a driver to achieve the town's objectives. Through culture, Haywards Heath could see an increase in job creation, cultural tourism and cultural capital, with significant impact for the town's economic growth. The plans also offer the possibility of using tangible forms of culture to deliver the identified objectives, such as developing cultural programmes for community venues, planning and hosting cultural events, and using visual arts for the design of the proposed gateway makers.

2.4 Technological Infrastructure

Since 2018 the councils of West Sussex have collectively and individually been working to develop their digital credentials and have a shared ambition to enable the foundations of a well-planned digital infrastructure. Working together, the councils have implemented county wide 'full fibre' and gigabit-capable broadband coverage.

Mid Sussex District Council have embarked on a project to develop a full fibre network which runs through Haywards Heath and the wider LEP (Coast to Capital) – essentially improving digital connectivity across the district, including in Haywards Heath. The project aims to provide gigabit capable full fibre infrastructure that will support increases in productivity across a range of urban, semi-urban and rural economies. It is envisaged that by 2030 the district will be ranked alongside the most productive places in the UK. This area will provide the necessary skills and infrastructure for a global economy based on trade and technological innovation and it is able to maximise the competitive advantage of its proximity to London and the international gateway of Gatwick.

It is hoped that through its involvement in the Coast to Capital project, the district and wider area that the project covers will position itself "as a business destination as part of the wider South East, which contains some of the UK's most highly-regarded academic and innovation assets"⁴.

Developments such as the approval of a high-quality Science and Technology Park in Haywards Heath (creating 100,000m² of employment floorspace and 2,500 new jobs, around 50% of which would be for new graduates) and the recent relocation to Haywards Heath of Quantum Computing are in part creditable to the progress of the digital infrastructure developments in the locality.

2.4.1 The relevance to Clair Hall

There are a number of reasons that we might consider the technological infrastructure of the area when looking at models / options for the activation of Clair Hall including contributing to the 'liveability' of the town and exploring options for the site that centre on 'creative digital'.

Liveability - As the infrastructure improvements drive more businesses to look at the possibility of locating to the area, businesses will be looking at other factors beyond the technological infrastructure including liveability in the local area for their employees. Along with cost and access to skills, liveability has long been a dominant factor in the identification of potential locations for businesses.

“ Liveability is the new battleground for corporate and economic success. Towns and cities have already taken note, and companies need to catch up. Corporate location decisions will be less 'easy street' and more 'local high street'. Street art in time might become a more interesting signifier of an attractive location than the glass and steel vista – especially for those in

⁴ The Coast to Capital, Strategic Economic Plan, 2018-2030

the tech sector looking for the latest bright young things. Places need to be vibrant, accessible and diverse to attract skills.⁵

The right activation of the Clair Hall site could enhance town centre living, providing activities and delivering impact within and outside of 9am – 5pm, and fill identified gaps in local cultural/leisure provision in Haywards Heath and beyond – all of which will feed into the area’s ‘liveability’.

Creative digital - There may be organisations interested in the site who wish to establish a cultural/community offer that capitalises on the exceptional digital infrastructure of the area. We understand that in Horsham for instance there is a cluster of e-gaming businesses which may present opportunities for the wider area and that increasingly operators of studio spaces are looking for high-grade digital infrastructure to support resident digital creatives. An offer on the Clair Hall site routed in creative digital would also present the option to provide something not already offered in the town – something unique.

In Phase B we will use a series of consultations with industry experts and market leaders to better understand the opportunities for collaboration between the creative and digital sectors and to see if there might be any opportunities in the site for tech/digital led cultural/community facilities.

2.5 Public sentiment

There is demonstrable positive public sentiment towards Clair Hall and interest in its future. This is evident through the consultation work completed by Engage Communicate Facilitate (ECF) and the work of the local campaigning group, Save Clair Hall for instance.

ECF undertook a 12-week engagement process which included community workshops, an engagement website, drop-in sessions and a dedicated email and telephone line. ECF’s report outlined a desire by consultees for Clair Hall to be refurbished and retained as a multifunctional community centre with ancillary

facilities including a kitchen and technological equipment. It also outlined the aspiration from some consultees for the site to be redeveloped / rebuilt to function as an arts/entertainment venue, modelled on the popular ‘Depot’ in Lewes. Consultees also expressed an ambition for the Clair Hall to be equipped with modern facilities such as retractable and tiered seating and partition walling.

Whilst the sample of respondents was less than representative of the local community in Haywards Heath, these findings provide us with some understanding of the attitudes towards culture in Haywards Heath, alongside outlining suggestions for the development of Clair Hall.

The campaign Save Clair Hall gives further insight into local aspirations for the space. The group, which has been campaigning since September 2020 for the building to be re-opened to the public, consider the site to be the only existing local facility that has the capacity to support culture in Haywards Heath and its surrounding areas. Whilst this public sentiment is not an analysis of demand in Haywards Heath, it provides us with an indication of ambitions for the site from some residents within the district.

We must also be mindful of any future demographic shifts in Hayward’s Heath and how this might impact the local need/demand, which we explore in the following section 3 of this report.

⁵ <https://www.investmentmonitor.ai/insights/why-liveability-matters-more-than-ever-when-it-comes-to-investment-attraction>

Key takeaways

- MSDC are right to focus on purposing this site for culture as the broad benefits of investing in culture for communities are widely evidenced. There is demonstrable community support for this approach. But adopting this approach won't be without its challenges.
- Much of the areas surrounding Haywards Heath have vibrant cultural ecosystems that have received healthy levels of investment in recent years.
- There are opportunities for cultural provision in Haywards Heath to benefit from / capitalise on regional investment into projects such as the Coast to Capital project.
- There are opportunities for cultural provision to contribute to MSDC's current strategic approach to the development of Haywards Heath.

