



**WESTON-SUPER-MARE TOWN COUNCIL
MINUTES OF THE AMENITIES, CULTURE AND LEISURE COMMITTEE
HELD AT 32 WATERLOO STREET ON
MONDAY 11TH MAY 2026**

Meeting Commenced: 7.00 pm

Meeting Concluded: pm

PRESENT: Councillors Ray Armstrong , Annabelle Chard, Peter Crew, Simon Harrison-Morse, Robert Skeen and John Standfield.

ALSO, IN ATTENDANCE: Sarah Pearse (CEO/Town Clerk), Fay Powell (Director of Community Services/ Deputy Town Clerk) Samantha Bishop (Democratic Services Manager) and Warren Parker-Mills (Communications & Visitor Experience Manager).

In the absence of the Chair, the Vice-Chair presided over the meeting.

416	<p>Apologies for Absence and Notification of Substitutes</p> <p>Apologies for absence were received from Councillors John Crockford-Hawley, Caroline Reynolds and Owen James with no substitutions.</p> <p>It was noted that Councillor Roger Bailey was absent</p>
417	<p>Declarations of Interest</p> <p>There were no declarations of interest received.</p>
418	<p>To agree the accuracy of the previous Amenities, Culture and Leisure Committee Minutes held on 16th March 2026</p> <p>The minutes of the Amenities Culture and Leisure Committee had been previously circulated.</p> <p>The following amendment was noted as follows: That Councillor Peter Crew was present at the meeting.</p> <p>PROPOSED BY: Councillor Simon Harrison-Morse SECONDED BY: Councillor Robert Skeen</p> <p>A vote was taken and carried. Accordingly.</p>

	<p>RESOLVED: That with the above amendment, the Minutes of the Amenities Culture and Leisure Committee be signed and approved.</p>
<p>419</p>	<p><u>AMENITIES</u></p> <p>Weston Museum – Member Proposal The Committee considered a Member Proposal regarding future opportunities for Weston Museum and associated heritage assets, together with the accompanying report of the CEO/Town Clerk.</p> <p>The Committee noted the timely nature of the report in advance of the Museum’s forthcoming 10-year anniversary in 2027 and recognised that there were a number of potential “quick wins” alongside longer-term opportunities identified within the Council’s Strategy objectives linking to Phase 2 of the Museum project.</p> <p>Following discussion, it was:</p> <p>PROPOSED BY: Councillor Ray Armstrong SECONDED BY: Councillor Simon Harrison-Morse</p> <p>A vote was taken and carried. Accordingly.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. To note the proposal and historical context provided. 2. To recognise that the matters raised fall within the remit of the Amenities, Culture and Leisure Committee. 3. To request officers undertake an initial scoping exercise and report back to the next meeting of the Committee on feasibility, staffing, financial and partnership considerations, together with alignment to current service plans and strategic priorities. 4. To request that the report includes options and potential delivery approaches for Committee consideration. 5. To defer consideration and consider use of a start and finish group pending receipt of the officer report back to committee in the first instant.
<p>420</p>	<p>Capital Project Castle Batch Concession</p> <p>The Committee considered the report of the Senior Development Officer regarding proposals to install a hard standing area within the play area to facilitate a mobile café concession.</p> <p>The Committee noted the outcome of previous public engagement, including support for refreshments within the site in order to maintain a secure and self-contained play area with refreshment provision. The Committee also discussed potential income generation, future devolution arrangements, project costs and operational considerations.</p> <p>Following discussion, it was:</p> <p>PROPOSED BY: Councillor Robert Skeen SECONDED BY: Councillor Simon Harrison-Morse</p> <p>A vote was taken and carried. Accordingly.</p>

	<p>RESOLVED:</p> <p>a) To approve progression of the project; b) To approve use of the allocated budget; c) To instruct officers to undertake procurement in accordance with the Council's regulations and the Procurement Act 2023; and d) To receive a further report prior to award, where required.</p>
421	<p><u>CULTURE</u></p> <p>Big Worle Conclusion of grant funded project</p> <p>The Committee received the final evaluation report submitted to Big Worle by Weston-super-Mare Town Council in its capacity as Lead Town Organisation (LTO) in respect of the final element of the grant funded project.</p> <p>RESOLVED: To formally note the Big Worle Conclusion of grant funded project.</p>
422	<p>Town Centre Events Programme 2026</p> <p>The Committee considered proposals submitted by the BID/Town Centre Manager for a programme of family-focused summer events during the 2026 school holidays, aimed at supporting the town centre and local businesses, at a total cost of £13,040. Members noted that Weston-super-Mare Town Council's contribution of £8,815 would be funded from unspent 2024/25 Community Events Grant monies held within the earmarked reserve, and that the matter had been brought directly to Committee due to timescales rather than through the Grants and Governance Sub-Committee.</p> <p>Following discussion, it was:</p> <p>PROPOSED BY: Councillor Annabelle Chard SECONDED BY: Councillor Robert Skeen</p> <p>A vote was taken and carried. Accordingly.</p> <p>RESOLVED: To approve the use of £8,815 from the 2024/25 Community Events Grant earmarked reserve towards delivery of the 2026 Town Centre Events Programme and to approve the events programme within this budget available as per the report.</p>
423	<p><u>LEISURE</u></p> <p>Tourism Updates</p> <p>The Committee received the report of the Communications & Visitor Experience Manager providing an update on Visitor Experience and Tourism activity, including Weston Welcomers, partnership development, noticeboards, Silica and the new Visit Weston website.</p> <p>The Committee noted the appointment of a new Weston Welcomers Team Leader, ongoing development of partnership opportunities, progress with the new website ahead of its proposed launch, and revenue generation through advertising and noticeboard initiatives. A live demonstration of the new Visit Weston website was also provided.</p>

During the subsequent question-and-answer session, the Committee discussed punctuation and presentation on the website homepage, opportunities to secure additional commercial partners following launch of the new platform, and how the improved digital systems and analytics would support engagement, partnership management and reduce officer administration time.

Following discussion, it was:

PROPOSED BY: Councillor Peter Crew

SECONDED BY: Councillor Ray Armstrong

A vote was taken and **carried**. Accordingly.

RESOLVED: That the report and demo were welcomed and the works with regards to the Visit Weston Website (demo) were endorsed as being an excellent way forward.

424 Commissioning of formal Play & Sports Strategy

The Committee considered the report of the CEO/Town Clerk seeking approval to commission Sports and Play Consulting Ltd to develop a combined Play and Recreational Sports Strategy for Weston-super-Mare.

The Committee noted the initial engagement and site visits undertaken with councillors on 25 March 2026, together with the identified need for improved recreational provision for older children and teenagers across the town. It was further noted that the strategy would consider provision across the whole of Weston-super-Mare, including both existing Town Council assets and potential future assets through devolution. Concerns regarding timescales, community engagement, communications and the impact of the Pride and Place programme were discussed.

Following discussion, it was:

PROPOSED BY: Councillor Simon Harrison -Morse

SECONDED BY: Councillor Robert Skeen

A vote was taken and **carried**. Accordingly.

RESOLVED:

1. To note the outcome of the initial engagement and site meeting with the consultant, committee members and officers;
2. To acknowledge the need to expand the scope to include a combined Play and Recreational Sports Strategy;
3. To approve the commissioning of Sports and Play Consulting Ltd to deliver the strategy at a cost of £19,500 (excluding VAT and travel expenses);
4. To agree that the cost be funded from the Council's EMRRP budget; and
5. To request that the completed strategy be brought back to Committee and Full Council for approval.

There being no further business the Chair closed the meeting at 8.28 pm

Signed.....Dated
Chair of the Amenities, Culture and Leisure Committee



WESTON-SUPER-MARE TOWN COUNCIL

COMMITTEE TERMS OF REFERENCE

AMENITIES, CULTURE AND LEISURE COMMITTEE

Membership

Up to 10 Councillors appointed annually by Full Council in accordance with Standing Orders and political proportionality arrangements where applicable.

Quorum

5 Councillors

Role of the Committee

The purpose of this Committee is to oversee the provision, maintenance and strategic development of:

- community facilities;
- parks and open spaces;
- recreation and leisure facilities;
- cultural assets;
- tourism initiatives;
- allotments;
- cemeteries;
- public conveniences;
- and community events.

Terms of Reference

1. To oversee the strategic management and development of:
 - parks;
 - open spaces;
 - play areas;
 - sports facilities;
 - allotments;
 - cemeteries;
 - public conveniences;

- theatres;
 - museums;
 - and heritage facilities.
2. To oversee lifecycle planning and long-term maintenance requirements.
 3. To monitor performance, usage and sustainability of Council-managed assets.
 4. To oversee community events and cultural programmes.
 5. To oversee tourism initiatives and visitor services.
 6. To oversee markets and associated activities.
 7. To oversee Christmas lights and seasonal initiatives.
 8. To oversee street furniture including:
 - benches;
 - litter bins;
 - dog bins;
 - shelters;
 - and signage.
 9. To consider anti-social behaviour and community safety issues relating to Council-managed land.
 10. To oversee grant-funded leisure and cultural projects.
 11. To oversee service level agreements relevant to the Committee.
 12. To monitor environmental sustainability within Council facilities.
 13. To oversee public consultation relating to Committee services.
 14. To recommend budgets and fees and charges.
 15. To monitor expenditure within approved budgets.
 16. To approve and monitor an annual work programme for the Committee.



**WESTON-SUPER-MARE TOWN COUNCIL
MINUTES OF THE AMENITIES, CULTURE AND LEISURE COMMITTEE
HELD AT 32 WATERLOO STREET ON
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Meeting Concluded: pm

PRESENT: Councillors Ray Armstrong , Annabelle Chard, Peter Crew, Simon Harrison-Morse, Robert Skeen and John Standfield.

ALSO, IN ATTENDANCE: Sarah Pearse (CEO/Town Clerk), Fay Powell (Director of Community Services/ Deputy Town Clerk) Samantha Bishop (Democratic Services Manager) and Warren Parker-Mills (Communications & Visitor Experience Manager).

In the absence of the Chair, the Vice-Chair presided over the meeting.

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	<p>RESOLVED:</p> <p>a) To approve progression of the project; b) To approve use of the allocated budget; c) To instruct officers to undertake procurement in accordance with the Council's regulations and the Procurement Act 2023; and d) To receive a further report prior to award, where required.</p>
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SECONDED BY: Councillor Ray Armstrong

A vote was taken and **carried**. Accordingly.

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Following discussion, it was:

PROPOSED BY: Councillor Simon Harrison -Morse

SECONDED BY: Councillor Robert Skeen

A vote was taken and **carried**. Accordingly.

RESOLVED:

1. To note the outcome of the initial engagement and site meeting with the consultant, committee members and officers;
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3. To approve the commissioning of Sports and Play Consulting Ltd to deliver the strategy at a cost of £19,500 (excluding VAT and travel expenses);
4. To agree that the cost be funded from the Council's EMRRP budget; and
5. To request that the completed strategy be brought back to Committee and Full Council for approval.

There being no further business the Chair closed the meeting at 8.28 pm

Signed.....Dated
Chair of the Amenities, Culture and Leisure Committee



**WESTON-SUPER-MARE TOWN COUNCIL
MINUTES OF THE ALLOTMENTS CONSULTATIVE GROUP
HELD AT 32 WATERLOO STREET ON
THURSDAY 11TH JUNE 2026**

Meeting Commenced: 7.00 pm

Meeting Concluded: 7.56 pm

Members: Councillors Roger Bailey, John Carson and Caroline Reynolds.

Non-Elected Members: George Raines (Chair of the Allotment Club), Mike Jones (Site Manager – Hutton Moor), Tam Cooke (Site Manager – Clarks Field), Steve Ellis (Site Manager – Old Mill Way), Kevin Pearce (VC of the Allotment Club), Jim Sutherland (Site Manager – Redpits), Geoff Wall (Treasurer of the Allotment Club) and Mike Phillips (Site Manager – Kewstoke).

ALSO, IN ATTENDANCE: Sarah Pearse (CEO/Town Clerk) and Samantha Bishop (Democratic Services Manager).

