

**PRIDE IN BRIGHTON AND HOVE
ORGANISATION AND FUNDING REVIEW**

Executive Summary

November 2007



Introduction

- 1.1 The Pride in Brighton and Hove (Pride) organisation and funding review took place between March and September 2007. The review was based on key issues and opportunities identified by Pride staff, trustees and external stakeholders.
- 1.2 The report focuses particularly on the future direction and sustainability of Pride as an organisation. It confirms future strategic objectives, identifies solutions to key issues and highlights opportunities to be taken in four areas:
 - Strategic objectives and success measures
 - Governance and decision making
 - Operational capacity and staff structure
 - Funding and financial planning
- 1.3 The review conclusions and proposed actions were adopted by the Pride Board of Trustees in September 2007.

Key findings

- 1.4 The key findings of the review are:
 - that Pride is a great success story - from small beginnings it has grown into the biggest and best free Lesbian, Gay, Bi-sexual and Transgender parade and festival in the UK, with an estimated attendance this year of 150,000.
 - both winter and summer Pride festival weeks are growing and the diversity of events and LGBT organisations involved is expanding.
 - Pride as an organisation has a good reputation and positive relationships with the majority of the LGBT community and with key stakeholders, including the Council, police, sponsors, local businesses and with a range of media partners.
 - a small core of hard working and dedicated staff, trustees and volunteers make Pride happen each year, who bring a range of skills and contacts to the organisation.
 - real opportunities exist for Pride to do more work in the local community and elsewhere to break down prejudice and tackle discrimination, to support local LGBT groups and to make the activities of Pride even more inclusive and accessible, building on its successes.
 - there is a strong commitment among the staff and trustees to bring about change and improve Pride.
- 1.5 However:
 - there are real challenges ahead. The growth in the scale of the main event places ever growing demands on Pride's human and financial resources. If Pride does not bring about change it will soon outgrow its organisational and financial capacity.
 - whilst positive changes have been put in place, with Pride becoming a registered charity and company limited by guarantee, there is much work yet to do to put Pride onto a secure and financially sustainable footing for the future.



- Pride needs to confirm and communicate effectively to the LGBT community and to wider stakeholders its strategic objectives and how they will be achieved.
- Pride needs to strengthen its leadership and governance and bring new capacity and skills into the organisation if it is to deliver its future aims.

Strategic objectives

- 1.6 The review confirmed that Pride's strategic objectives for 2008 to 2012 will be:
- to continue to organise the high profile annual Brighton Pride parade and festival in partnership with the city council and other stakeholders.
 - to develop the Winter and Summer Pride Festival weeks, as a celebration of all aspects of LGBT life and culture.
 - to play a proactive role in educating, informing, consulting on and representing the LGBT community alongside other partners.
 - to increase and extend the grant-giving programme to support and develop LGBT groups.
 - to expand and increase the organisational capability and financial sustainability of Pride South East.

Future actions

- 1.7 Pride will continue to develop and improve the activities that are at the core of Pride i.e. the main summer festival and parade, the festival weeks and the grant giving programme, through listening to the views of the LGBT community and external stakeholders.
- 1.8 In addition Pride will implement change and improvements in a number of key areas. Key actions identified include that Pride will:
- better use the annual festival and parade, and the status and credence its success has given Pride as an organisation, to play a wider role throughout the year in education and awareness raising around LGBT issues and tackling homophobia.
 - expand its work to make the Pride event more inclusive and accessible, particularly for disabled people.
 - clarify its own policies and development plans for key areas that support its work and charitable objectives including the festival weeks, education and awareness raising, volunteering and PR/communications.
 - implement a revised governance and decision making structure and recruit new trustees, to reflect the strategic objectives and priorities identified.
 - implement a new staff structure and approach to day to day management of the organisation and expand staff capacity. This includes creating a new role of 'Director of Pride'.
 - explore additional sources of increasing organisational capacity and developing new skills within the organisation in particular through volunteering, internships and secondments.

- implement a 3 year sponsorship and fund raising strategy, based on developing longer term relationships with key sponsors, donors and grant giving organisations and exploring new sources of income.
- develop key success measures against which performance will be measured and reported.

Conclusion

- 1.9 Pride is a fantastic celebratory event that thousands of people enjoy in different ways – by watching the parade, attending the festival week events or going to the park. It brings people together from different communities to celebrate LGBT life and culture, to raise awareness and to challenge homophobia. It enables people to be whatever they want to be. It certainly enables people to have a great time and a party, but Pride is also important to send out a strong message that discrimination is not acceptable and to provide support for people who continue to live in communities where they cannot be themselves.
- 1.10 If Brighton Pride is to continue to be a successful, safe, high profile, awareness raising and fun event then the organisation that is Pride has to change. Pride has to become a better resourced and more financially secure organisation that is proactive rather than reactive.
- 1.11 The Pride board has recognised the need to change and has started that process. It is an exciting but challenging time for Pride. Although there are clearly risks we believe that by implementing change the future of Pride in Brighton in Hove will be secured. Exciting new opportunities and initiatives will also be realised that will be of benefit to the LGBT community and others within and beyond Brighton and Hove.