3. Audiences

As we are focusing on culture led options for Clair Hall, in this section we look at the current and future audience profile for any cultural offer on the Clair Hall site, as well as the impact COVID-19 has had on audiences. Audience Spectrum segments⁶ the whole UK population by their attitudes towards culture, and by what they like to see and do. It is the most accurate tool the sector has ever had to help target audiences and include a wider public. Although Audience Spectrum predominantly tells us about audience consumption, it also provides indicators for likely participation in cultural activities.

3.1 Current audiences and participation

Using Audience Spectrum data for Haywards Heath (see Figure 1), we are able to see that the general population is highly engaged with culture and the arts, with two thirds of residents belonging to three of the top four most engaged Audience Spectrum segments⁷:

- **Commuterland Culturebuffs (32%):** Individuals within this segment have broad tastes, but a leaning towards heritage and more classical offerings. Open to high quality offerings, they have the financial means to attend regularly. They are particularly interested in opportunities that offer exclusive access or added value, such as talks and tailored content that help develop their loyalty. They are most likely to attend ballet performances, and least likely to attend carnivals. Locally this segment is likely to attend events such as NT Live, regional touring theatre performances and professional musicians performing classical music.
- **Dormitory Dependables (23%):** This segment represents the largest proportion of the UK population. They enjoy museums and the arts, particularly popular and mainstream events. They are most likely to attend a pantomime or live music gig, and least likely to attend 'high culture' events

⁶ See Appendix A for more information on Audience Spectrum segments.

⁷ Note, the low percentage of Metroculturals is representative of their high-density concentration in London and limited existence outside of the capital. Their higher levels of representation within the profile of a 30-minute

like opera. Locally, this segment is likely to attend events such pantomime, comedy performances and free music festivals.

- **Experience Seekers (19%):** A younger-leaning, lively and active cohort of busy, mixed prosperity professionals, from a wide range of backgrounds and at a variety of different life stages. Open to a breadth of experiences, but with a clear leaning towards the contemporary and culturally specific, this group particularly enjoys immersive and participatory arts. Unusual combinations will grab their attention (e.g., roof top cinema, late night openings, site-specific programmes) and they are unlikely to want to miss out on the latest 'blockbuster' offering, regardless of art form. Locally this segment is likely to attend events such regional touring contemporary dance performances, open mic / spoken word performances and short-term pop-up culture events.

The above data suggests that there is an appetite for engaging with culture in Haywards Heath, although it does not mean that the population will necessarily look to provision within the town for its cultural consumption. Instead, wider infrastructure, such as easy and regular transport links to Brighton and London, and high-quality provision in those places are likely to be drawing audiences further afield.

When comparing the current population with the wider population living within a 30-minute drive time, it is noticeable that Commuterland Culturebuffs are significantly more represented in the local population of the town, suggesting that these are a key "bread and butter" audience for any activity within the town. In contrast, there are significantly fewer residents from the Trips and Treats (generally families with school-age children) and Kaleidoscope Creativity (mixed age groups from urban areas with low engagers) suggesting that activity targeting these groups would need to be sufficiently well communicated to draw people in from the surrounding areas.

drivetime at Figure 1 is due to this area reaching Brighton, which has an unusually high prevalence of Metroculturals.

Figure 1 Audience Spectrum profile for Haywards Heath compared with 30 minutes drivetime

Segment	Likelihood to engage with culture	Haywards Heath residents		30-minute drivetime residents	
		Number	%	Number	%
Metroculturals	Most ↑ Least	293	1%	26,040	5%
Commuterland Culturebuffs		10,161	32%	115,697	22%
Experience Seekers		6,088	19%	86,478	16%
Dormitory Dependables		7,375	23%	118,747	22%
Trips and Treats		2,288	7%	60,473	11%
Home and Heritage		2,070	7%	38,521	7%
Up Our Street		769	2%	24,620	5%
Facebook Families		1,814	6%	32,079	6%
Kaleidoscope Creativity		156	0%	19,243	4%
Heydays		378	1%	7,894	1%

Source: The Audience Agency 2022

All three of the dominant Audience Spectrum segments in Haywards Heath are more likely than average to have been involved in creative pursuits, with their likelihoods for participating matching their overall engagement rankings. Commuterland Culturebuffs are also the most likely segment to volunteer, particularly for heritage and arts organisations. Around 35% of this segment do so each year, equivalent to 11% of the Haywards Heath population.

3.2 Future audiences and participation

Looking specifically at the demographic changes that could be expected in Haywards Heath, work undertaken by Mid Sussex District Council in 2016⁸ suggested that overall population growth over the 15 years to 2031 will rise 11.6%, however the working age population will only rise 3.5%. Indeed, projections suggest that when looking at the population as a whole, the working age population will decrease compared with other groups, accounting for 57% of the total population compared with 62% in 2016. A large part of this shift is due to the aging demographic of the area combined with an expected increase in life expectancy, which is already higher than average in Mid Sussex. There were also predictions of decreases in both the number and proportion of 24 – 34-year-olds in the area. The combination of these shifts is likely to mean that Experience Seekers become less prevalent within the population whilst Commuterland Culturebuffs become more dominant, particularly the C2 subsector of the segment.⁹

The first statistical releases from the 2021 census are expected in summer 2022. This will provide an additional understanding of the demographic changes that have taken place within Haywards Heath in the last decade and understand whether the predictions for 2031 remain on track. This additional understanding can help to further understand the likely future needs of the local population in relation to audiences and participants.

⁸ District Plan Sustainability Appraisal, Submission Report, Mid Sussex District Council, August 2016.

⁹ Defined as “wealthy empty-nesters with comfortable, rural lifestyles”
<https://www.theaudienceagency.org/audience-spectrum/commuterland-culturebuffs/subsegments-c1-c2>

3.3 The impact of COVID-19 on local audiences / demand

The COVID-19 pandemic has altered the way people consume and engage with the cultural sector. Towns and cities across the UK are still adapting to the impacts of the pandemic, and although audiences are returning to the cultural sector, progress to date has been slow.