1.	<p>Election of Chair</p> <p>PROPOSED BY: Steve Ellis SECONDED BY: Tam Cooke</p> <p>RESOLVED: That Mike Jones be elected Chair of the Allotments Consultative Group for the year 2026/2027.</p>
2.	<p>Election of Vice Chair</p> <p>PROPOSED BY: Steve Ellis SECONDED BY: Tam Cooke</p> <p>RESOLVED: That Geoff Wall be elected Vice Chair of the Allotments Consultative Group for the year 2026/2027.</p>
3.	<p>Apologies for Absence and Notification of Substitutes</p> <p>Apologies for absence were received from Donna Britton who was the new appointed site representative for Great Rhyne Gardens.</p> <p><i>Cllr Caroline Reynolds joined the meeting at 7.03pm.</i></p>

4.	<p>Declarations of Interest</p> <p>Councillors Roger Bailey and John Carson declared personal interests as allotment plot holders.</p>
5.	<p>To receive the previous Allotments Consultative Group Meeting Notes held on the 5TH February 2026</p> <p>Which had been previously circulated.</p> <p>An update on the disability plot was requested and deferred to Item 7. In relation to the eviction notices, the CEO/Town Clerk confirmed that the Council had issued and actioned the notices. Letters rescinding these evictions were sent out in February 2026.</p> <p>A number of points of clarity were discussed with regard to minute number 7.</p> <p>RESOLVED: That the Notes of the previous Allotments Consultative Group meeting held on 5 February 2026 be approved.</p>
6.	<p>To receive the Report of the Allotment Club</p> <p>There was nothing to report.</p>
7.	<p>Reports from Allotment Site Representatives</p> <p>A. Clarkes Field – Tam Cooke</p> <ul style="list-style-type: none"> • One plot remains available to let. • The asbestos roof on a shed remains to be addressed. It was noted that tenant consent would be obtained to allow contractor access. <p>ACTION: CEO/Town Clerk to authorise contractors to access the plot and undertake the necessary works.</p> <ul style="list-style-type: none"> • The relocation of the Osprey compost area was reported and noted as acceptable. • Concerns were raised regarding Ring doorbell footage from the site being uploaded to Facebook and the implications for privacy and GDPR compliance. <p>The CEO/Town Clerk advised that the Club should adopt a cautious approach and offered Council support in developing a CCTV Policy to address data protection requirements and other site security matters. Details of CCTV and GDPR compliance was sent by email to Kevin Pearce at the end of the meeting for circulation to all Site Reps.</p> <ul style="list-style-type: none"> • A suspected break-in to the site garages was reported. <p>ACTION: CEO/Town Clerk to arrange for the Grounds Team to inspect the garages.</p> <ul style="list-style-type: none"> • An update was received on the disability plot, which was reported to be progressing well. A potential donation of trugs and hand tools was

discussed; however, neither the Club nor the Council holds charitable status.

- Appreciation was recorded for all those involved in progressing the disability plot project.

B. Redpits – Jim Sutherland

- Concerns were raised regarding site boundary issues.

The CEO/Town Clerk reported that Land Registry records differed from those held by the Council and that further work was required to establish and mark the correct boundary.

- Two plots had recently been let.
- Requests for plot size adjustments were noted and would be considered at the end of the financial year.
- Ongoing concerns regarding a neighbouring resident photographing waste collection vehicles were reported and continue to be monitored.

C. Kewstoke – Mike Phillips

- An update was requested regarding the outstanding noticeboard and fencing works.

ACTION: CEO/Town Clerk confirmed that the noticeboard had been ordered and would pursue the fencing works.

- The suspected asbestos shed had been cleared and was awaiting assessment.

ACTION: CEO/Town Clerk to instruct contractors to assess the shed and assess the asbestos in the first instance.

- Trees from the neighbouring North Somerset Council field were reported to be causing damage to plots.

ACTION: CEO/Town Clerk to instruct the Tree Consultant to assess the issue.

D. Hutton Moor – Mike Jones

- Seven plots had been let since February, with nine plots currently available.
- Concerns were raised regarding the deteriorating condition of the site fencing following a meeting with the Grounds Manager on 7 May.

ACTION: CEO/Town Clerk to pursue fencing quotations.

- The height of fir trees at the lower end of the site remained an ongoing issue.
- Brandon Trust plot holders raised concerns regarding activities at TOWENS, including, crushing operations, spoil heaps height restrictions and dust nuisance, noting that relevant legislation has changed since the matter was last discussed.
- Brandon Trust agreed to maintain a record of incidents and concerns.

ACTION: Allotment Club to contact the Environment Agency for advice and report back to the Town Council.

E. Great Rhyne Gardens (Bournville) – Donna Britton

- No report was received due to the absence of the Site Representative.
- Concerns were noted regarding multiple plot holdings on the site, including one tenant unwilling to relinquish plots. It was anticipated that the introduction of the new tenancy agreements would assist in addressing the matter.

F. Old Mill Way – Steve Ellis

- Three plots remained available to let.
- The site gate had been repaired and the defective wheel removed. The repair was reported to have extended the gate's serviceable life for a further 5years.

8. Review of multiple plot holder arrangements

The CEO/Town Clerk reported that the Council was awaiting details of multiple plot holders across allotment sites to enable the matter to be considered by the Amenities, Culture and Leisure Committee.

ACTION: That Kevin Pearce would review the position and provide a list of multiple plot holders to the Council.

It was noted that, historically, some original 10-perch plots had been subdivided into 5-perch plots to accommodate demand from the waiting list, whilst a number of 10-perch plots remained in accordance with the original tenancy agreements.

9. Review of online requests and waiting lists

The CEO/Town Clerk reported that officers had been working with Kevin to identify a system that would meet the needs of both the Allotment Club and the Council. Whilst this had presented some challenges, a solution based on Google Drive had now been agreed.

Kevin confirmed this update and advised that a data cleansing exercise was required, which would be undertaken by the Council. It was noted that the Club maintained a manual waiting list of approximately 70 individuals, whilst the Council's electronic waiting list contained a further 125 applicants. All reviewed documentation and processes would need to be uploaded and made accessible via the Council's website.

ACTION: The CEO/Town Clerk advised that the system would be operational by mid-August. The Allotment Club was requested to provide all relevant documentation to officers to enable its prompt upload to the Council's website.

<p>10.</p>	<p>To decide future agenda items</p> <p>There were none at present and the format of the agenda was agreed by the CCG, however the new Chair would happily suggest items for inclusion before the next meeting.</p> <p>ACTION: SB to send a draft agenda to the Chair before issue, going forward.</p> <p>The next meeting was scheduled for the <u>1st October 2026</u></p> <p>AOB The CCG were advised of the Summer Plant Swap at the Quarry on <u>Saturday 13th June.</u></p>
	<p>There being no further business the Chair closed the meeting at 7.56 pm</p> <p>Signed.....Dated</p> <p>Chair of the Allotments Consultative Group</p>



**WESTON-SUPER-MARE TOWN COUNCIL
NOTES OF THE HERITAGE ARTS AND CULTURE
COMMUNITY CONSULTATIVE GROUP
HELD AT MUSEUM, BURLINGTON ST.
ON TUESDAY 4th JUNE 2026**

Meeting Commenced: 11.04am

Meeting Concluded: 12.08pm

PRESENT: Members: Councillor John Crockford-Hawley (VC)

Non-Elected Community Members:

- Fiona Matthews (Chair) (Super Culture)
- Josyanne Clarke (North Somerset)
- Councillor Mike Solomon (Executive Member for Culture and Leisure NSC)
- Jack Stringer (Front Room Theatre)
- Zoe Scott (WSMTC Social Media Officer)
- Heather Morrissey (Friends of the Museum)
- Sazia Salim (Race Equality North Somerset RENS)
- Bethan Pritchard (South West Heritage Trust)

ALSO, IN ATTENDANCE: Molly Matthews (Senior Development Officer) and Alison Garner (Democratic Services Officer)

Reports to: Amenities, Culture and Leisure Committee

1	<p>Election of Chair</p> <p>Nominations for the position of Chair were invited.</p> <p>The Chair, Fiona Matthews had agreed to remain as Chair.</p> <p>A vote was taken and carried. Accordingly, it was:</p> <p>RESOLVED: That Fiona Matthews be elected Chair of the Heritage Arts and Culture Community Consultative Group for the year 2026/2027.</p>
2	<p>Election of Vice Chair</p> <p>Nominations for the position of Vice Chair were invited.</p> <p>It was noted that, although apologies had be given, Councillor Peter Crew be elected Vice Chair.</p>

	<p>A vote was taken and carried. Accordingly, it was:</p> <p>RESOLVED: That Councillor Peter Crew be elected Vice Chair of the Heritage Arts and Culture Community Consultative Group for the year 2026/2027.</p>
3	<p>Apologies for Absence and Notification of Substitutes</p> <p>Apologies for absence were received from the CEO/Town Clerk Sarah Pearse, Councillor Peter Crew, Philli Milne (Arts Council England), Rachel Lewis (NSC), Sophie Moysey (Arts Council), Dorcas Nwokoma (Afrifest), Helen Arnold-Richardson (Weston College), Zara Lott (Weston Artspace) and Cara MacMahon (Culture Consultant) and it was noted that Councillor Catherine Gibbons was not in attendance.</p>
4	<p>Declaration of Interest</p> <p>No declaration of interests were received.</p> <p><i>11.08am Sazia Salim (RENS) joined the meeting.</i></p>
5	<p>To agree the accuracy of the Notes of the previous special meeting held on 3rd March 2026</p> <p>The notes of the meeting had been previously circulated.</p> <p>PROPOSED BY: Fiona Matthews SECONDED BY: Councillor John Crockford-Hawley</p> <p>RECOMMENDED: That the notes of special meeting held 3rd March 2026 be approved and signed by the Chair.</p>
6	<p>To note the Community Consultation Group Terms of Reference</p> <p>The Community Consultation Group Terms of Reference had previously been circulated.</p> <p>RECOMMENDED: That the Terms of Reference be noted.</p>
7	<p>Town of Culture Bid for Weston-super-Mare</p> <p>The Senior Development Officer (SDO) provided update on the Town of Culture application process.</p> <p>An email was received at the end of May advising of the overwhelming amount of towns that had applied to the Town of Culture Bid. The email gave the opportunity to make amendments and make small changes to the 'about your organisation' section of the Bid only. The short listed towns would be announced at the end of July and should we be successful, the full application would be submitted during the Autumn.</p> <p>The SDO asked the group their thoughts on putting this out on social media and a discussion ensued. It was agreed and understood the positivity around posting a co-ordinated approach on social media. A post would be created by WSMTC to be circulated to all organisations to be shared.</p>

A discussion ensued regarding communications and marketing across the sector, and it was suggested that a meeting could be arranged specifically to discuss communications. This would be arranged by WSMTC.

ACTION: That the Social Media Officer facilitate a meeting with CCG Community members and Communication Officers regarding social media.

RECOMMENDED: That the update of the Town of Culture Bid application be noted.

8 To receive reports from Community Members

Senior Development Officer –

- The Old Town Quarry team were focused on planning and delivering the summer events programme.
- HQ staff members had participated in a yoga class as part of wellbeing activities.
- The Café continued to be successful, providing a welcoming space for engagement and community interaction.
- New artists were encouraged to make use of the incubator studio, supporting development and collaboration.

Josyanne Clark NSC -

- The Tropicana lease had been awarded and was now part of the Live Nation Group.
- Anti-terrorism/security measures were required around the building.
- The project completion date was scheduled for Spring 2028.
- Superculture and Boom Satsuma were now partners in the project.
- Funding had been secured from the Arts Council.
- New signage would be installed throughout the town.
- The Marine Lake works were now complete.
- Grove Park works were now complete, including bike racks and public WC facilities.
- The High Street units had been completed.
- Additional funding had been allocated to the Plaza improvements.
- Part of Birnbeck Pier works were on track for completion in September.

Councillor John Crockford-Hawley –

- Had been selected Chair of the Amenities, Culture and Leisure Committee, and retirement from committee roles was planned for next May.
- Consideration was given to how the Museum could be used more effectively to maximise its value and address ongoing financial pressures.
- It was noted that some exhibitions provided by the Trust had been more successful than others.
- An increasing number of requests for blue plaques had been received, and it was emphasised that strict eligibility criteria must be maintained.
- The opening of Marine Lake was identified as a significant occasion that should have been reflected and promoted through the Museum and library. Greater collaboration between the Museum and library should be encouraged to better coordinate events and activities.
- Questions were raised regarding the future revenue-generating potential of Birnbeck Pier, the roles of Birnbeck Regeneration Trust and Friends of the Old Pier were discussed, with a view that a formal management structure should be established.

- Local history talks continued to attract interest, and a recent visit to Haywood Academy highlighted strong engagement among young people in learning about their local area.

A discussion ensued between the CCG members -

Could housing developers contribute towards community engagement and cultural initiatives and spaces. Main access routes serving Haywood Village were discussed and using the Academy or another events space for Community Engagement, including factors influencing whether residents visit local cultural and community facilities.

Bethan Pritchard (South West Heritage Trust) –

- Interpretation plans for the Old Town Quarry were now complete.
- Upcoming exhibitions included “WOW”, a children’s science-themed exhibition, alongside exhibitions focusing on space exploration and the human body.

Jack Stringer (Front Room) –

- The organisation received its second award for accessibility, recognising its continued commitment to providing inclusive and accessible experiences. This achievement was warmly welcomed and represented significant recognition of the work undertaken in this area.
- A workshop was delivered for Year 6 students at Ashcombe Primary School, supporting engagement and learning opportunities for young people.
- Ongoing work was taking place with local schools to develop and deliver activities and events for the Christmas period.
- Collaborative work was planned with South Weston Activity Network (SWAN) on the Bournville Estate in August.
- A puppet show was successfully delivered on the Bournville Estate, contributing to the programme of community and cultural activities.

Heather Morrissey (Friends of the Museum) –

- It was reported that activities had continued to progress very well, with a full programme of events scheduled through to December.
- Museum talks remained well attended, attracted an average audience of 35 people per session.
- Funding had been allocated for the installation of a perspex protective cover for the LEGO Hillfort display.
- A defibrillator had been purchased for the Museum, enhancing health and safety provision for visitors and staff.
- The Weston Archaeology and History Society had successfully established itself at the Quaking Meeting House, with membership now standing at around 30. Plans were in place to undertake outdoor visits during the summer months, and consideration was being given to carrying out surveying work in the future.
- Rusty’s Young Archaeologist Club was also reported to be performing well, with several new members having joined recently. The Club hosted an exhibition, visited the Hillfort, and was undertaking an archaeological dig in Ellenborough Park.

