

Royal Pavilion & Museums Trust Annual Service Plan 2020-21



Chair's Statement

The Board of Trustees of the Royal Pavilion & Museums is delighted to be leading the Royal Pavilion and Museums into the future. The Board is particularly excited about the opportunities to care for, develop and promote the City's nationally and internationally renowned sites and collections. The transfer of the services to the Trust means there is a sustainable future for the assets that support the city's cultural offer for its communities and visitors. This is the first Annual Service Plan for the Trust and it outlines all the work it will undertake to deliver its commitment to Brighton & Hove City Council and how it supports the Council's Corporate Plan and Arts Council England's ambitions for the role culture and creativity have in people's lives.



Michael Bedingfield, Chair of Royal Pavilion & Museums Trust, Brighton & Hove

Introduction

This plan outlines our ambitions for the next year and reflects on the achievements of the previous year. Royal Pavilion and Museums Trust (RPMT) is a registered charity (charity number 1186986) registered with the Charity Commission on 17 December 2019, and with Companies House on 18 January 2020 (company number 11774969). The trading company is RPMT Enterprises Ltd. The Trust is the governing body to which the Royal Pavilion and Museums service is transferring from Brighton and Hove City Council (BHCC) on 1 April 2020. The RPMT's charitable objectives are:

- To advance public appreciation in arts, culture, heritage and science through acquiring and maintaining suitable objects and works of art in the collections.
- To provide for and support the establishment, maintenance, refurbishment and enhancement of exhibitions and displays of the collections and the preservation and safeguarding of the land and buildings in which they are housed.
- To advance educational opportunities, particularly in relation to heritage, culture and the arts and to provide support for the establishment of exhibitions and displays to reflect this.

RPMT will support the City's Plan 2020-23, the Cultural Framework and the Arts Council England (ACE) strategy. We will fulfil the charity's purpose and support the Brighton and Hove 2020-23 city plan by:

- Being strategic in caring for and developing our natural, scientific and cultural resources for present and future generations.
- Developing a distinctive offer at each of the five sites and online to support learning, creativity, well-being and engagement and environmental sustainability.
- Actively engaging children and young people in understanding, developing and interpreting our shared collections.
- Building a co-operative, sustainable and resilient organisation that supports the wider cultural sector.
- Ensuring the organisation and its work reflects the diverse culture of contemporary society.

Our ambitions for 2020-21 which will support the City's Plan for a fairer city, a sustainable future and its cultural framework

We are embarking on an exciting opportunity to shape the future for this new independent Trust by promoting one of the UK's most iconic heritage sites as well as Brighton & Hove's extraordinary portfolio of museums and their collections. RPMT's vision is to provide museums and services that play a vital role in making Brighton & Hove a fantastic place to live work and visit and inspire people to build a more sustainable and socially just world.

RPMT's mission is to preserve the past to inform the present. We want to play a vital role in making Brighton and Hove a fantastic place to live, work and visit and inspire people by using the unique buildings and collections to positively shape the future. We aim to build a resilient and outstanding organisation which is known for its vibrancy and relevance, which is renowned for its digital innovation as well as supporting discovery, enjoyment and learning. We want to inspire a powerful sense of shared ownership with our work, driven by creative collaborations with our local communities and partner organisations which will enable us to reach new and more diverse audiences. We will identify partners who can best support us in achieving our aims and work together with them to attain excellence and expand our impact. Our work will support the economy of Brighton and Hove, as well as promoting well-being and celebrating diversity.

Key activities which will be delivered during 2020-21 are as follows

- The completion of the Royal Pavilion regency garden restoration plans using the phase 1 funding from National Lottery Heritage Fund (NLHF). To plan changes and improvements to achieve the vision for the Royal Pavilion garden as a 'Garden Fit for a King' as part of the 'Reawakening the Royal Pavilion Estate' project. We will submit a phase 2 application to NLHF through BHCC in March 2021, which will include improvements to enable outdoor nature and biodiversity learning opportunities for children and young people. This will develop the visitor economy and support the following objectives in BHCC's Corporate Plan 2020-2023: A city working for all, A growing and learning city and A sustainable city.
- Finalise plans for the proposed developments at the Booth Museum and secure funding for implementation. This will support the Council's corporate objectives of A city working for all, A growing and learning city and A sustainable city.
- To increase the amount of funds secured to build up reserves to ensure a sustainable future.
- To develop new income streams to support RPMT in becoming a financially resilient organisation.
- To address the challenges around collections storage to make them more accessible to be used to respond to contemporary debates and issues.
- To ensure community voices are embedded in the governance structures of the Trust and to continue to work with existing community groups. To establish a Community Advisory Panel working alongside Trustees and staff. This will support a Stronger City, another of the outcomes in BHCC's Corporate Plan.