One of the biggest observed shifts has been a far larger proportion of the population working from home more regularly. This is likely to have a longer-term impact on local high streets, with more people more readily able to access their local area and, through this, greater demand on localised provision. Whilst there have been some high profile calls for a return to the office in recent months, overall, the anticipation is that some form of hybrid working is likely to remain in the longer term as workers demonstrate that being present in the office is not synonymous with high output.

The most recent statistical release on home and hybrid working by the Office for National Statistics¹⁰ evidences this, showing that a quarter of workers are hybrid workers, whereby they split their time between home working and working from an office, with the majority favouring more time working from home. Research suggests this is particularly the case for those aged 30 to 49, in part likely to reflect wider lifestyle benefits of working from home (e.g., flexibility around childcare, improved work / life balance). There were some initial suggestions that this would also drive a “flee to the country” from major cities, although it is too soon to know whether this will be a longer-term impact of the COVID-19 pandemic.

Work by the Local Government Association around resilient high streets¹¹ suggests that it is important for high streets to make sense in their local context, and that there is an increased interest in local communities and localism as a result of the pandemic. This also has bearing on the wider Levelling Up agenda that the Government introduced in February 2022, which places an emphasis

¹⁰ <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/isshybridworkingheretostay/2022-05-23>

on the importance of pride in place and the role that culture plays in creating this sense. Similarly, there has been a growing proportion of councils and areas placing culture at the heart of their COVID-19 recovery, recognising that creating opportunities locally will help to support residents to feel more secure in visiting their local areas whilst also drawing in visitors from elsewhere.

Alongside this, increased use of the high street as a social destination is a pre-pandemic trend and the expectation is that this will continue. Providing places that people want to go to visit and experience, will increase footfall and consumption. Furthermore, a well-developed creative offer is often part of the package that residents will expect, providing something to “do” as well as places to meet and socialise.

Following the pandemic, early indicators suggest that the COVID-19 pandemic is changing audience and participant behaviours.

Although the Taking Part survey is no longer running, DCMS have commissioned Kantar to run the Participation Survey, a push-to-web survey providing data on adult engagement with DCMS sectors at a county and regional level.

The first release of Participation Survey data took place in April 2022¹², covering data received between October and December 2021. At this stage, data at a county level is not available to access – the expectation is that this will be made available as part of the full report due in Summer 2022.

In the interim, the data in the Participation Survey provides a national understanding of audiences for, and participation in, the arts and culture, and is a good proxy to understand changes in behaviour based on pre and post pandemic activity.

Within the Participation Survey, 87% of respondents engaged with the arts in person in the last 12 months, including as audiences and as participants. This

¹¹ <https://www.local.gov.uk/publications/creating-resilient-and-revitalised-high-streets-new-normal>

¹² <https://www.gov.uk/government/statistics/participation-survey-october-to-december-2021-report>

increases to 91% when looking at the South East as a region. This is the only question currently providing any kind of regional breakdown.

46% of respondents have participated in or attended three or more activities during that time, including attending a play, drama, musical, Pantomime, Ballet or Opera (14% of respondents) and attending a live music event (17% of respondents).

COVID-19 remains a significant barrier to engagement, with 28% of respondents giving this as a reason, although a similar level of the population are simply not interested in engaging with the arts (29%). Given the higher levels of engaged segments identified within Haywards Heath above, it is likely that this second figure is smaller locally.

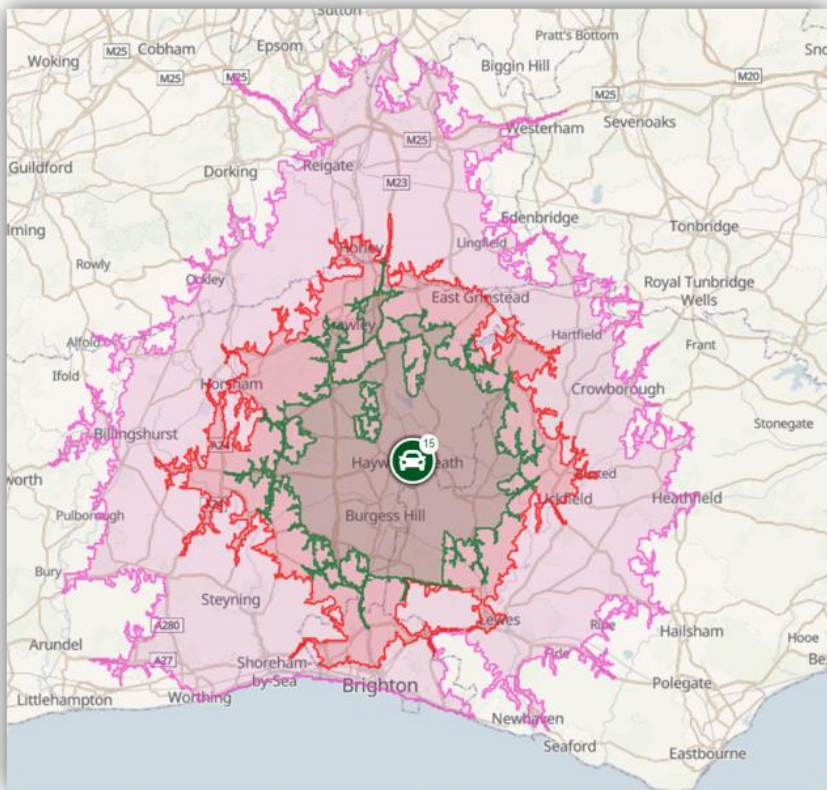
When comparing the Participation Survey to Taking Part survey data (the last round of which took place in 2019/20), there has been an increase in engagement levels, with 76% engagement pre-pandemic. However, levels of frequency have decreased (previously 60% had three or more engagements in the previous 12 months) as have overall levels of participating. This suggests that although the appetite for engagement is there, the comfort to engage has not fully returned, and it may be some time before we see engagement returning to pre-pandemic levels.