11.47 Josyanne Clarke and Councillor Mike Soloman left the meeting.

Fiona Matthews (Chair) (Superculture) –

	<ul style="list-style-type: none"> • Superculture had moved its Whirligig event to the Italian Gardens, High Street and Big Lamp Corner due to a different event taking place on the beach. • Preparations were underway for the Arts and Health Festival, which was scheduled to take place during the summer and involved collaboration with hospital staff and healthcare partners. • Progress was reported on Creative People and Places, a citizen-led cultural planning initiative funded by the Arts Council, aimed at increasing participation in arts and culture across the community. • Support was being provided through Voluntary Access North Somerset (VANS) to assist individuals and community groups with the application process. • Work was continuing in partnership with the Common Room on a forthcoming exhibition and associated engagement activities. • The Good Grief Festival was scheduled to take place 14-18 October, providing a programme of events focused on conversations, creativity and support around bereavement, loss and wellbeing.
<p>9</p>	<p>Future Meeting Dates</p> <ul style="list-style-type: none"> • 15th October 2026 • 11th February 2027 <p>RECOMMENDED: That the future meeting dates are noted.</p>
	<p>There being no further business the Chair closed the meeting at 12.08 pm</p> <p>Signed.....Dated</p> <p>Chair of the Heritage Arts and Culture Consultative Group</p>



WESTON-SUPER-MARE TOWN COUNCIL

Amenities Culture and Leisure Committee – 13th July 2026

Report of the Democratic Services Manager and Chief Executive Officer / Town Clerk

Amenities Culture and Leisure Committee Annual Work Programme 2026/27

1. Purpose of Report

To present for approval the proposed Amenities, Culture and Leisure Committee Annual Work Programme for the 2026/27 municipal year.

2. Background

At its Annual Meeting held on 28 May 2026, the Council approved the Committee structure for the 2026/27 municipal year, including the appointment of Committee Councillors, Chair and Vice-Chair, together with the Committee Terms of Reference and Scheme of Delegation.

In accordance with its Terms of Reference, the Amenities, Culture and Leisure Committee is responsible for providing strategic oversight of the Council's parks and open spaces, community facilities, recreation and leisure services, cultural assets, tourism initiatives, allotments, cemetery, public conveniences, community events and associated services.

The Annual Work Programme has been prepared to assist the Committee in planning and managing its business throughout the municipal year, ensuring that its delegated responsibilities are considered in a structured, timely and transparent manner.

3. Proposed Annual Work Programme

The proposed Annual Work Programme is attached at **Appendix A**.

The Annual Work Programme has been developed to:

- support delivery of the Committee's delegated responsibilities;
- align with the Council's approved Calendar of Meetings;
- support effective forward planning and monitoring of Committee business;
- assist budget planning for the 2027/28 financial year; and
- ensure that key amenities, culture, leisure and community service matters are considered throughout the municipal year.



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The programme has been structured to reflect the Committee's principal responsibilities and the Council's operational cycle, with strategic reviews, performance monitoring and budget planning scheduled throughout the municipal year.

The programme is intended to operate as a live document and may be amended by resolution of the Committee throughout the municipal year where operational priorities, legislative changes or matters referred by Full Council require.

4. Financial Implications

There are no direct financial implications arising from approval of the Annual Work Programme.

The programme supports the timely consideration of service priorities, fees and charges recommendations, expenditure monitoring and budget development, which will inform the Council's budget setting process for 2027/28.

Any financial implications arising from individual reports considered during the year will be identified within those reports.

5. Legal and Governance Implications

The proposed Annual Work Programme supports the Committee in discharging its delegated responsibilities in accordance with:

- Committee Terms of Reference;
- Standing Orders;
- Financial Regulations;
- Scheme of Delegation;
- relevant legislation; and
- statutory guidance applicable to the Committee's functions.

The programme promotes effective governance, accountability, transparency and forward planning throughout the municipal year.

6. Equality Implications

The Annual Work Programme supports the Council's commitment to equality, diversity and inclusion through the planned consideration of accessible community facilities, parks and open spaces, cultural activities, leisure opportunities and community engagement.



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7. Environmental and Sustainability Implications

The Committee's responsibilities include monitoring environmental sustainability within Council-managed facilities and services. The Annual Work Programme provides opportunities throughout the municipal year to review environmental sustainability measures within the Committee's remit and support the Council's wider sustainability objectives.

8. Recommendation

That the Amenities, Culture and Leisure Committee:

1. Approves the Amenities, Culture and Leisure Committee Annual Work Programme for the 2026/27 municipal year, attached at **Appendix A**.
2. Authorises the Chief Executive Officer/Town Clerk, in consultation with the Chair of the Committee, to make minor administrative amendments to the Annual Work Programme during the municipal year, provided such amendments do not alter the Committee's delegated responsibilities or decision-making powers.



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APPENDIX A

AMENITIES, CULTURE AND LEISURE COMMITTEE ANNUAL WORK PROGRAMME 2026/27

Document Information

Committee	Amenities, Culture and Leisure Committee
Municipal Year	2026/27
Approved by	Amenities, Culture and Leisure Committee
Approval Date	13 July 2026
Review Frequency	At each ordinary meeting
Responsible Officer	Chief Executive Officer / Town Clerk
Document Owner	Democratic Services Manager
Prepared Having Regard To	Committee Terms of Reference, Scheme of Delegation, Calendar of Meetings and annual budget setting cycle

1. Purpose

This Annual Work Programme provides Councillors with a structured framework for planning, scheduling and monitoring the business of the Amenities, Culture and Leisure Committee throughout the municipal year.

It has been prepared having regard to the Committee's Terms of Reference and Scheme of Delegation and is aligned with the Council's approved Calendar of Meetings.

2. Status of the Annual Work Programme

This Annual Work Programme is intended to be a live governance document. Whilst it sets out the Committee's anticipated programme of business, it is recognised that operational priorities, legislative changes, funding opportunities, partnership working and matters referred by Full Council may arise throughout the year. Accordingly, the Committee may need to resolve to:

- add reports;
- defer reports;
- remove reports;
- amend the timing of reports; or
- receive additional reports where necessary.



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Minor administrative amendments, including changes to report titles or scheduling, may be made by the Chief Executive Officer/Town Clerk in consultation with the Chair of the Committee.

3. Annual Meeting Programme

Meeting	Primary Focus
13 July 2026	Governance and strategic planning
7 September 2026	Asset performance and summer review
16 November 2026	Budget development and winter programme
25 January 2027	Budget monitoring and service planning
15 March 2027	Performance review and seasonal preparations
10 May 2027	Annual review and forward planning

4. Annual Work Programme

Monday 13 July 2026

Work Programme Item	TOR Ref.	Frequency
Approve Annual Work Programme	16	Annual
Committee Priorities and Objectives for 2026/27	16	Annual
Overview of Committee Responsibilities and Services	1	Annual
Community Events Programme Overview (if required)	4	Annual
Forward Programme Planning	16	Annual

Monday 7 September 2026

Work Programme Item	TOR Ref.	Frequency
Summer Events Review (BID- Town Centre)	4	Annual
Parks and Open Spaces updates	1, 3	Annual
Play & Sport Strategy Development Update	1, 2	Annual
Tourism and Visitor Services Update	5	Annual
Markets Update	6	Annual
Public Consultation's Update (within CTR)	13	As Required

Monday 16 November 2026

Work Programme Item	TOR Ref.	Frequency
Draft Services Budget Proposals 2027/28	14, 15	Annual
Review of Fees and Charges (recommendation to F&GP)	14	Annual
Christmas Lights and Seasonal Activities update	7	Annual



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Work Programme Item

	TOR Ref.	Frequency
Street Furniture Programme Review	8	Annual
Environmental Sustainability within council facilities	12	Annual

Monday 25 January 2027**Work Programme Item**

	TOR Ref.	Frequency
Budget Performance Overview	15	As scheduled
Community Facilities Performance, Usage and Sustainability Review	1, 3	Annual
Allotment Devolved Management Annual Review	1	Annual
Anti-social Behaviour and Community Safety	9	Annual

Monday 15 March 2027**Work Programme Item**

	TOR Ref.	Frequency
Tourism and Visitor Services Review	5	Annual
Community Events Programme planning 2027	4	Annual
Grant-funded Leisure and Cultural Projects Review	10	Annual
Annual Lifecycle Planning Review	2	Annual

Monday 10 May 2027**Work Programme Item**

	TOR Ref.	Frequency
Annual Budget Outturn Review	15	Annual
Annual Public Consultation Review	13	Annual
Review of Committee Effectiveness	16	Annual
Draft Annual Work Programme 2027/28	16	Annual

5. Standing Items (As Required)**Governance**

- Matters referred by Full Council.
- Annual Work Programme monitoring.
- Strategic Plan delivery within the Committee's remit.
- Committee Risk and Emerging Issues



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- Progress updates on Committee projects.
- Updates from Advisory and Working Groups within the Committee's remit (where applicable).

Assets and Services

- Parks and open spaces.
- Play areas and sports facilities.
- Community facilities.
- Public conveniences.
- Street furniture.
- Allotments.
- Cemetery
- Museum and heritage facilities.

Community, Culture and Tourism

- Community events.
- Tourism and visitor services.
- Markets.
- Christmas lights and seasonal initiatives.
- Grant-funded leisure and cultural projects.

Finance

- Budget monitoring.
- Fees and charges (where applicable)
- Capital projects.
- External funding opportunities.

6. Review

The Amenities, Culture and Leisure Committee will review this Annual Work Programme at each ordinary meeting to ensure it remains aligned with the Committee's delegated responsibilities and the Council's priorities.

The Committee may amend the Annual Work Programme by resolution during the municipal year to reflect emerging priorities, legislative changes or matters referred by Full Council.

Minor administrative amendments may be made by the Chief Executive Officer/Town Clerk, in consultation with the Chair of the Committee. Any substantive amendments shall be reported to the Committee for approval.



WESTON-SUPER-MARE TOWN COUNCIL

Amenities Culture and Leisure Committee 13th July 2026 Weston Museum Development Scoping Exercise Report Report from the Senior Development Officer

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1. Executive Summary

Following the reports presented to the Amenities Culture and Leisure Committee, a detail options analysis report has been collated in order to support decision making regarding the short and longer term future of Weston Museum. a scoping exercise has been carried out to understand the options available to the council within existing budget and resource, as well as opportunities which would require additional budget and resource. See appendix 1 for minute resolution.

1.1. Summary of Options

Option	Benefits	Risks	Resource Implications	Next Steps
<p>Option 1 – Maintain Continue current museum programming and operation with quick wins identified where possible</p>	<ul style="list-style-type: none"> • No increase to budget required • Operational model is well established and manageable within current staffing structure • Allows focus on maintaining existing services and programmes 	<ul style="list-style-type: none"> • Missed opportunity to build on the Museum's 10-year anniversary • Potential stagnation of displays and interpretation • Reduced ability to access stored collections • Risk of declining visitor engagement over time • Does not address aspirations identified through previous member proposal • Some opportunities may still require partner agreement 	<p>Primarily officer-led using existing staffing and budgets. Potential re-prioritisation of work programmes required. May require volunteer and partner support.</p>	<p>Continue existing museum programme and review opportunities through normal service planning processes</p>



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Option	Benefits	Risks	Resource Implications	Next Steps
<p>Option 2 – Develop Develop the upstairs space into a new gallery in order to optimise under utilised spaces. Small Capital Investment from TC funds only – estimated @ £25K (build only – no interpretation included)</p>	<ul style="list-style-type: none"> • Additional exhibition space to be utilised for heritage interpretation (either permanent display or rotating) • Enables a clear narrative linked to the 2027 anniversary • Builds evidence for future funding applications • Balances ambition with affordability 	<ul style="list-style-type: none"> • Requires some officer time to develop and manage (central team, not operational museum) • 	<p>Moderate officer resource required. Potential requirement for external funding support, especially for any additional interpretation.</p>	<ul style="list-style-type: none"> • Recommend within budget setting process for 2027/2028.