More detail on these activities can be found below.

RPMT Service Plan 2020-21

Aim 1				
Be more strategic in caring for and developing our natural, scientific and cultural resources for present and future generations				
BHCC Plan 2020-23: A city working for all; Arts Council England; ACE strategy 2010-20: Goal- Excellence; ACE strategy 2020-30: Outcome - A creative and Cultural Country Supporting the dynamic management, research, curation and sharing of our country's collections				
Objectives	Activities	Performance measures	When	Funding
Increase level of collections care provision through implementing better planning, resourcing, understanding and implementation of procedures and systems for managing and caring for cultural resources	Collections development and rationalisation through transfers & disposals.	Maintain standards of our Collection Development Policy	Ongoing	Core
	Delivery of schedule of housekeeping and standards for collections.	Annual schedule delivered	Ongoing	Core
	Implement Collections Management strategy.	Procedures followed and maintained to Accreditation standard.	Ongoing	Core
	Review storage of collections.	Commence storage plan review	Ongoing	Core
Improve organisational knowledge and use of collections	Collections used in programming and engagement programmes.	Number of objects used for displays and events	Ongoing	Core
	Collections research undertaken and information recorded.	Number of researchers accessing our collections	Ongoing	Core
Deliver annual planned maintenance programme, facilities maintenance, management and repairs across all sites	Delivery of annual planned maintenance programme across all sites as agreed with BHCC's property and design as part of five year forward plan.	Programme delivered to time Improvements to maintenance of buildings Implement forward plan agreed with BHCC Property & Design	Ongoing	BHCC planned maintenance budget allocated to RPMT sites
	Implement ongoing facilities maintenance management and repairs.	Repairs undertaken and regular maintenance contracts delivered Ongoing compliance e.g. legionella testing	Ongoing	Core
Deliver annual gardens maintenance	Regular grounds maintenance at Hove Museum, Preston Manor and Royal Pavilion Garden.	Annual schedule delivered Customer feedback Annual tree survey completed	Ongoing	Core
Implement further improvements to ensure continued compliance for all	Security improvement programme reviewed and delivered.	Continued implementation of security review	Q4	Core

sites and activities in terms of security, fire safety and health and safety.	Ensure health and safety compliance for all buildings and activities.	Health and safety assessments undertaken for all new activities and regular updates of standard assessments.	Ongoing	Core
	Deliver joint action plan developed by cross agency working group (police, neighbourhood's team) for Royal Pavilion garden.	Regular meetings Regular reporting on incidents	Ongoing	Core
Aim 2				
Develop a distinctive offer at each of our five sites and online to support learning, creativity, well-being and engagement of diverse audiences and environmental sustainability				
BHCC Plan 2020-23: A city working for all, A sustainable city; ACE strategy 2010-20: Goal – Audiences; ACE strategy 2020-30: Outcome - A creative and cultural country, Cultural Communities, Supporting cultural provision, including touring and distribution, that is shaped by local communities				
Objectives	Activities	Performance measures	When	Funding
Develop the internationally iconic Royal Pavilion and the City's flagship building; rich in stories and exotic in design to provide a sense of excellence, splendour and occasion for all its visitors through exhibitions, displays and events.	Public programme of displays, activities and events: <ul style="list-style-type: none"> Princes Treasure - Royal Collection until September 2021 Christmas offer Talks, tours, lectures 	Visitor numbers Visitor satisfaction B&H visits Income	Ongoing	Core
	Ongoing programme of restoration development and interpretation as part of RP estate development: <ul style="list-style-type: none"> Queen Victoria's Apartment Ongoing restoration and conservation projects 	Visitor Numbers Visitor satisfaction B&H visits Income	Ongoing	Core
Develop the Royal Pavilion garden in line with recommendations of the Garden Conservation Plan and community consultation and engagement.	Development and implementation of plans of improvements to Royal Pavilion garden: <ul style="list-style-type: none"> NLHF development phase March 2021 phase 2 NLHF bid submission 	Phase 2 bid submission	January 2020 – March 2021	NLHF
	Implementation of recommendations of Conservation Management Plan.	Delivery to timescales published in TEC report January 2018	ongoing	NLHF/external funding/ BHCC capital contribution