Key takeaways

- If the Clair Hall site wants to cater to the three key audience segments in Haywards Heath, it will need to be able to facilitate a diverse programme of activity.
- The existing demographic in Haywards Heath skews towards a highly engaged population, with just over half of all residents counting as “highly engaged” compared with 20% of households nationally.
- Modelling suggests that the population of the town is aging, with a greater proportion of retirement aged residents expected by 2031 and fewer working age residents, which will have an impact on the consumption needs of residents.
- Coming out of the pandemic, local high streets are increasing in importance as more people take a working from home or hybrid approach to work, therefore providing resilient high streets with strong offers beyond retail can increase footfall and the desirability of Haywards Heath.
- Initial research carried out on behalf of DCMS suggests that there is still an appetite for engagement with culture and the arts post-pandemic, however whilst there has been an increase in overall engagement, there has been a decrease in frequency of engagement.

4. The cultural landscape of Haywards Heath

To get an understanding of the cultural landscape of Haywards Heath and its surrounding areas we have undertaken a mapping of community and cultural indicators within 15-, 20- and 30-minute drive-times of Clair Hall (see appendix B for indicators definitions). In the time available in Phase A of the project, this work has allowed us to establish an overview of the current local community and cultural offer.



The indicators selected for the mapping of Haywards Heath and the surrounding areas are derived from a wider list of indicators based on the UNESCO definition of culture that we use extensively in our work mapping the cultural vitality of areas. 24 key indicators were selected that included formal cultural venues, production and production spaces, flexible spaces and arts education amongst others. For each indicator we assessed the time patrons are willing to travel to access them and only mapped each indicator within its relevant drive time¹³ e.g., we know that community centres have a hyper-local audience that will typically travel no more than 15 minutes to access them, therefore we only mapped community centres within this 15-minute drive time.

	15-minute drive	16-20-minute drive	21-30-minute drive
NPOs	0	0	2
Museums	2	5	9
Public art galleries	1	0	0
Multi arts centres	0	0	3
Libraries	2	4	18
Theatres	2	2	7
Live music venues	1	0	1
Cinemas	1	2	7
Creative & coworking workspaces	2	0	
Performing arts/dance rehearsal space	0	0	
Community centres	15		
Crafts	28		
Film, TV, Video	12	5	
Esports	0	0	
Music, performing and visual arts	6	4	
Universities	0	0	2
Non-professional dance/theatre schools	16		
Non-professional music schools	13		
Non-professional art schools	3		
Professional dance/theatre school	0	0	1
Professional music schools	0	0	0
Professional art schools	0	0	0
Spaces for hire	26		
Space for hire with a stage	8	1	

¹³ Shaded cells indicate that the indicators were not mapped for these assets.

The mapping for this project has been primarily developed through desk research. Whilst we believe it to be comprehensive, we recognise that it is not exhaustive. The indicators we map do not span the full value chain associated with culture but are chosen for their ability to indicate the general cultural vitality of an area.

When assessing potential options for the Clair Hall site the mapping exercise should be used as a reference point to consider how any proposition for the site might fit into the wider cultural landscape of the area and how it might compliment what is already in place.

Our mapping indicates that Haywards Heath is fairly typical of a town of its size. For a small number of the indicators, it is well provided for. For example, there are a good numbers of theatres, cinemas, libraries and community centres within a 30 minute drive time but in general it has no stand out cultural assets such as Arts Council Portfolio Organisations, multi-arts organisations or organisations derived from any unique town heritage. With this in mind, we might consider the cultural eco-system of Haywards Heath underdeveloped.

When considering the future development of the town's cultural ecosystem, it is unlikely that we need build the numbers of theatres, cinemas, libraries or community centres unless they are to provide a distinctly different provision / value proposition from others in the town and surrounding areas. *In Phase B we will explore this further through soft market testing.*

In terms of identifying 'gaps' in the market there are plenty, but consideration needs to be given to what the actual demand or need might be for any specific option proposed for the Clair Hall site that might be seen to fill these gaps. As options for the site are developed, the feasibility / viability will need to be established - a key part of this assessment will be a detailed need and demand analysis for each option.

In the consultation work completed by Engage Communicate Facilitate (ECF),

the top five suggested future uses were community centre / resource, cinema, theatre, café / meeting space and arts centre. Looking at these five areas through our mapping we can see that:

- There are a large concentration of theatres within a 30-minute drive of Clair Hall, consisting of: The Hub Theatre, housed in Haywards Heath college; Burgess Hill Theatre, located within a 15-minute drive of Clair Hall; and 9 theatres within a 30-minute drive of Clair Hall including Chequer Mead Theatre, The Capitol, and Brighton Open Air Theatre. We would consider Haywards Heath and its surrounding areas to be well served by theatres and given its geographical location, this provision is increased by the offerings of London and Brighton. Our mapping has also highlighted a healthy concentration of performing arts schools within a 20-minute drive of Clair Hall, including BPM Dance Academy and Drusilla Duffill Theatre School.
- Cinemas are the second largest asset groups identified in our drive time radius mapping. At present, there are 10 cinemas within a 30-minute drive of Haywards Heath. These include independent and commercial cinemas, 3 of which are within a 20-minute drive of Clair Hall. According to the BFI¹⁴, the screen density for the South East of England is 5.2, implying that in line with its population size, we would expect Mid Sussex to house 2 cinemas. As we have identified more than this, we can therefore consider that Mid Sussex is well served by the cinema industry.
- The largest gap identified in our mapping are multi-arts centres. Whilst the immediate local area is poorly served by multi-arts centres, we found that within a 30-minute drive time radius, there was a number of multi-arts centres serving a much denser population in, and on the outskirts of Brighton. Due to the breadth of programming seen in multi-arts centres, we feel this may be an opportunity for Clair Hall to produce an offering that serves its local community.
- There are a strong cluster of community centres within a 15-minute drive of Clair Hall. These spaces double up as venues for hire, providing a range of

¹⁴ BFI, Comscore, Cinema Theatre Association, Dodona Research, BARB, Cinema Advertising Association (CAA)

facilities from meeting rooms to stages. They are indicative of the informal network of culture venues in the area and facilitate a network for local people and organisations. In our experience, the range of spaces / facilities available within Haywards Heath is typical for a town of its size, but the facilities do not offer the range of co-located spaces offered by Clair Hall.