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Option	Benefits	Risks	Resource Implications	Next Steps
<p>Option 3 – Transform Pursue a larger capital and partnership led development programme £500-£1m plus – for redevelopment of Clara’s Cottage</p>	<ul style="list-style-type: none"> • Greatest potential for transformational change • Opportunity to address long-standing Phase 2/3 aspirations • Potential to significantly improve access to collections and spaces • Strong alignment with heritage and cultural funding priorities • Potential economic, tourism and community benefits 	<ul style="list-style-type: none"> • Highest financial risk • Significant officer capacity required • External funding unlikely to be guaranteed • Longer delivery timescales • Potential impact on operational service delivery during development • Complex partnership and governance arrangements 	<p>Significant resource commitment required. Would likely require dedicated project management, feasibility studies, specialist surveys and external funding applications.</p>	<p>Undertake detailed feasibility work and stakeholder engagement. Develop outline business case. Explore funding opportunities with ACE, NLHF and other partners. Consider establishment of a Start & Finish Group.</p>

2. Background and Context

2.1. Strategic Context & Policy Review

2.1.1. Council and Service Alignment

Following a review of the council’s strategic aims, the following Ambitions were considered aligned with the Museum Service delivery, both current and aspirational:



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Council Objective	Alignment with Museum Aspirations
1.1 Improve the image of and pride within the town and make it attractive for visitors and businesses	Weston Museum is a key cultural and heritage asset within the town centre. Opportunities relating to enhanced interpretation, collections access, events and future development support civic pride, visitor experience and Weston-super-Mare's cultural identity.
1.9 Provide, fund and support cultural events in the community in collaboration with partners	The Museum already contributes to the town's cultural offer through exhibitions, learning activities and events. Could further support cultural programming and partnership-led activity across council venues and heritage assets.
1.13 Encourage people living and working in Weston to participate and engage in decision making	Community curated exhibitions, volunteer programmes, local history projects and stakeholder engagement opportunities provide mechanisms for increasing participation and community involvement in the Museum's future development.
3.2 Find sustainable solutions to secure the future of key community assets	The Museum is itself a significant community asset. Opportunities relating to volunteering, learning, community engagement and income generation support the long-term sustainability of the service whilst continuing to deliver social value. Ambition 3.2 also references sessions such as drop in cafes, dementia activities, SEN sessions and volunteering, all of which the museum deliver to support the community.
3.8 Continue to support the entire community and establish initiatives to ensure Weston-super-Mare is actively inclusive	The review identified opportunities to improve accessibility, representation and participation through collections interpretation, community engagement and inclusive programming, supporting the Council's wider equality and inclusion objectives.
5.1 Continue to support and encourage the provision of facilities for arts and culture in the town	Weston Museum is one of the Council's principal cultural assets. The aspirations identified through the review support the continued development of cultural infrastructure, heritage engagement and partnership opportunities within the town.
5.3 Maintain Weston Museum as a diverse community resource whilst maintaining its Museum focus and access to heritage and learning	This objective demonstrates the strongest alignment. The review directly considers opportunities to increase access to collections, strengthen learning and engagement, improve sustainability, support volunteering and revisit the long-standing Phase 2 and Phase 3 aspirations for Clara's Cottage and wider museum development.



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Council Objective	Alignment with Museum Aspirations
5.4 Promote and celebrate sites of local historical interest	Opportunities relating to Clara's Cottage, local collections, heritage interpretation and wider storytelling support the Council's objective of making heritage a visible and accessible part of service delivery.
5.5 Strengthen social cohesion through activities, events, festivals and shared community spaces	The Museum provides a venue for learning, events, volunteering and community engagement. Future opportunities could further support social connection, intergenerational activity and community participation.
5.9 Work with North Somerset Council to safeguard and interpret Worlebury Hillfort	The Museum is well placed to support interpretation, collections access and public engagement relating to local heritage assets, including potential future opportunities linked to Worlebury Hillfort and the Old Town Quarry regeneration project.

Overall, this demonstrates strong alignment between the opportunities identified for Weston Museum and the Council's adopted strategic objectives. In particular, the aspirations support priorities relating to culture, heritage, tourism, community participation, volunteering, learning, inclusion, place-making and the long-term sustainability of community assets.

2.1.2. Previous Museum Aspirations

Original Museum Development Programme

The original museum redevelopment programme, developed during 2019, proposed a phased approach to future development.

Phase 2 focused on the completion of remaining museum improvements, including:

- internal alterations and refurbishment;
- development of remaining gallery and exhibition spaces;
- interpretation improvements;
- enhanced use of underutilised museum areas;
- community and commercial opportunities; and
- improvements to visitor facilities.



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Phase 3 focused on the redevelopment of Clara's Cottage as a distinct heritage project. This approach reflected the building's strong local identity, community interest and perceived suitability for standalone external funding opportunities.

Programme Evolution

Subsequent project development work resulted in Clara's Cottage becoming the primary focus of external funding exploration and effectively progressing ahead of the wider museum redevelopment programme. An application was developed with South West Heritage Trust which framed the Clara's Cottage refurbishment as a National Trust style development, with displays that would be more interactive offering much greater learning opportunities. The suggested inspiration at the time was the Black Country Living Museum, which uses actors and props to show social history in a more interactive way. The application proposed, through a programme of community development and engagement with organisations such as Weston College, that a specific period or timeframe be chosen to base the interpretation around to show a 'moment in history'. This would enable stronger historical accuracy, and less generalisation of the very broad historical period.

Clara's Cottage became the most advanced element of the wider redevelopment programme prior to the COVID-19 pandemic. The application was submitted to Arts Council England in March 2020, but was ultimately returned unread as the funder's priorities shifted to support the pandemic.

What followed was several years of disruption within the heritage sector, as venues began a period of 'returning to normal'. As such, plans were postponed until business resumed to an acceptable level. By this time, however, so long had elapsed that the plans, costings, and community engagement were now out of date. This information can still be utilised, however, and helps set a baseline for new explorations now.

Current Position

Review of the original proposals, subsequent project development work and the recent proposal to Amenities Culture and Leisure demonstrates that aspirations for Weston Museum have evolved beyond a traditional building refurbishment programme.

Current aspirations broadly fall into two themes:



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Clara's Cottage and Heritage Interpretation

- enhanced interpretation and storytelling
- improved visitor experience
- greater integration with the museum
- learning and educational opportunities
- volunteer involvement
- accessibility improvements
- increased community engagement

Wider Museum Development

- improved access to stored collections
- greater use of existing museum spaces
- expanded exhibition and gallery opportunities
- enhanced visitor experience and interpretation
- retail and income generation opportunities
- community and partnership activity
- development of the museum's role as a wider cultural and heritage hub

Summary

Whilst the original redevelopment programme envisaged separate phases for wider museum improvements and the redevelopment of Clara's Cottage, the programme evolved over time with Clara's Cottage becoming the primary focus of project development activity prior to the COVID-19 pandemic.

The current review therefore provides an opportunity to revisit these aspirations and consider how Weston Museum might continue to develop in support of the Council's strategic objectives, community priorities and future cultural ambitions.

2.1.3. External Grant Context

A review of current Arts Council England (ACE) and National Lottery Heritage Fund (NLHF) strategies demonstrates strong alignment between the opportunities identified through this review and current national cultural and heritage priorities.

Both organisations have increasingly moved towards people focused approaches to culture and heritage, placing emphasis on:

- community participation and engagement
- learning, skills and volunteering



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- inclusion and accessibility
- health and wellbeing
- cultural place-making and civic pride
- access to collections and heritage assets
- partnership working
- long-term organisational sustainability

These priorities align closely with many of the aspirations identified for Weston Museum and Clara's Cottage, including:

National Priority	Relevance to Weston Museum
Community Heritage & Local Identity	Clara's Cottage, social history interpretation and local storytelling.
Museums as Community Hubs	Community use of spaces, volunteering, events and outreach activity.
Access to Collections	Increased use of stored collections, rotating displays and interpretation.
Learning & Participation	Schools programmes, family learning and community engagement.
Inclusion & Accessibility	Accessible interpretation, broader audience reach and inclusive programming.
Heritage-Led Place Making	Tourism, civic pride, cultural identity and town centre activity.
Sustainability & Resilience	Long-term planning, partnership working and sustainable use of heritage assets.

The opportunities identified are not solely aligned with local strategic objectives, but also reflect wider museum and heritage sector priorities. This may create opportunities for future partnership working and external funding should Members wish to pursue further development.

Summary

The evolving aspirations for Weston Museum and Clara's Cottage demonstrate strong alignment with the current strategic priorities of both Arts Council England and the National Lottery Heritage Fund. In particular, the ambitions relating to community participation, inclusive heritage interpretation, cultural place-making, volunteering, learning, wellbeing, accessibility and the wider use of collections directly reflect the sector-wide shift towards people-centred cultural engagement and heritage-led community development.



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The opportunities identified through this review therefore present potential not only for the physical improvement of heritage assets, but also for the continued development of Weston Museum as a sustainable cultural hub supporting creativity, learning, local identity and civic participation.

2.1.4. Funding Opportunities

The opportunities identified align with the priorities of national cultural and heritage funders. The following programmes may be relevant should Members wish to pursue further development.

Funding Body	Typical Value	Relevant Activities
Weston-super-Mare Town Council	Revenue Budget, would require direct resolution from Council within budget setting process	To support enhancement of under utilised spaces (small capital build)
Arts Council England	£1,000 upwards, including grants above £100,000	Exhibitions, interpretation projects, community engagement, learning programmes, collections access, volunteer projects, audience development and cultural programming.
National Lottery Heritage Fund	£10,000 – £250,000	Community heritage projects, collections access, interpretation, volunteering, learning, outreach and small-scale heritage improvements.
National Lottery Heritage Fund	£250,000 – £10 million	Major capital projects, building improvements, redevelopment, gallery development, accessibility improvements, conservation and large-scale heritage programmes.
Other Partnership Funding	Variable	Match funding, community engagement activity, interpretation projects, events, learning programmes and volunteer initiatives.

Whilst external funding cannot be guaranteed, the existence of established funding programmes suggests that some future development opportunities may be capable of attracting external investment. However, it should be recognised that significant funding applications would themselves require officer time, project development activity, stakeholder engagement and, in some cases, feasibility work before a robust application could be prepared.



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2.2. Current Museum Position

Since reopening following the completion of the Phase 1 redevelopment in August 2017, Weston Museum has established itself as a significant cultural, heritage and community asset within Weston-super-Mare. The museum delivers a year-round programme of exhibitions, learning activities, events, retail and catering services, supported by a dedicated staff team, volunteers and wider corporate support from Weston-super-Mare Town Council.

See [Appendix 2](#) for information and statistics regarding current museum position.

An assessment of current service performance demonstrates a stable operational model, with strong visitor numbers, a well-established exhibition programme and significant volunteer involvement. The museum also benefits from established partnership arrangements, most notably with South West Heritage Trust and North Somerset Council in relation to collections management and heritage interpretation.

The following information provides a baseline assessment of the museum's current operation, resources and performance. This baseline is important when considering future opportunities, as it demonstrates both the strengths of the existing service and the areas where further development may support the Council's wider strategic and cultural ambitions. See appendices for further details.

2.2.1. Programme and Activity

Since reopening, the museum has maintained a regular programme of temporary exhibitions alongside its permanent displays, highlighting the importance of exhibition refreshment in encouraging repeat visitation and community engagement.

2.2.2. Staffing

Wider Organisational Capacity

Whilst the museum team is directly responsible for operational service delivery (see appendix 2), it operates within the wider organisational structure of Weston-super-Mare Town Council and benefits from support provided by a range of other teams and functions:



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- Senior Management Team - oversight and strategic direction. The Museum is overseen by the Director of Community Services/Deputy Town Clerk.
- Democratic Services - committee reporting, governance and decision-making processes.
- Finance Team - budget management, procurement, income processing and financial administration.
- Development Team - community engagement, partnership working, funding opportunities and project delivery.
- Communications and Tourism - marketing, audience development and visitor promotion.
- Other wider corporate services including administration, grounds and HR.

This integrated approach enables the museum service to access expertise beyond its core operational structure and provides organisational resilience that would not necessarily be evident from the museum staffing structure alone.

2.3. Current Building and Space Assessment

An initial review of the museum spaces has been undertaken to understand how existing spaces are currently utilised and to identify opportunities and constraints that may influence future development. Weston Museum benefits from a range of established visitor, exhibition, learning, retail and community spaces which collectively support the day-to-day operation of the service. These include permanent exhibition galleries, the William Mable Gallery, Community Gallery, Clara's Cottage, education and community spaces, collection storage areas, retail facilities, visitor circulation spaces and the museum café. Whilst the museum is operationally active and well utilised, there are opportunities to optimise the use of some existing spaces, particularly in relation to collections access, interpretation, visitor experience and flexible community use. See appendices for further details.

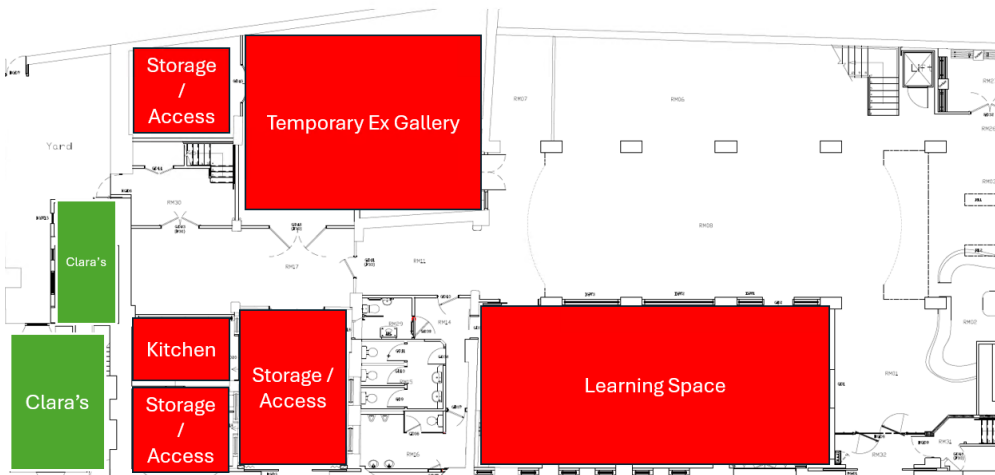


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There are some spaces within the museum that cannot be modified without significant investment due to the time and work previously invested. The galleries underwent significant development to ***tell a chronological story of Weston, with bespoke interpretation and display cases (identified below as RED)***. Other spaces, such as the function room, could technically be redeveloped or use changed, but this would have a knock on impact e.g. lose of commercial income from wedding function, lose of community space etc (identified below as AMBER). Some spaces in the museum do offer an opportunity for development (identified below as GREEN).