<p>Develop Brighton Museum and Art Gallery through exhibitions, displays and activities where audiences engage with the stories of the city and its relationship with the world.</p>	<p>Public programme of exhibitions, displays, activities and events:</p> <ul style="list-style-type: none"> • Plastic Oceans: July- September 2020 • Queer the Pier: February 2020 • 100 First Women Portraits: 15 February – 7 June 2020 • Behold Brighton: 4 July – 2 August 2020 • Plastic Oceans photographs Mandy Baker: 27 June- 18 September • David Bowie • Nature 2020 programme • Events, free days, Bite size talks, tours 	<p>Visitor numbers Visitor satisfaction B&H visits Income</p>	Ongoing	Core
	<p>Development of plans for redevelopment galleries to ensure future sustainability and maximising use of collections.</p>	<p>Scope options for 20th Century Gallery redevelopment post roof repair</p>	Q4	Core
<p>Develop Hove Museum and Arts Gallery as a ‘Museum of Making’ through exhibitions, displays, events and activities.</p>	<p>Develop a programme of making activity that uses the input of staff, students and resources of the University of Brighton. Recycled materials workshops; Workshops led by Brighton university Craft MA students; Doll making workshop with Ruby Ruth Dolls June 2020 Green Christmas activity day promoting recycled gift wrap/cards and decorations.</p>	<p>Visitor numbers Visitor satisfaction B&H visits Maintain ongoing relationship with University of Brighton</p>	Ongoing	Core
	<p>Update the current toy gallery to better support Hove Museum as a ‘museum of making’.</p>	<p>Scope options for gallery redevelopment</p>	Q4	Core reserve for HMAG

	<ul style="list-style-type: none"> Public programme of displays, activities and events: Material Practices 3 Painting and Printmaking at University of Brighton: 13 March- 19 April What's in the Box: 19 March to 30 April Endangered and Extinct: Val Hunt 9 May- 1 September (part of Nature 2020 programme) Ancient Toys ceramics display by Louise Bell May – Sept 2020 Misshapes: The Making of Tatty Devine 3 October 2020 – 26 Jan 2021 	<p>Visitor numbers Visitor satisfaction B&H visits</p>	Ongoing	Core
<p>Develop the Booth Museum as an exciting and family-friendly space, combining the gothic charm of a 19th century 'bird' museum with a 21st century story of evolution and conservation through exhibitions, displays, events and activities.</p>	<p>Public programme of displays, activities and events:</p> <ul style="list-style-type: none"> Nature 2020 events Pop up display on Climate Change Discovery Days Bird watch Bite size natural science talks and tours including ones on Climate 101 	<p>Visitor numbers Visitor satisfaction B&H visits</p>	Ongoing	Core
	<p>Programme of gallery and building refurbishment including Evolution Gallery and create interactive spaces.</p>	<p>Costed high level plans developed Identify and confirm funding to support redevelopment</p>	Q4	Core / external funding
<p>Develop Preston Manor as an intriguing Edwardian country house museum and functions venue, bursting with character, stories and secrets through exhibitions, displays, events and activities.</p>	<p>Project to gradually reinterpret the house, collections, gardens and wider site, focussing on the different phases of its history and the lives of the people who lived and worked there.</p>	<p>Scoped options for story development</p>	Q4	Core/ external funding
	<p>Programme of repairs to kitchen garden walls to enable future use and make safe.</p>	<p>Scoped and costed plan</p>	Q4	Core
	<p>Public programme of displays, activities and events:</p> <ul style="list-style-type: none"> Christmas at the Manor 	<p>Visitor numbers Visitor satisfaction B&H visits Income</p>	Ongoing	Core