Another future use of Clair Hall which was highlighted in the ECF report were meeting and events space, and a café. As we feel these are ancillary services which support a cultural offer and will inevitably be a part of the renewed space, we have not included these within our mapping.

In Phase B we will explore some specific questions pertaining to each of these asset types:

- *What audiences do the existing theatres/cinemas/multi-arts centres in the area cater to and are there any gaps in the market that a provision on the Clair Hall site might meet?*
- *Are there any viable operating models for theatres/cinemas/multi-arts centres provision on the Clair Hall site within the agreed financial parameters¹⁵?*
- *Could theatres/cinemas/multi-arts centres provision on this site support / strengthen arts education provision (informal and formal in the area)?*
- *How might any option for this site meet the needs of the local community groups including flexible spaces/facilities for hire?*

4.1 Creative Industries in Haywards Heath

Whilst our mapping covers some indicators pertaining to the creative industries, we read with interest Dr Josh Siepel's work for the Policy and Evidence Centre at the University of Sussex which has mapped clusters of Cultural and Creative

Industries across the UK. This work suggests that creative industries micro clusters – small clusters of creative companies working in geographically concentrated areas – may be key to the bounceback from the pandemic. Within the report, Siepel specifically identifies a micro cluster of businesses in Haywards Heath¹⁶. The report doesn't provide any specifics on the nature of the businesses within this cluster or what number they classify as 'micro'.

In Phase B we will develop our understanding of this identified micro cluster to understand if there might be an opportunity to work with the businesses to help them develop/generate impact for the local area, using the Clair Hall site as a catalyst.

4.2 Future provision

There are two notable proposed cultural developments in their early stages within a 15-minute drive of Haywards Heath. Both based within Burgess Hill, these projects include the regeneration of the town centre and the proposal of a community arts venue (The Beehive).

The revitalisation of the town centre led by NewRiver REIT will see the refurbishment of The Martlets shopping centre, which is planned to include some leisure facilities. Planning permission was granted in 2021 but the challenging retail environment nationally and the impact of Coronavirus mean there is no clear timeline available at this stage.

Elsewhere in the town, a Burgess Hill Town Council-led initiative hoping to increase cultural activity has been proposed. The Beehive, a multi-use community centre and arts venue, is anticipated to include a theatre, flexible meeting rooms and a café. However, the project was suspended in June 2022 because of a significant increase in estimated construction costs.

¹⁵ See section 5 for more detail on the agreed financial parameters

¹⁶ Figure 2.2, Creative Industries Radar: Mapping the UK's Creative Clusters and Microclusters <https://cdn2.assets-servd.host/creative-pec/production/assets/publications/PEC-Creative-Radar-report-November-2020.pdf>

Key takeaways

- The cultural provision in Haywards Heath is fairly typical of a town of its size.
- With no significant cultural assets (e.g., Arts Council NPOs) there is room to develop the cultural eco-system of Haywards Heath.
- The indicators of demand (public sentiment) outlined in the ECF work is at times at odds with the provision in place – this needs further exploration.
- A cluster of CCI businesses have been identified in Haywards Heath as part of a national study – this data needs to be explored further to understand its significance.
- Plans for the activation of the Clair Hall site need to be mindful of the progress of other planned cultural developments in the district.

5. Options development

5.1 The success criteria

An important element of the first phase of this project has been the establishment of a defined set of success criteria that articulate MSDC's aspirations for the development and activation of the Clair Hall site and the context in which it will be delivered. This is a key element of the project as it will go on to be used in Phase B as the framework for the development of potential models for the site and in the longer term will be used by the council to assess potential options for the site.

During this process we have worked closely with the Clair Hall Members Steering Group to gain a thorough understanding of the council's desired outcomes for the site, from which we have drawn out some key priority areas under the following headings:

Profile and Ambition – the level of ambition for the site and what sort of profile MSDC expect to see for the site.

Financial – the financial parameters within which options for the site will be developed.

Strategic Impact – the social, economic and/or cultural impact that options for this site will deliver, and how the activation of the site will align with existing strategies.

These have been cross-referenced against existing MSDC strategic priorities (see appendix C) and further informed by input from the council's management team.

It is vital that at this early stage there is consensus within the council around the desired outcomes so that there is a clear and defined direction for the activation of the site. This, however, needs to be balanced with keeping the process open enough that the widest range of models and options are considered and that opportunities are not overlooked. For this reason, the criteria have also not been

weighted in order of priority at this stage, however this weighting will be required when the council is assessing the feasibility of specific options. The criteria outlined here provide a solid platform for the next phase of the project, but may evolve as it develops, to ensure any future usage reflects the district's changing needs.