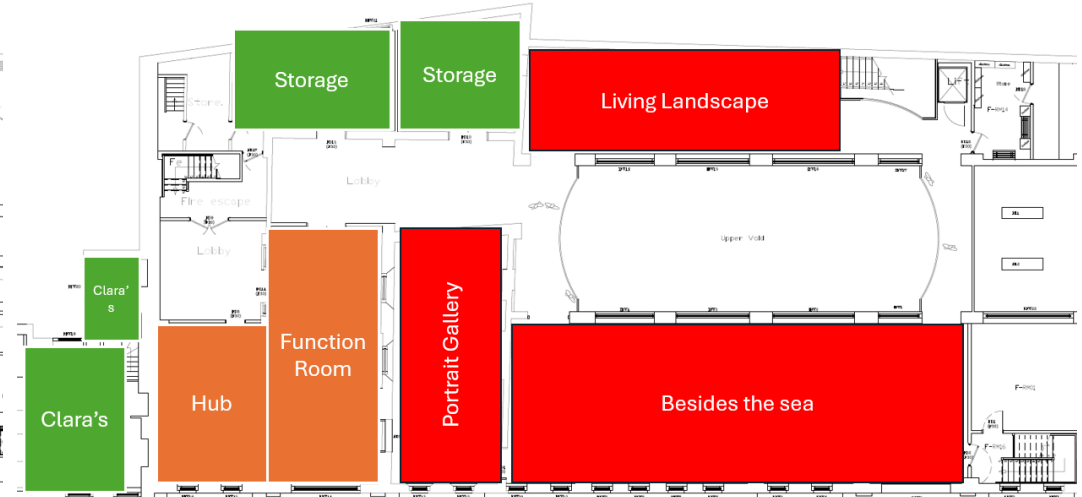
Ground Floor

RED – Considerable investment to change these spaces (due to interpretation, gallery flow, operational need etc)
AMBER – Could technically change use but would have implications
GREEN – Change of use would optimise space



First Floor

RED – Considerable investment to change these spaces (due to interpretation, gallery flow, operational need etc)
AMBER – Could technically change use but would have implications
GREEN – Change of use would optimise space





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2.4. Proposal Review Framework

This review has identified a range of potential opportunities, aspirations and development concepts of varying scale and complexity. These range from relatively minor operational improvements through to more significant collections, interpretation and capital development proposals. To support future decision-making, it may be beneficial for any proposals progressing beyond the initial scoping stage to be assessed using a consistent evaluation framework. The framework is not intended to determine whether a proposal should proceed automatically. Rather, it provides a mechanism for comparing opportunities on a like-for-like basis and identifying where further investigation, partnership discussions or feasibility work may be required.

Assessment Area	Option 1 – Maintain	Option 2 – Develop	Option 3 – Transform
Purpose	Continue successful operation of Weston Museum whilst maintaining existing programming and delivering minor improvements where possible.	Maximise use of the existing museum space through modest capital investment, improving interpretation and creating additional exhibition capacity.	Deliver a long-term transformation of Weston Museum and Clara's Cottage through major capital investment and partnership working.
Benefit	Maintains current service, visitor offer and operational stability.	Improves visitor experience, collections access and exhibition capacity	Creates the greatest opportunity to improve collections access, visitor experience, heritage interpretation, community engagement and the long-term sustainability of the museum.
Feasibility	High – Existing operational model.	Moderate – Achievable with targeted investment and project coordination.	Low to Moderate – Significant development work required before feasibility can be confirmed.
Cost Level	Low – Existing revenue budgets with modest	Medium – Town Council capital investment (circa £25,000) together	High – Significant capital investment (indicatively £500k–£1m+) together with



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Assessment Area	Option 1 – Maintain	Option 2 – Develop	Option 3 – Transform
	operational expenditure where appropriate.	with modest project development costs.	feasibility, design and professional service costs.
Staffing Impact	Existing museum staffing structure supported by wider corporate services.	Existing staffing supported by Development, Communications, Finance and specialist partners. Some project coordination required.	Dedicated project management, professional consultancy and significant officer involvement across multiple service areas likely to be required.
Space Impact	Existing spaces continue to be utilised within current arrangements.	Recommissioning of the upper floor storage space to create an additional exhibition/gallery area.	Potential redevelopment of Clara's Cottage, additional exhibition space, improved collections access and wider building improvements.
Heritage Considerations	Minimal, limited to routine collections management and interpretation.	Moderate conservation considerations associated with adapting existing heritage space.	Significant conservation, listed building, collections and interpretation considerations requiring specialist advice throughout project development.
Dependencies	Existing partnership arrangements with SWHT and NSC continue.	Partnership working with SWHT, NSC and internal services. Limited external specialist advice may be required.	Significant reliance on external funding, SWHT, NSC, professional consultants, statutory approvals and partnership governance.
Timescale	Short term – Ongoing operational delivery.	Short to Medium term – Delivery could align with the Museum's 10-year anniversary (2027).	Medium to Long term – Multi-year programme including feasibility, funding applications and phased delivery.



3. Review Findings and Feasibility Considerations

3.1. Historic Cost Information and Indicative Investment Considerations

The information presented below should not be interpreted as current project costs, budgets or estimates. The figures have been included solely to assist Members in understanding the potential scale and complexity of previous museum development proposals. Significant changes in construction costs, professional fees, operational requirements and project scope mean that any future project would require updated surveys, design work and cost planning.

For this section, estimated costings have been provided to give a baseline of potential costs associated with each option. This information has been pieced together from the previous Clara's Cottage application and costings carried out by the professional services team. These costs would definitely require an uplift, but will depend on which options are taken further. Please refer to the following cost information throughout section 3.

3.1.1. Remaining Main Building Spaces for Redevelopment

There would need to be a full review of the works required to the main museum building. Whilst a full costing exercise was carried out in 2018/2019, some of this work was later broken out, amended and carried out as part of urgent repairs or service enhancement. The two specific examples being the replacement of the flat roof in 2019, and the creation of the function room in 2020. It is therefore tricky to provide these previous costings, as there are two very large elements of works that have already been completed.

Relevant to Option 2

In order to provide a rough estimate, we have received a quote for the recommissioning of one such space that is currently used for storage, but could be better utilised as an additional gallery or exhibition space:



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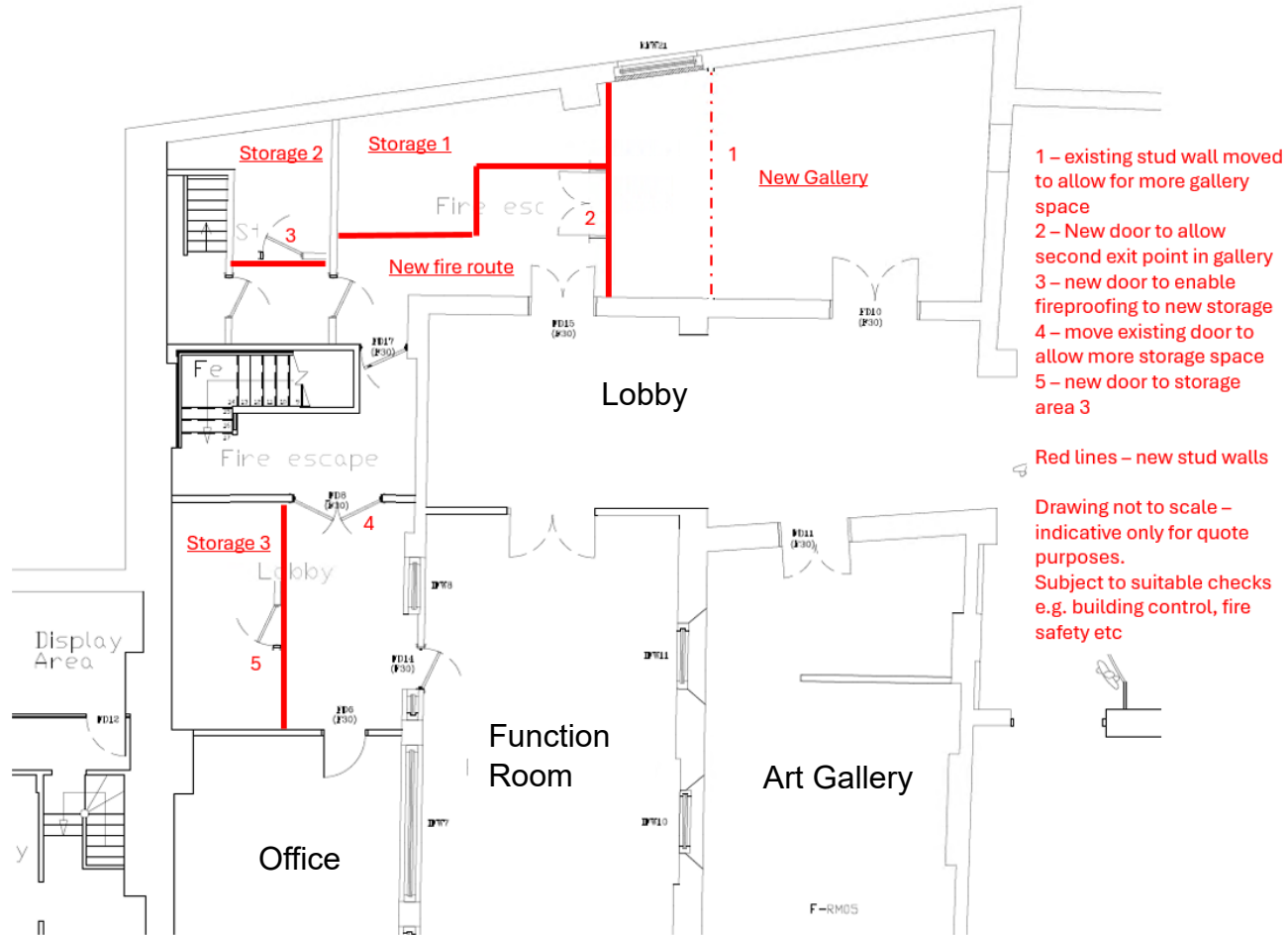
Existing Building Layout – First floor:





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Proposed Building Layout



- 1 – existing stud wall moved to allow for more gallery space
- 2 – New door to allow second exit point in gallery
- 3 – new door to enable fireproofing to new storage
- 4 – move existing door to allow more storage space
- 5 – new door to storage area 3

Red lines – new stud walls

Drawing not to scale – indicative only for quote purposes. Subject to suitable checks e.g. building control, fire safety etc



Based on the above suggested building layout, an indicative cost of £18,000-£25,000 has been provided. Please note, this would need to be checked with statutory bodies such as building control to ensure the design meets building regulations. The suggested changes are mostly cosmetic, with no historic building fabric proposed to be moved or changed (works mostly include addition of new doors and walls, as well as removal of stud walls).

Please note, the above would be subject to procurement regulations, as well as professional fees on top which normally sit at 8-12% of the capital works cost. Provisionally, this could mean a total works cost of under £27,500.

This cost would be for the creation of 3 storage spaces and a new gallery or exhibition space. Importantly, this cost does not include any interpretation or displays, and would simply create a 'white box'. In terms of 'quick wins' this space could be utilised in a fairly cost-effective way to make a new temporary display space. Anything more permanent would likely incur costs from SWHT.

3.1.2. Historic Clara's Cottage Redevelopment Costs – relevant to option 3

Clara's cottage grant application **March 2020** (submitted as part of the application to Arts Council England):

1. Clara's Cottage Ex. VAT (Ex. Design services) = £93,000
 - Provided by TC previous Quantity Surveyor. Includes the construction costs.
2. Design services = £20,000
 - Quote provided by SWHT for interpretation and display design
3. Allowance for professional fees and statutory application fees* at 20% of construction costs = £18,600
 - This quote was based off the previous professional services team and included: CDM/project management, Quantity Surveyor, Engineer, Service Engineer (M & E), Architect, Building control fees, Fire Assessment costs, Listed building application
4. Strip out costs = £10,000
5. SWHT Services = £30,000
 - Ongoing curatorial services and support
6. Engagement Costs = £45,725
 - This had been specifically priced using the following information:



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- 12 Volunteer Coordinator hours for recruiting and training volunteers; 10 Community Liaison Officer hours for community engagement; 7 Development Officer hours for project development, marketing and community engagement = £29,725
- Expenses during research stage: £3,000 (including: Transport funding to bring schools in or to go out to schools £500, Volunteer Expenses £2000, Funding for research visits e.g. Black Country Living Museum, Tynesfield, etc £500)
- Cost of open days during project operation £450 X 10 = £4,500
- Cost of costumes for volunteers and students £5,000
- Cost of implementing a learning package £2,000
- Marketing costs £1,500

3.2. Partnership and Engagement Considerations

The opportunities explored would benefit from collaboration with a range of internal and external stakeholders. Given the early scoping nature of this exercise, formal consultation has not been undertaken at this stage. However, initial assessment indicates that future development of any preferred options would be strengthened through a structured programme of stakeholder engagement and partnership development. A broad and successful community engagement programme was carried out as part of the previous museum redevelopment project. The team has also worked to enhance programmes of community engagement with other projects, such as the immensely popular “Community Conversations” model used for the Old Town Quarry refurbishment project. Moving forward, we recommend framing community engagement as ‘conversations’. Should Members wish to progress any of the options identified within this report, a targeted engagement programme could be developed to inform detailed feasibility work, refine project objectives and identify opportunities for joint delivery, resource sharing and external funding support.