Develop the online presence of our museums.	Review and refresh current website with phased improvements to core web platform www.brightonmuseums.org.uk focusing on addressing user and business needs in priority areas.	Commence discovery phases of site redevelopment, responding to new identity as a Trust.	Q4	Core
	Develop staff digital skills to assist content creation.	Deliver programme of training	Ongoing	Core
	Digitisation and digital publishing programme according to an audience-responsive methodology and working with partners for additional support.	Number of new digitised objects online Number of new content packages.	Ongoing	Core

Aim 3

Actively engage children and young people

BHCC Plan 2020-23: A growing and learning City; ACE strategy 2010-20: Goal - Children and Young People; ACE strategy 2020-30: Creative People - pre-school children and their families, particularly those who live in places where engagement in culture is currently low; 4-19 years olds within and beyond the curriculum; principles ambition and quality; inclusivity and relevance

Objectives	Activity	Performance measures	When	Funding
Contribute and support Our Future City (OFC) partnership: Cultural Education Challenge, Artsmark/Arts Award	Use RPMT's collections, buildings and programming to support key partnerships in the city and improve our learning offer for young people.	RPMT assets a visible element of OFC programme Number of young people gaining Arts Awards	Q4	Core
Delivery of a public programme of events and activities for children, young people & families	Programmes developed and delivered across all sites in keeping with their distinctive offers.	C&F visitor numbers Visitor satisfaction C&F B&H visits	Ongoing	Core
Deliver schools plan in line with our schools strategy and Audience Development & Engagement Plan	Existing schools sessions delivered and new schools sessions developed and delivered to meet needs of school curriculum.	School visits Teacher satisfaction	Ongoing	Core
Involvement of young people in developing programmes and projects	Development phases of programmes and projects across all sites aimed at young people involve the Museum Collective and other young people e.g. Brighton University partnership with HMAG, youth groups.	Number of young people from communities of interest and place	Ongoing	Core

Aim 4**Build a co-operative, sustainable and resilient organisation that supports the wider cultural sector**

BHCC Plan 2020-23: A sustainable City, A stronger city; ACE strategy 2010-20: Goal - Resilience and Leadership; ACE strategy 2020-30: A creative and cultural country enabling partnerships in places to deliver shared plans for culture that contribute to community, education & skills health & wellbeing and economic outcomes ; principles dynamism and environmental sustainability

Objective	Activity	Performance measures	When	Funding
Improve financial sustainability across the organisation	Achieve annual income targets for RPMT through core activity admissions, learning and public programmes: <ul style="list-style-type: none"> • Admissions and Gift Aid • Learning, programming and guiding (developing the offer) • Developing financial resilience of each site in line with site business plans 	Income targets achieved in line with business model	Ongoing	Core
	Develop trading company and achieve income targets: <ul style="list-style-type: none"> • Weddings and events across the RPM sites • Retail • Catering • Commercial filming and photography 	Income targets achieved in line with business model		
	Develop fundraising activity including: <ul style="list-style-type: none"> • Fundraising from grants and trust giving bodies and individuals • Legacy programme to be further developed • NLHF phase 2 grant submission for garden • Recruit sponsors supporters to support RP Garden works as match funding for NLHF phase 2 submission, for Booth Museums and BMAG main gallery • Applications to grant funding bodies for RP Garden project phase 2 Booth Museum and BMAG main gallery • Develop relationships with ethical businesses to support work of RPMT 	Fundraising targets achieved	Ongoing	Core