Each criterion is categorised as either essential (E) or desirable (D):

Essential – these are locked in criteria that any option for Clair Hall must deliver

Desirable – these are criteria that any option for Clair Hall would look to deliver but it is recognised that it is unlikely that any one option will deliver all of these

5.1.1 Profile and Ambition

- The use of the site must fill identified gap(s) in local cultural / leisure provision (E)
- The site must be flexible, multi-functional and future proof (E)
- The site must offer a memorable and positive first impression (E)
- The site and any buildings on it will celebrate the local beauty of the surrounding area by opening up and promoting connectivity with Clair Park (E)
- The site will provide a cultural / leisure offer for the whole of the Haywards Heath community (existing and future) (E)
- The site will offer a destination with a reach across the district (D)
- The site will raise the profile of culture and act as a catalyst for culture/creativity in the town (D)

5.1.2 Financial Criteria

- The site will be leased on a long-term lease basis (E)
- A financial return will be realised from the use of the site (D)
- No capital investment will be required for the site (D)

5.1.3 Strategic Impact Criteria

The activation of the site will align with key MSDC strategies, and deliver the following:

- The use of the site must enhance town centre living, providing activities and delivering impact during daytime and evening (E)
- The site must take measures to reduce carbon emissions, including improvements in energy efficiency and in the design and construction of buildings. This includes new buildings and the conversions of existing buildings (E)
- The use of the site will act as an exemplar for striking successful partnerships across the public, private and third sectors (D)
- The use of the site will contribute to the economic development of Haywards Heath through the creation of employment opportunities (D)
- The use of this site will capitalise on the development locally of world-class digital infrastructure (D)

5.1.4 General ‘non-negotiables’

Alongside the above criteria, MSDC have also set out the financial context for the project that is currently non-negotiable. In summary:

- Consideration will not be given to selling the site
- MSDC are not able to offer any form of subsidy to any organisation or operation to be based on the site
- The Council recognises that combining a variety of uses on the site may offer the best opportunity to make any culture/leisure offer viable and impactful for residents. This would have to take place within the parameters of the Council's planning and economic development policies and strategies.

5.2 Potential models for the site

Taking into consideration the success criteria and agreed financial parameters, there are three possible options that might be explored for the site.

— Refurbishment option

- Model 1: Refurbishment of the existing buildings on the site by a party who can raise the operational expenditure to maintain and run Clair Hall's existing buildings on a leasehold basis

— Development option – cultural facilities only

- Model 2: Development of the site by a party who can raise the capital to level and build a cultural/community facility on a leasehold basis

— Development option – cultural facilities plus other uses

- Model 3: Development of the site by a party who can develop the site with a cultural/community facility and other uses on a leasehold basis

These models have been successfully deployed in other towns and cities across the UK but need to be carefully considered within the context of Haywards Heath. We recognise that there are a number of factors that make the site attractive, but these have to be balanced with detracting factors such as the lack of subsidy/capital funding available, the current funding climate, a lack of focussed cultural strategy for the town/district and a lack of vibrant cultural ecosystem for an offer to sit within.

In Phase B of the project, we will explore these options/models further through soft market testing to establish:

- *How the various models might meet local needs/demand*
- *The likelihood of each of the models to deliver MSDC's success criteria*
- *Levels of interest and what the drivers for investment might be*

Our research will combine a series of consultations with sector specialists and market leaders and case studies to illustrate/ support the models where appropriate proxies can be found

6. Phase B: Outline approach

Phase A has allowed us to work with Members to establish a clear set of success criteria and parameters within which we can explore options for Clair Hall. We have also spoken with Officers across the Council to better understand the strategic and local context that Clair Hall sits in.

With this understanding we have outlined potential delivery models for the site and undertaken some initial research to understand what proposition they might attract and how activating the site with each model might deliver against the success criteria.

We do not anticipate that any of the models will deliver against all of the criteria, but the success criteria provide a framework that will allow the options to be assessed against each other.

In Phase B we will undertake further research to establish:

- How the various models might meet local needs/demand
- The likelihood of each of the models to deliver MSDC's success criteria
- Levels of interest and what the drivers for investment might be

Our research will combine a series of consultations with sector specialists and market leaders and case studies to illustrate/ support the models where appropriate proxies can be found

In Figure 2 (overleaf) we outline sector specialists and market leaders that we will seek to engage with as part of our first round of consultation and will use these consultations and further research to identify any further consultees as appropriate.

At this point in the project, it is difficult to predict how much interest in the site there will be – offered under any of the options/models. We think it likely that the challenging funding climate and lack of established cultural ecosystem in Hayward's Heath (amongst other factors) will potentially reduce the number of interested parties. We anticipate that MSDC will need work to keep the process

as open as possible to allow opportunities to present themselves and for the council to take advantage of these.

Our final report will present our findings and provide recommendations on:

- Updates to the success criteria based on our findings in this phase
- Which of the models MSDC might look to take forward for the site
- How MSDC might move forward to realise the recommended models e.g., the process of getting the opportunity to market

Figure 2 Phase B: First round consultees

Consultees	Rationale
Commercial cinema operator	To understand the operator's approach to the building and operation of independent cinemas and what they (and organisations similar to them) see as the drivers for investment.
Arts Council England, South East regional office	To identify any organisations locally who might be interested in the proposition / be in a position to realise such a venture and what the drivers for investment might be.
Commercial attractions / leisure operator	To understand the current outlook of commercial operators in the sector and if any of the models present an attractive opportunity to them or similar operators.
Local higher education institutions	To understand if they may see any opportunities on the site for cultural/community facilities.
Leaders in the local digital economy	To understand the opportunities for collaboration between the creative and digital sectors and to see if they see any opportunities in the site for tech/digital led cultural/community facilities.
Brighton & Hove, Arts & Culture Service	To understand if they run a 'culture at risk register' (or similar) that identifies cultural/community organisations in need of premises locally who might be interested in the proposition / be in a position to realise such a venture.
Independent investors in the Creative Economy	To understand the current outlook of independent investors in the UK's 'creative economy', and what the drivers for investment into a site such as Clair Hall might be.
Multi-arts centre specialist	To understand approaches to the building and operation of multi-arts centres and what they see as the drivers for investment.
West Sussex County Council and key service providers	To understand if there might be opportunities to consider library / key service provision as part of a mixed-use development on the site and if the individual services / County Council might be in a position to realise such a venture.
Independent theatre specialist	To understand if any of the models might present an attractive opportunity to a theatre operator (commercial or non-for-profit) and what the drivers for investment might be.
Creative workspace / studio provider	To understand the provider's approach to the building and operation of artists' studios and what they (and organisations similar to them) see as the drivers for investment.
Commercial developers	To understand if any of the models might present an attractive opportunity for them and what the drivers for investment might be.
Authors of Creative Industries Radar: Mapping the UK's Creative Clusters and Micro clusters	To understand the micro cluster of CCIs identified in Hayward's Heath.