Internal Stakeholders

Stakeholder	Purpose of Engagement	Timing
Museum Staff	Operational feasibility, visitor experience, collections access	Initial feasibility stage
Professional Services Team	Building suitability and constraints	Feasibility stage
Finance/Development Team	Financial implications and funding considerations	Feasibility stage
Communications & Tourism Teams	Audience development and place-making opportunities	Option development



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External Stakeholders

Stakeholder	Purpose of Engagement	Timing
South West Heritage Trust	Collections, curation, interpretation and storage	Early feasibility
North Somerset Council	Collection ownership and strategic alignment	Early feasibility
Local Studies Library	Research and public engagement opportunities	Option development
Heritage & Community Groups	Community priorities and participation opportunities	Option development
Volunteers	Operational insight and capacity building	Option development
Local Historians	Interpretation and content development	Option development
Local retail offer (including OTQ)	Partnership and commercial opportunities	As required

Linking with external funders

Both Arts Council England and the National Lottery Heritage Fund place significant emphasis on collaborative working, community participation and partnership-led delivery. The development of a stakeholder engagement framework would therefore not only strengthen project design and community ownership, but would also support alignment with current external funding priorities and ultimately make any proposal more attractive to funders. Additional works with SWHT would not be covered within the existing SLA and would therefore require additional budgetary considerations.

3.3. Identified ‘Quick Wins’

This review and suggestions in the Members proposal has identified a number of opportunities that appear capable of being progressed within existing operational arrangements or through modest additional investment. Whilst further assessment would be required before implementation, these opportunities are considered substantially less complex than the larger development aspirations discussed elsewhere within this report.

The table below identifies potential opportunities together with the primary resource implications likely to be associated with delivery.



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Opportunity	Potential Benefits	Likely Resource Implications
Done as part of current operational Delivery but could be refocused.		
Community stories and local voices interpretation	Increased community participation and representation	Community engagement, research and interpretation development.
Local history talks programme	Community engagement and learning opportunities	Officer coordination, volunteer or speaker involvement and venue support.
Oral history collection project	Community heritage and future collections development	Project coordination, recording equipment and volunteer support.
Heritage volunteer projects	Increased capacity and community involvement	Volunteer recruitment, training and supervision.
Schools and community engagement activities	Learning and audience development	Staff time, learning resources and partnership working.
Review museum retail offer	Improved income generation opportunities	Staff/supplier time and stock review.
Family trails and activity resources	Increased family engagement	Resource development, printing and promotional activity.
Can be Developed		
Weston-themed merchandise and local maker partnerships	Enhanced visitor experience and retail opportunities	Product development, partnership working and initial stock investment.
Improved wayfinding and visitor information	Enhanced visitor journey and accessibility	Design work, signage production and installation.
Initial stakeholder and partnership discussions	Supports future project development	Officer time and stakeholder engagement activity.
Collections mapping and funding investigations	Supports future strategic planning	Officer time, SWHT engagement and partnership discussions.
Would need further consideration		



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Rotating displays from stored collections	Increased collections access and repeat visitation	Curatorial support from (SWHT), collections handling, interpretation updates and exhibition preparation.
Small-scale "Treasures from the Collection" exhibitions	Improved visibility of reserve collections	SWHT support, exhibition planning and interpretation development.
Display of selected NSC-held objects	Increased access to previously unseen collections	Collection audits, SWHT support, conservation assessment and loan arrangements.
Review and refresh interpretation panels	Improved visitor experience and storytelling	SWHT input, officer time, design support and production costs.

Summary

The majority of quick win opportunities identified through this review are likely to be achievable through a combination of existing staffing resources, partnership working and modest project expenditure. However, it should be recognised that opportunities involving collections access and exhibition development are likely to require support from South West Heritage Trust in relation to collections management, curation, conservation and interpretation. At this stage, the precise financial implications cannot be quantified. Should Members wish to pursue any of the opportunities, further discussions would be required to establish the level of officer resource, partner involvement and any associated professional service costs.

3.4. Financial Review

At this stage, the financial implications of the opportunities identified cannot be fully assessed due to the broad range of potential options available. Whilst some opportunities may be achievable within existing resources or modest investment, more ambitious proposals would require further investigation, professional advice and potentially external funding support.

It should also be recognised that significant development proposals would generate costs associated with feasibility, design and project development before any capital works could be considered.

Historic cost information has therefore been reviewed separately within Section 3.1 to provide Members with an indication of the potential scale of investment that may be associated with future development options.



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Where it is possible to uplift or estimate costs, this information has been provided throughout the report to aid decision making only.

3.5. Building, Technical & Conservation Considerations

Feasibility and Professional Advice

It should be recognised that larger-scale development proposals would create costs before any decision could be made regarding project delivery.

Should Members wish to pursue Options 2 or 3, additional professional advice would likely be required, potentially including:

- building condition surveys
- measured building surveys
- architectural services
- quantity surveying and cost planning
- structural engineering advice (where required)
- conservation and heritage consultancy
- accessibility assessments
- exhibition and interpretation design
- biodiversity and ecological assessments
- project management support
- specialist museum and collections advice

In addition, significant alterations to the museum building will require statutory approvals including planning permission, listed building consent and building regulations approval.

The scale of professional support required would increase significantly between Options 2 and 3 and would create additional costs before reliable project budgets could be established. Many capital funding programmes require projects to be developed to approximately RIBA Stage 3 before a full application can be submitted. This typically involves completing feasibility work, surveys, outline design development, stakeholder engagement and cost planning so that the project scope, risks and funding requirements are clearly understood.



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3.6. Risks and Considerations

As part of this initial scoping exercise, a number of strategic and operational considerations have been identified. At the current stage these should be viewed as matters requiring further assessment rather than barriers to progression. The level of risk associated with each consideration will vary depending upon the option ultimately selected by Members and the scale of any future development programme.

Risk Area	Consideration	Potential Mitigation
Affordability	The financial implications of future development opportunities cannot be fully assessed until a preferred option and scope have been identified. More ambitious proposals may require external funding, specialist consultancy support and significant capital investment.	Undertake proportionate financial appraisal, funding investigations and affordability assessments before project commitments are made.
Staffing Capacity	Larger-scale projects may place additional demands upon museum staff and supporting corporate services.	Align future work programmes with available capacity and utilise partners, volunteers and specialists.
Conservation & Heritage	Development proposals involving collections, heritage assets or historic buildings must balance public access and interpretation with conservation responsibilities.	Engage with South West Heritage Trust, conservation specialists and heritage professionals as part of future feasibility work.
Expectations & Project Scope	The review identifies opportunities ranging from minor operational improvements to significant redevelopment aspirations. Expectations regarding timescales, affordability and deliverability may exceed available resources.	Adopt a phased approach with clearly defined priorities, objectives and decision points.
Partnership Dependency	Delivery of some opportunities may depend upon North Somerset Council, South West Heritage Trust and other external partners.	Undertake early stakeholder engagement to establish shared objectives, responsibilities and delivery arrangements.
Operational Disruption	Building works, exhibition redevelopment or major service changes could impact normal museum operations and visitor access.	Use phased delivery, careful project planning and clear communication to minimise disruption.



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Long-Term Sustainability	Future developments must be capable of being maintained and operated over the longer term, including staffing, programming and maintenance.	Assess whole-life costs, operational implications and long-term sustainability as part of future business planning.
Reputational Considerations	Whilst investment may enhance the museum's profile and community value, unsuccessful or undeliverable projects could create reputational challenges.	Maintain an evidence-based approach supported by stakeholder engagement, feasibility work and robust governance processes.

At the current stage, no risks have been identified that would prevent Members from exploring any of the options presented within this report. However, the level of risk, resource commitment and complexity increase progressively between Options 1 and 3. Consequently, should Members wish to pursue more ambitious opportunities, further feasibility work, stakeholder engagement and professional advice would be required to establish deliverability, affordability and long-term sustainability.

4. Emerging Conclusions

- The review has identified a range of opportunities consistent with current museum sector practice.
- More ambitious aspirations would require further feasibility work.
- Significant capital development would require external professional support and additional funding.
- Strong alignment exists with ACE and NLHF priorities.
- Partnership working would be fundamental to larger-scale delivery.
- The forthcoming 10-year anniversary presents a timely opportunity to consider future development.

5. Recommendations

Members are requested to:

1. Review the summary of options detailed in section 1.1 and make a decision with how best to proceed.
2. Should the option chosen require additional oversight, members should consider the creation of a Start and Finish Group.
3. Give direction with regards to additional feasibility works if applicable, such as engagement with professional services teams, grant application exploration, and the creation of a community engagement plan.



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Molly Matthews

Senior Development Officer

Drafted 1st June 2026



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Appendices

Appendix 1

Committee Minute Extract:

Weston Museum – Member Proposal

The Committee considered a Member Proposal regarding future opportunities for Weston Museum and associated heritage assets, together with the accompanying report of the CEO/Town Clerk.

The Committee noted the timely nature of the report in advance of the Museum's forthcoming 10-year anniversary in 2027 and recognised that there were a number of potential "quick wins" alongside longer-term opportunities identified within the Council's Strategy objectives linking to Phase 2 of the Museum project.

Following discussion, it was:

PROPOSED BY: Councillor Ray Armstrong

SECONDED BY: Councillor Simon Harrison-Morse

A vote was taken and **carried**. Accordingly.

RESOLVED:

1. To note the proposal and historical context provided.
2. To recognise that the matters raised fall within the remit of the Amenities, Culture and Leisure Committee.
3. To request officers undertake an initial scoping exercise and report back to the next meeting of the Committee on feasibility, staffing, financial and partnership considerations, together with alignment to current service plans and strategic priorities.
4. To request that the report includes options and potential delivery approaches for Committee consideration.



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5. To defer consideration and consider use of a start and finish group pending receipt of the officer report back to committee in the first instant.

Appendix 2

Current Position

Collection and Heritage Assets

Weston Museum interprets the history of Weston-super-Mare through a diverse range of archaeological, geological, social history, art and local heritage collections. Permanent displays explore the area's development from prehistory through to the modern seaside town and include material relating to local communities, tourism, domestic life, industry and significant archaeological discoveries.

The museum also hosts temporary exhibitions within the William Mable Gallery and provides interpretation through Clara's Cottage, which offers insight into Victorian domestic life and social history.

Whilst a significant proportion of the collection is accessible through permanent and temporary displays, the wider North Somerset Collection comprises approximately 50,000 objects, many of which are held in reserve storage or managed through external heritage storage arrangements. These include archaeology, social history material, artworks, photographs, archives and other heritage assets not currently available for permanent display.

The recent Member proposal highlighted interest in increasing access to previously unseen collections, including material held in reserve storage and items associated with North Somerset Council collections. This suggests there may be willingness and opportunity to explore rotational displays, enhanced interpretation and increased public access as part of any future development programme.

Collections Ownership and Management

Weston Museum operates through a long-established partnership arrangement involving Weston-super-Mare Town Council, North Somerset Council and South West Heritage Trust.



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Organisation	Role and Responsibility
Weston-super-Mare Town Council	Owns Weston Museum, Clara's Cottage and associated operational infrastructure. Responsible for day-to-day operation, funding and service delivery.
North Somerset Council	Owns the North Somerset Collection, which forms the principal collection interpreted within Weston Museum.
South West Heritage Trust	Provides collections management, curatorial services, conservation support, collections care and professional museum expertise.

As a result of this partnership model, any future proposals involving collections, interpretation, storage, loans or exhibition development would require ongoing engagement with both North Somerset Council and South West Heritage Trust.