Appendix

Appendix A: Audience Spectrum Segments

Audience Spectrum segments the whole UK population by their attitudes towards culture, and by what they like to see and do. It profiles the population at household and post-code levels, and explores their behaviours, attitudes and preferences for arts, culture and heritage organisations.

Audience Spectrum is a behavioural, geo-locatable, segmentation model developed for the cultural sector. Further information about the data sources used to inform Audience Spectrum can be found here:

<https://community.theaudienceagency.org/docs?topic=267>

There are ten different Audience Spectrum segments, and they are ranked 1 to 10, representing most engaged (1) with culture to least engaged with culture (10).

1. Metroculturals

An active, educated, prosperous, ethnically diverse and liberal-minded group who choose the urban lifestyle specifically for the broad range of cultural opportunities it offers. Time is more important than money for this busy, cultured and creative group, who are happy to pay for premium experiences and support the arts as a worthy cause. Though primarily Performing Arts leaning, this group is also drawn to Museums, Heritage sites and Festivals and is the most open to new and innovative creative work. This group is overwhelmingly located in prosperous city centres, especially London, and engages with the concept of 'community' on a societal, rather than local, level.

2. Commuterland Culturebuffs

A largely middle-aged group of older families and empty nesters, with considerable disposable income and time to indulge in a wide range of interests and leisure activities. This group attends regularly, just as much to socialise as for the art, and is happy to pay for ancillary amenities and donate generously to preserve convenient culture. Traditional leaning but

open-minded, members of this group tend to be interested in and frequenters of a variety of artforms, as well as being keen am-dram enthusiasts. These leafy greenbelt suburbanites are found primarily in the south, in easy commuting distance of urban centres, and in areas with a strong sense of community involvement.

3. Experience Seekers

A younger-leaning, lively and active cohort of busy, mixed prosperity professionals, from a wide range of backgrounds and at a variety of different life stages. Considering culture to be at the heart of their social life motivates seeking out frequent new experiences with friends and looking for discounts to support diverse interests. Open to pretty much anything, but with a clear leaning towards the contemporary and culturally specific, this group particularly enjoys immersive and participatory arts. This predominantly urban group lives within easy reach of a wide range of cultural provision, but is also prepared to travel to experience new activities and places.

4. Dormitory Dependables

This large group includes families of all ages, with typical educational backgrounds, solid careers and the means to enjoy their time as they please, both at home and abroad. Trips to arts and culture tend to mark special occasions with friends and family, so the wrap-around offer is extremely important and group-based discounts appeal. Hardcore history and heritage buffs who otherwise lean towards museums, galleries and the mainstream performing arts, with a particular enthusiasm for live popular music. A suburban cohort concentrated heavily around the South East and North West, with average levels of arts and cultural provision locally, but a willingness to travel for treats.

5. Trips and Treats

A largely family dominated group with children ranging from school-age to young adult, living comfortable but modest lifestyles, close to relatives and where they grew up. Arts and culture engagement is largely determined by children's interests and educational requirements, value for money, and the need to guarantee good family fun. Drawn to heritage, museums and mainstream arts, they are also among the most attracted to participatory

activities, which parents see as important and educational. Found in semi-detached and suburban terraces across the UK, they are likely to be well embedded in the local fabric and willing to travel into town centres by car for events.

6. Home and Heritage

An older group of retired or semi-retired home owners, living on modest pensions and spending their time enjoying reading, gardening, period dramas and Countryfile. Recognising the value of arts and culture - and particularly heritage - in their lives, they are willing to spend leisurely days engaging, as long as comfort and access needs are met. Traditional in their tastes, they enjoy daytime exploration of historical sites, as well as theatre matinees and classical music recitals, and participate in local crafts and 'Am Dram'. Largely found in rural areas and small towns, far from urban bustle, this group is limited in its ability to travel independently, so local provision and organised daytrips are key.

7. Up Our Street

Soon-to-be, or already, retirees from skilled professional, White working class backgrounds, who enjoy sofa time, social clubs and fishing trips on modest pensions. Arts and culture, for their own sake, are not a priority for this lower income group, so the ancillary experience, like food, drink and retail, is key to unlocking the 'treat' factor. These infrequent attenders are drawn to mainstream and inexpensive offers like museums, heritage, music and carnivals, and enjoy home-based craft activities. Found primarily around the edges of industrial Northern and Midlands towns and small cities, this group is locally minded, and both unable and disinclined to travel far.

8. Facebook Families / Frontier Families¹⁷

Households with young children, living on low incomes or unemployment, in council rented housing and spending most of their free time enjoying at home entertainment. While they don't consider culture very important or themselves 'arty', they are family motivated and the right offer can appeal on those grounds, especially if free. Trending towards mainstream family-

¹⁷ Facebook Families and Heydays were rebranded as Frontier Families and Supported Communities in April 2022, however the information about the segments remains the same

friendly artforms, like cinema and pantomime, this group also engages in culturally specific projects that reflect their own communities. Located in and around urban areas, predominantly in the North and Midland regions, public transport can be a hinderance, despite being quite close to many arts offers.

9. Kaleidoscope Creativity

The most ethnically diverse segment, this mixed aged group tends to be council housed, with low education, employment, and income restricting leisure opportunities. Characterised by their lack of cultural engagement, despite some considering themselves 'arty', they are easily put off by price, so are more likely to attend free events. Though attendance is generally low, culturally specific festivals, street arts and live music, beyond the western mainstream and outside of traditional venues, are relatively popular. These inner-city dwellers are close to a lot of cultural provision, but income and transport limitations inhibit access, so community-led, local co-creation is very important.

10. Heydays / Supported Communities

A health-impaired and socially inactive group living on very modest incomes, often in state-provided accommodation, with indoor leisure habits like puzzles and crosswords. Accessibility issues often deter this group from attending arts, but when opportunities are thoughtfully provisioned, the chance to engage and socialise is welcome. Tastes tend towards the mainstream and participation opportunities are largely initiative-led, with content relating to localness and nostalgia being best received. This group lives mainly in outer city and suburban areas with limited access to arts and culture, so taking opportunities to them is important for engagement.

Find out more about Audience Spectrum here:

<https://www.theaudienceagency.org/audience-finder-data-tools/audience-spectrum>

Appendix B: Mapping indicators and definitions

Indicators	
Formal Cultural Venues	Definitions
Museums	This includes museums of all kinds (art museums, natural history, historical museums, other specialised museums etc.). This excludes open-air museums, activities of commercial art galleries, restoration of works of art and museum collection objects, activities of libraries and archives. Art museums differ from art galleries in that they usually have permanent collections or endowments, and do not try to sell the artworks on a regular basis.
Public art galleries	Non-profit and public funded art galleries.
Multi arts centres	Multi-use space providing three or more of the following facilities: performing art space, visual art gallery space, museum facilities, cinema space, education space and/or rehearsal studios, archives and/or library facilities.
Libraries	Publicly funded libraries open to the public. This excludes libraries affiliated with higher education institutions.
Theatres	Spaces used for theatrical performances (including musical theatre) at least twice a month. Multi arts venue can be included if they programme theatre performances at least twice a month. This excludes purpose-built theatre venues now used for another art form (e.g. live music and/or film screenings).
Live music venues	Any spaces where live music is programmed at least once a week. Bars and restaurants can be included as long as this is specifically live music. Some nightclubs might fit the category unless they only programme djs, which is not live music.
Cinemas	Number of spaces primarily dedicated to feature and documentary film projection.
Cultural vitality	
Creative workspaces	Premises providing for a minimum of at least five artists or makers' studios or supporting five artists/makers (even if other workspace or living provision is included in the building). This excludes studio workspace affiliated with an education institution and only studios accessible on the open market. This only includes creative production space and excludes office and retail space.
Performing arts/dance rehearsal space	Spaces self-identified as spaces for music-making, theatre and dance rehearsal, and publicly bookable in some way. Spaces within drama/dance/music schools are not included unless they are publicly bookable spaces.
Community and cultural diversity	
Community centres	Venues run and/or used by one or several community associations. This excludes community rooms (usually located on local estates) used by communities for their social activities.
Creative industries (companies/employment)	
Crafts	Any organisation with any of the following trades working on site; smiths and forge workers; weavers and knitters; upholsterers; bookbinders and print finishers; glass and ceramics makers, decorators and finishers; furniture makers, other craft woodworkers; musical instrument makers and tuners; goldsmiths, silversmiths, precious stone workers; hand craft occupations not elsewhere classified.

Appendix B: Mapping indicators and definitions continued

Indicators	
Film, TV, video	<p>Motion picture, video and television programme activities</p> <p>Includes production of theatrical and non-theatrical motion pictures whether on film, video tape, DVD or other media, including digital distribution, for direct projection in theatres or for broadcasting on television; supporting activities such as film editing, cutting, dubbing etc.; distribution of motion pictures or other film productions (video tapes, DVDs, etc) to other industries; as well as their projection. Buying and selling of motion picture or any other film production distribution rights is also included.</p> <p>Motion picture, video and television programme production activities</p> <p>Includes production of motion pictures, videos and television programmes (television series, documentaries etc.), or television advertisements.</p> <p>Motion picture, video and television programme post-production activities</p> <p>Includes post-production activities such as editing, film/tape transfers, titling, subtitling, credits, closed captioning, computer-produced graphics, animation and special effects, developing and processing motion picture film, as well as activities of motion picture film laboratory</p>
Esports	<p>Electronic sport gaming activities</p> <p>Includes Esports production activities</p> <p>Includes spaces for esports gaming to take place</p>
Music, performing and visual arts	Any organisation whose primary purpose is the production of music, performing and visual arts.
Education	
Universities	An institute of higher education that falls under the group of 'recognised bodies', all of which have been granted degree-awarding powers by either a Royal Charter, Act of Parliament or the Privy Council.
Non-professional dance/theatre schools	Anywhere providing dance/theatre classes at an amateur level for any age group
Non-professional music schools	Anywhere providing music classes at an amateur level for any age group
Non-professional arts schools	Anywhere providing arts classes at an amateur level for any age group
Professional dance/theatre schools	Anywhere providing dance/theatre classes at a professional level for 18+
Professional music schools	Anywhere providing music classes at a professional level for 18+
Professional arts schools	Anywhere providing arts classes at a professional level for 18+
Clair Hall Project Specific	
Spaces for hire	The hire of function rooms or event space
Spaces for hire with stages	The hire of function rooms or event space which include a stage
Other	
NPO	Arts Council, National Portfolio Organisation

Appendix C: Mid Sussex District Council strategic documents

Strategic documents or context

Sustainable Economy Strategy & Action Plan 2022 - 2025

Haywards Heath Town Centre Masterplan, Supplementary Planning Document March 2021

Neighbourhood Plan: Our Bright Future (Haywards Heath Town Council) 2016

Mid Sussex Parking Strategy 2020 - 2030

Mid Sussex Corporate Plan and Budget 2022 - 2023

Mid Sussex District Council Community Management and Asset Transfer Policy

BOP Consulting

BOP Consulting is an international consultancy specialising in culture and the creative economy.

BOP convenes the **World Cities Culture Forum (WCCF)**, an international network of more than 35 cities. www.worldcitiescultureforum.com

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