Summary

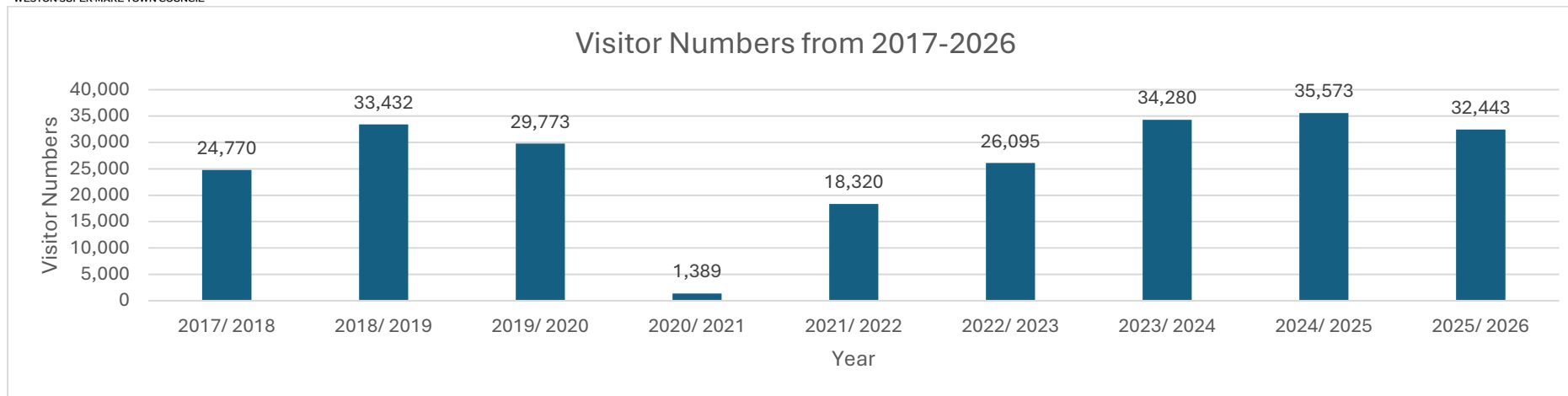
Weston Museum benefits from access to a substantial and diverse heritage collection, only a proportion of which can currently be displayed within existing museum spaces. There may be opportunities to enhance public access to collections through increased interpretation, rotational displays and improved use of reserve material. However, the partnership arrangements governing ownership, curation and collections management mean that any future collections development programme would require close collaboration with North Somerset Council and South West Heritage Trust to understand availability, conservation requirements, curatorial implications and associated resource considerations.

Visitor Performance

Year	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
Visitor Numbers	24,770	33,432	29,773	1,389	18,320	26,095	34,280	35,573	32,443
Notes	Open from 28/08/2017		closed 16/03/2020 due to Covid-19	Open period 03/08/2020 – 02/11/2020 due to Covid-19	Reopened from 17/05/2021				



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Visitor numbers demonstrate that Weston Museum has established itself as a well loved cultural and heritage asset since reopening in August 2017. Following strong growth during the first three years of operation, visitor numbers were significantly affected by the COVID-19 pandemic during 2020/21. Since then, the Museum has experienced a sustained recovery, exceeding pre-pandemic visitor levels and achieving its highest recorded attendance of 35,573 visitors in 2024/25. Whilst visitor numbers have reduced slightly during 2025/26, attendance remains significantly above the levels recorded immediately following reopening, suggesting continued public interest and engagement with the service. The data indicates that the Museum operates from a strong baseline position and provides evidence of an established audience upon which future development opportunities could be built.

Programme and Activity

Since reopening, the museum has maintained a regular programme of temporary exhibitions alongside its permanent displays, highlighting the importance of exhibition refreshment in encouraging repeat visitation and community engagement.

EXHIBITION TITLE	OPEN DATE	CLOSE DATE
Making Weston Museum: The Story Of The Redevelopment	26 August 2017	13 January 2018
The Art of Self Expression: Facial Hair and Tattoos Through The Ages	27 January 2018	13 May 2018

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That's The Way To Do It! Punch and Judy Through The Ages	26 May 2018	16 September 2018
Alfred Leete: The Man Behind The Icon	29 September 2018	13 January 2019
From Spinning Tops To Spacehoppers: Growing Up In Somerset	26 January 2019	5 May 2019
Microsculpture: The Insect Photography of Levon Biss	18 May 2019	15 September 2019
Matilda Temperley: A View From The Hill	28 September 2019	12 January 2020
From Village To Town: Weston-super-Mare's Built Heritage	8 February 2020	9 May 2020
Wild Hares and Hummingbirds: The Natural History Of An English Village	18 May 2021	February 2022
Sentimental Journeys: The Art And Life Of Ivy Millicent James	5 March 2022	12 June 2022
The World Of Martin Brown: Horrible Histories, And Other Dazzling Drawings	23 July 2022	12 November 2022
Wildlife Photographer Of The Year	26 November 2022	18 February 2023
Quentin Blake: Illustrating Verse	4 March 2023	3 June 2023
Myths And Monsters	20 June 2023	7 October 2023
Adventures In Time And Space: 60 Years Of Doctor Who Art	21 October 2023	13 April 2024
The Royal Photographic Society: Summer Exhibition	23 April 2024	13 July 2024
Axel Scheffler: A Life In Illustration	27 July 2024	9 November 2024
Welcome to Weston-super-Mare: Mid-20 Century Photographs By Les Sandys	18 January 2025	10 May 2025
Designing Terry Pratchett's Discworld: 30 Years of Paul Kidby's Illustrations	24 May 2025	30 August 2025
A Decade Since Dismaland: Photographs By Barry Cawston	13 September 2025	22 November 2025
Stories Of Home: Portraits Of Our Community	6 December 2025	14 March 2026
LEGO Brick Paintings	26 March 2026	13 June 2026
WOW! Amazing Science in Children's Books	26 June 2026	3 October 2026

As well as the William Mable Gallery which rotates regional and national exhibitions, the museum also benefits from a second temporary exhibition gallery which supports a local community offer. This has been well loved during its operation, and continues to take bookings well into 2029.

Dates	Title
2017	Greek Cypriot Community



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2018	Alzheimers Society
2018	Black & Ethnic Minority Network
2019	Spanish Civil War
May – August 2019	Power of the Rainbow – Weston-super-Mare Pride
August – November 2019	Citizens Advice – Weston-super-Mare
December 2019 – March 2020	Weston, Clevedon & Portishead Old Railway
August 2020 – November 2020	Gypsy & Traveller Community
December 2020 - March 2021	Multi Cultural Friendship Association
August – October 2021	Rotary Club 100 th anniversary
November 2021 - May 2022	Hildesheim
May - October 2022	Weston High Street, Heritage Action Zone (HAZ)
November 2022 - February 2023	Holly Hedge Animal Sanctuary
March - June 2023	The Somerset Masons
July - October 2023	Humans of Weston
November 2023 - February 2024	HAZ HIGH Street Exhibition - Shops, meeting places, transport
March - June 2024	Scouts
July - October 2024	Weston Town Council Volunteers
November 2024 - February 2025	South West Heritage Trust - National Portfolio project.
March - June 2025	Anniversary of museum in current building
July - October 2025	Birnbeck Pier
November 2025 – February 2026	Combined Rusty Club & Home Education group
March - June 2026	Metal detecting

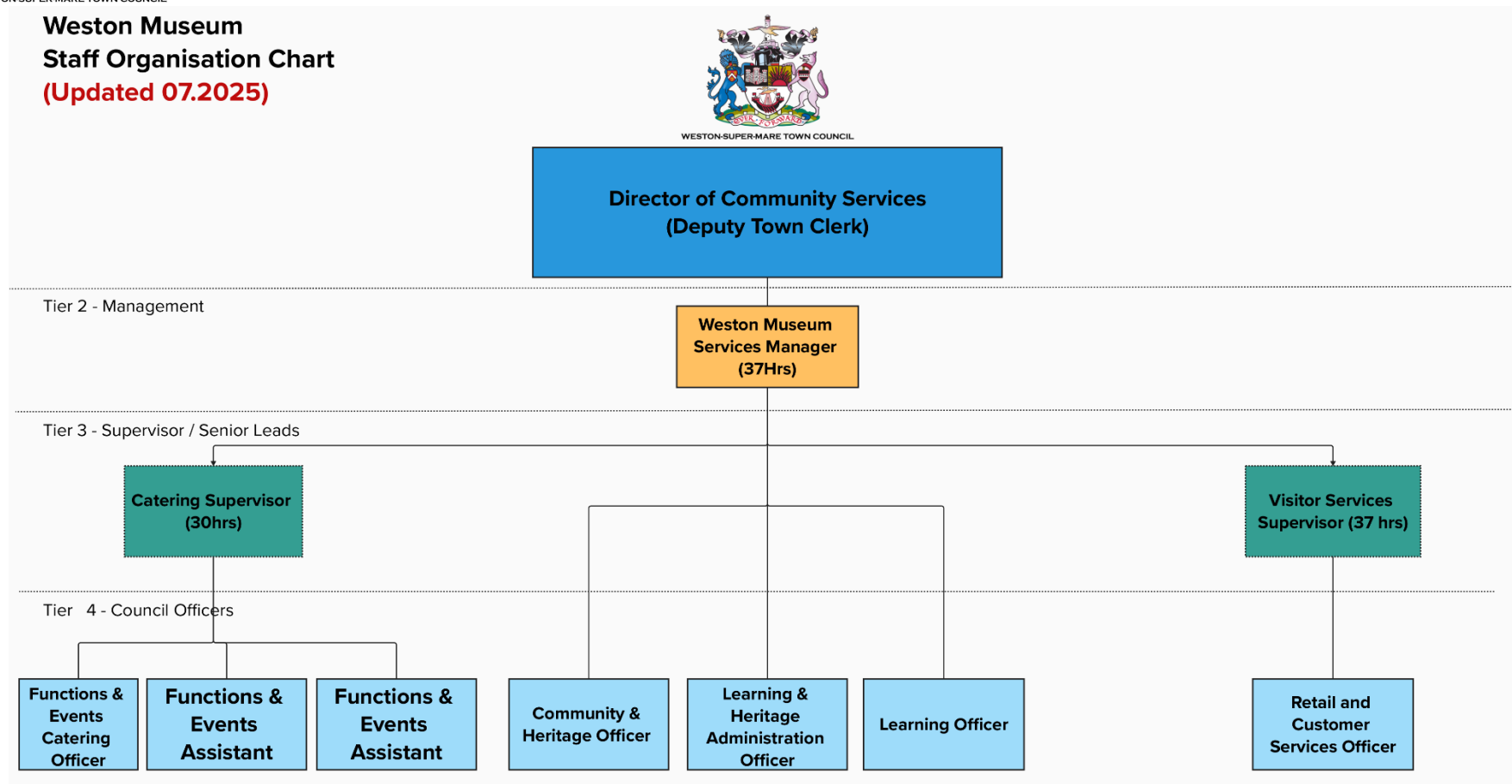
Staffing and Volunteers

Direct Museum Delivery Team



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**Weston Museum
Staff Organisation Chart
(Updated 07.2025)**



Wider Organisational Capacity

Whilst the museum team is directly responsible for operational service delivery, it operates within the wider organisational structure of Weston-super-Mare Town Council and benefits from support provided by a range of other teams and functions:



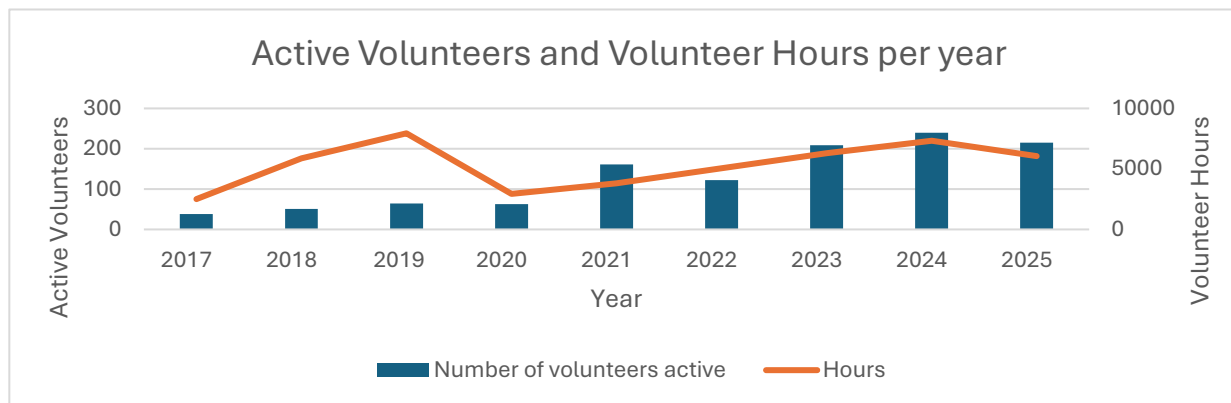
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- Senior Management Team - oversight and strategic direction. The Museum is overseen by the Director of Community Services/Deputy Town Clerk.
- Democratic Services - committee reporting, governance and decision-making processes.
- Finance Team - budget management, procurement, income processing and financial administration.
- Development Team - community engagement, partnership working, funding opportunities and project delivery.
- Communications and Tourism - marketing, audience development and visitor promotion.
- Other wider corporate services including administration, grounds and HR.

This integrated approach enables the museum service to access expertise beyond its core operational structure and provides organisational resilience that would not necessarily be evident from the museum staffing structure alone.

Active Volunteers and Volunteer Hours

Year	No of vols active	Hours
2017	38	2,506
2018	51	5,873
2019	64	7,942
2020	63	2948
2021	161	3,801
2022	122	5,044
2023	209	6,295
2024	240	7,335
2025	215	6,053



Volunteer involvement has increased significantly since the Museum reopened in 2017, demonstrating strong community engagement with the service. Whilst both volunteer numbers and volunteer hours were affected by the COVID-19 pandemic, participation has recovered strongly in subsequent years. The data demonstrates a generally positive relationship between volunteer numbers and volunteer hours, with increases in volunteer participation typically resulting in higher levels of volunteer contribution. An interesting exception can be observed in 2019,



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which recorded the highest number of volunteer hours across the period (7,942 hours), despite having a relatively modest volunteer cohort of 64 individuals. This suggests that a comparatively small group of volunteers contributed a significant amount of time and support to the service.

Across the wider period, active volunteer numbers increased from 38 in 2017 to 240 in 2024, representing growth of approximately 532%, whilst annual volunteer hours increased from 2,506 to 7,335 hours, representing growth of approximately 193%. This demonstrates the increasing importance of volunteering within the museum service and highlights the significant contribution volunteers make to the delivery of museum activities and community engagement.

Summary

The museum benefits from an established staffing structure supported by volunteers and wider corporate services provided by Weston-super-Mare Town Council. Volunteer involvement continues to make a significant contribution to museum activity and demonstrates ongoing community engagement with the service.

Financial Position

Code	Budget Heading	Income	Expenditure
140	Museum Central Costs		£293,936
140/1100	Misc. Income / Donations	£10,000	
	Central Costs Net Total		£283,936
141	Learning & Events		£44,859
141/1006	Learning & Events Income	£9,083	
141/1008	Handling Boxes	£725	
141/1103	Other general events Income	£3,626	
	Learning & Events Net Total		£31,426
142	Café		£126,360
142/1004	Café Sales	£93,240	

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142/1194	Bar Income	£15,540	
142/1197	Function Food Income	£25,900	
	Café Net Total	£8,320	
143	Shop/Retail		£14,988
143/1005	Shop Sales	£10,360	
143/1009	Sale or Return Commission	£13,468	
	Shop/Retail Net Total	£8,840	
145	Functions, Community & Events		£36,771
145/1019	Internal Bookings (Council)	£207	
145/1104	Function Income	£27,972	
145/1103	Events Income	£13,986	
	Functions, Community & Events Net Total	£5,394	
	Recharges		£76,605
	Total Expenditure		£593,520
	Total Income	£224,107	
	Total Net Costs		£369,413

The museum currently operates within an established revenue budget that supports service delivery, staffing, building operation, programming and associated activities. Any future development proposals would need to be considered alongside existing budget commitments and wider organisational priorities.



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Appendix 3

Current Building and Space Assessment

Assessment of Building

Assessment Area	Assessment
Current Use of Spaces	The museum accommodates a broad range of cultural, educational, retail and community functions. Existing spaces support a successful operational model but opportunities exist to maximise the use of certain areas for exhibitions, interpretation and public engagement.
Underutilised Areas	Areas including the upper storeroom, sections of collection storage, circulation spaces and Clara's Cottage may present opportunities for increased public access, interpretation or community use, subject to operational and conservation considerations.
Storage Capacity	Existing storage arrangements support current collections management requirements but may limit opportunities to display and interpret a wider proportion of collections. Further review of storage and display capacity may be beneficial should increased collections access be pursued.
Accessibility	The age, conservation and listed status of the building creates inherent accessibility challenges. Future proposals would need to consider physical access, interpretation accessibility and the delivery of an inclusive visitor experience. Previous exploration of Clara's Cottage and accessibility made it clear that there may need to be some creativity to make inaccessible spaces, accessible in some way.
Visitor Flow	Opportunities may exist to strengthen the visitor journey, improve connections between exhibition spaces and increase integration between the main museum and Clara's Cottage.
Conservation and Environmental Considerations	Any future development would need to balance increased public use with conservation requirements, environmental controls, sustainability objectives and the constraints associated with adapting historic buildings.

Summary



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Weston Museum benefits from a strong existing heritage offer, established visitor infrastructure and a range of flexible operational spaces. Opportunities appear to exist to further enhance interpretation, collections access, community engagement and visitor experience within the existing estate.

The principal constraints identified relate to storage and display capacity, accessibility considerations associated with historic buildings, conservation requirements and the resource implications of increasing activity. Whilst several smaller-scale improvements may be achievable within existing operational arrangements, more significant redevelopment aspirations would likely require further feasibility work, specialist advice and additional investment before their practicality could be fully assessed.

Appendix 4

Bench Marking and Best Practice

As part of this review, consideration has been given to current museum and heritage sector priorities, including guidance published by Arts Council England (ACE), the National Lottery Heritage Fund (NLHF), the Museums Association and examples of practice from comparable local and regional museums.

Whilst detailed benchmarking has not been undertaken, the review indicates that many of the opportunities identified through the Member proposal are consistent with established and emerging practice across the museum sector.

Sector Theme	Sector Evidence	Relevance to Weston Museum
Collections Access	Museums such as Hastings Museum & Art Gallery and Time and Tide Museum utilise temporary exhibitions and rotating displays to increase access to collections not normally available to the public.	Supports opportunities relating to stored collections, rotational displays and improved interpretation of North Somerset Collection material.
Community Participation	The Museums Association and ACE increasingly promote co-curation, volunteering and community-led interpretation as mechanisms for strengthening local engagement and representation.	Supports aspirations relating to volunteer involvement, local history interpretation and community engagement.



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Learning and Outreach	Organisations such as Lyme Regis Museum and Scarborough Museums Trust utilise partnerships, learning programmes and outreach activities to broaden participation beyond the museum building.	Supports opportunities relating to schools engagement, outreach exhibitions and partnership working.
Place-Based Storytelling	ACE identifies culture as an important contributor to place-making, civic pride and local identity, with museums increasingly acting as focal points for local storytelling.	Supports the interpretation of Weston-super-Mare's heritage, Clara's Cottage and wider cultural identity.
Sustainability and Income Generation	The Association of Independent Museums highlights retail development, local partnerships and income diversification as important components of organisational resilience.	Supports opportunities relating to retail improvements, partnership activity and long-term sustainability.

Summary

Review of current museum and heritage sector practice suggests that the opportunities identified through this review align closely with the strategic priorities of Arts Council England and the National Lottery Heritage Fund and reflect approaches being adopted by comparable museums across the sector. In particular, themes relating to collections access, community participation, learning, place-making and organisational sustainability provide a strong strategic basis for further exploration should Members wish to progress any of the options identified within this report.



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Amenities Culture and Leisure 13th July 2026

Weston Artspace CIC – Statement of Strategic Support and Current Intent

Report from the CEO/ Town Clerk

1. Purpose of Report

To update Members following discussions with representatives of Weston Artspace CIC regarding the proposed sublease at Old Town Quarry and to seek approval of the attached Statement of Strategic Support and Current Intent (Appendix 1), together with delegated authority for the Chief Executive Officer/Town Clerk to issue the statement on behalf of the Council.

2. Background

Weston Artspace CIC has occupied the Cabin at Old Town Quarry since November 2025 and has made a significant contribution towards the development of the site as a vibrant community arts and cultural space.

The proposed sublease has been prepared by the Council's solicitors and reflects the requirements of the Town Council's own Head Lease with North Somerset Council.

In accordance with the Head Lease, the proposed tenancy has been contracted out of the security of tenure provisions contained within the Landlord and Tenant Act 1954 through the statutory declaration procedure. The draft lease confirms that the parties have agreed to exclude Sections 24–28 of the Landlord and Tenant Act 1954.

Following receipt of the draft lease, Weston Artspace sought clarification regarding the statutory declaration and the implications for future occupation of the Cabin.

Officers provided a detailed written response explaining:

- the relationship between the Head Lease and the proposed sublease;
- the legal requirement for the tenancy to be contracted out;
- why the Council cannot guarantee a future lease;
- the governance principles preventing the current Council from binding future Councils.

A meeting subsequently took place on **Friday 3 July 2026** between officers and representatives of Weston Artspace.



3. Current Position

The meeting proved constructive and positive.

Representatives of Weston Artspace confirmed that they now understand:

- why the statutory declaration is required;
- the legal framework governing the proposed lease;
- the relationship between the Council's Head Lease and the proposed sublease;
- why future Councils cannot legally be committed in advance to future leasing decisions.

Whilst they now understand the legal position, Weston Artspace explained that many grant funding bodies, including Arts Council England, seek evidence of long-term relationships and organisational stability when considering funding applications.

Accordingly, Weston Artspace has asked whether the Council would be willing to provide a written Statement of Strategic Support and Current Intent setting out the Council's present commitment to the Quarry project and its current intention regarding its relationship with Weston Artspace.

4. Officer Advice

The Council occupies Old Town Quarry under a 35-year Head Lease from North Somerset Council.

The Quarry project has been developed through Community Ownership Fund investment to provide a long-term community, cultural and creative asset for Weston-super-Mare.

Weston Artspace has become an important delivery partner in helping to achieve those objectives through community engagement, artistic activity and creative programming.

Officers consider it appropriate for the Council to provide a carefully worded Statement of Strategic Support and Current Intent.

The proposed statement:

- recognises the significant contribution Weston Artspace has made to the success of the Quarry;



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- supports Weston Artspace in demonstrating the strength of its relationship with the Council when applying for external funding;
- confirms the Council's current strategic commitment to the long-term vision for the Quarry;
- provides reassurance regarding the Council's present intentions whilst preserving the Council's future legal and governance responsibilities.

Importantly, the statement expressly confirms that it:

- is not legally binding;
- does not amend or vary the lease;
- creates no contractual rights;
- provides no automatic right to renewal;
- does not fetter the discretion of future Councils;
- confirms only the Council's current strategic position.

Officers therefore consider the attached statement to represent an appropriate balance between supporting a valued community partner and protecting the Council's legal position.

5. Legal Implications

The attached Statement of Strategic Support and Current Intent does not amend the draft lease, create any legal interest in land or vary the contractual relationship between the parties.

The tenancy will continue to be contracted out of the Landlord and Tenant Act 1954 in accordance with the draft lease.

Any future lease or renewal would remain subject to the Council's statutory responsibilities, governance procedures and formal decision-making arrangements in accordance with the Council's Standing Orders.

6. Financial Implications

There are no direct financial implications arising from this report.

7. Risk Assessment



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The principal risk would be any statement inadvertently creating an expectation of future contractual rights.

This risk has been mitigated by the wording contained within Appendix 1, which clearly confirms that the statement:

- is not legally binding;
- creates no contractual entitlement;
- does not guarantee any future lease or renewal;
- does not bind future Councils.

8. Equality Implications

None identified.

9. Environmental Implications

None identified.

10. Recommendation

That the Amenities, Culture & Leisure Committee:

1. Notes the update following the meeting held with Weston Artspace CIC on 3 July 2026.
2. Notes that Weston Artspace now understands the legal framework governing the proposed sublease and the reasons why the tenancy must be contracted out of the security of tenure provisions contained within the Landlord and Tenant Act 1954.
3. Recognises the significant contribution Weston Artspace has made to the successful development of the Old Town Quarry as a community arts and cultural facility.
4. Approves the Statement of Strategic Support and Current Intent attached at Appendix 1.
5. Authorises the Chief Executive Officer/Town Clerk to issue the Statement on behalf of Weston-super-Mare Town Council.
6. Delegates authority to the Chief Executive Officer/Town Clerk, in consultation with the Chair of the Amenities, Culture & Leisure Committee, to make any



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minor typographical, administrative or legal amendments to the Statement prior to its issue, provided such amendments do not alter its substantive meaning.

Appendix 1

Statement of Strategic Support and Current Intent

Weston-super-Mare Town Council

32 Waterloo Street
Weston-super-Mare
BS23 1LN

Date

Dear Zara and Abbie,

Weston Artspace CIC – Old Town Quarry

Following our recent meeting, and subsequent consideration by the Amenities, Culture & Leisure Committee, I am pleased to provide this Statement of Strategic Support and Current Intent on behalf of Weston-super-Mare Town Council.

The Council wishes to reaffirm the value it places upon the contribution Weston Artspace has made to the Old Town Quarry project since relocating to the Cabin in November 2025.

During a relatively short period, Weston Artspace has helped create an active, welcoming and inclusive creative space which has become an important part of the Quarry's development as a community, cultural and artistic asset. The Council recognises the positive impact your organisation has had in encouraging participation, supporting artists, engaging local residents and contributing to the wider vision for the site.

The Council remains fully committed to the long-term success of the Old Town Quarry project. The Town Council itself occupies the site under a 35-year lease from North Somerset Council and continues to invest significant time and resources into delivering the vision established through the Community Ownership Fund programme.

Weston Artspace has become an important partner in helping to deliver that vision and the Council values the collaborative and positive relationship that has developed between our organisations.



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The Committee also recognises that organisations seeking external grant funding are often required to demonstrate the strength of their relationships with key partners and occupiers. It is therefore hoped that this statement will assist Weston Artspace in demonstrating the Council's current commitment to working collaboratively in delivering shared community, cultural and artistic objectives.

Based on the Council's current strategic objectives, its long-term commitment to the Old Town Quarry project and the positive contribution Weston Artspace has made to the site, the Council would currently expect to give favourable consideration to any request for a future lease or renewal at the appropriate time, subject always to its statutory responsibilities, governance procedures, the terms of its Head Lease and the circumstances prevailing at that time.

For the avoidance of doubt, this Statement is not intended to create any legal rights or obligations.

It does not vary the terms of the existing lease, create any contractual entitlement, confer any automatic right to renewal or extension of the lease, nor bind Weston-super-Mare Town Council or any future Council in relation to any future leasing decision.

Any future lease or renewal would remain subject to the Council's statutory responsibilities, governance procedures and the formal decision-making processes applicable at that time.

Nevertheless, the Council wishes to place on record its appreciation of the contribution Weston Artspace has already made to the Old Town Quarry project and looks forward to continuing to develop a positive and constructive working relationship for many years to come.

Yours sincerely,

Sarah Pearse BA (Hons), FSLCC
Chief Executive Officer / Town Clerk