Improve environmental sustainability and resource management across the organisation	Implement sustainability action plan continuing to reduce energy consumption and minimise wastage to support a carbon neutral city and BHCC's circular economy framework, through continued implementation and monitoring RPMT's sustainability action plan and environmental policy.	Sustainability targets achieved	Ongoing	Core
Deliver learning and development plans including Workforce Development for frontline staff	Learning and development plans developed and delivered through analysis of staff needs and changes in sector.	Number of staff taking up opportunities offered	Ongoing	Core
Deliver volunteer programme	Continue to develop opportunities for volunteers including projects across the RP estate in partnership with BDBF.	Number of volunteers hours	Ongoing	Core
Ensure RPMT fulfils its sector leadership role locally, regionally and nationally	Participate in conferences, share skills, host visits from sector. Organise conferences and workshops.	Number of events attended / hosted	Ongoing	Core
Deliver agreed South East Museum Development Programme	Activity as per Museum Development Business Plan, support staff based at RPMT in delivery and personal development to deliver the plans.	Business plan delivered	Ongoing	ACE SSO
Ensure RPMT collects and shares effective data to demonstrate its social and economic impact	Develop programme of non-user research and in depth analysis in line with audience development and engagement objectives. Use ACE's quality evaluation framework to evaluate impact, benchmark and inform future activity.	Regular surveys conducted of visitors; use Audience Agency Arts Council tools for evaluation purposes	Ongoing	Core
Develop/deliver a co-operative governance model	Staff involvement in decisions through establishment of staff forum / reference group. Staff forum meetings. Staff attend as observers at key meetings including- Trust Board meetings and RPMT leadership team meetings.	Staff attendance Staff survey	Ongoing	Core
Develop and deliver an innovative programme to support workforce well being	Develop programme in collaboration with staff and other organisations.	Number of staff taking up opportunities offered Staff survey Sickness absence	Ongoing	Core

Aim 5				
Ensure the organisation and its work reflects the diverse culture of contemporary society				
BHCC Plan: A city working for all; ACE strategy 2010-20 Goal - Creative Case for Diversity; ACE Strategy 2020-30: creative people – people over 75 cultural communities principle inclusivity and relevance				
Objectives	Activity	Performance measures	When	Funding
Implement community engagement strategy	Deliver targeted community engagement programmes to ensure that programmes engage diverse audiences working with established advisory groups and communities. Building on work achieved through existing programmes and developing to engage all from communities with protected characteristics Ensure programmes are in line with audience development plan.	Monitor number of people engaged on site and via outreach	Ongoing	Core
Ensure the profile of the workforce and governing body reflects the diversity of the local population	Ensure Trustee recruitment practices developed encourage applications from diverse communities; Develop and Implement staff recruitment practices for the Trust to ensure diversity is achieved in workforce, supported by continuing training in equalities and diversity.	Staff profile	Ongoing	Core
	Utilise community advisory boards / panels to work with Trust to ensure community voice is embedded within decision making process.	Support existing advisory groups New community advisory panel	Ongoing	Core
Promote ‘working in a museum’ to a range of communities , including targeted volunteering opportunities, placements and apprenticeships/traineeships	Working with communities to ensure future opportunities are promoted to these communities.	Number of people taking up opportunities offered	Ongoing	core
Increase access to and knowledge of collections by working in collaboration with our communities, audiences and cultural partners	Continued delivery of BME and LGBTQ focussed projects and activities, community involvement in shaping collections development. Developing programmes and activities with other communities of protected characteristics.	Monitor number of visitors of protected characteristics satisfaction levels	Ongoing	Core
Delivery of Equalities Plan	Working with the access advisory group and BME Heritage Network and other groups to deliver the plan.	Monitoring delivery of the plan’s actions and successes	Ongoing	Core

Key Performance Indicators 2020-21

	Key Performance Indicators 2020-21	Target
No	Visitors to the Royal Pavilion and Museums	468,000
%	Satisfaction levels of visitors to Royal Pavilion and Museums	86%
No	Children & Young People participating in formal learning activity on site	23,416
No	Website sessions for the Royal Pavilion and Museums	680,000
£	Earned income	£5.109m
No	Residents visiting Royal Pavilion and Museums	65,000

Future Annual Service Plans will report on how the services were performed compared to the Key Performance Indicators and the objectives outlined in the previous Annual Service Plan which are the same as those in the business plans which the Trust will prepare for Arts Council England.

Financial Information

	2020-21		2020-21
Charitable and Trading Activities	£'000	Planned Maintenance Requirement	Year 1 £'000
Employee Related	5,209	Planned Maintenance Requirement	1,694
Premises Related	693	Professional Service Fee	169
Administration, Supplies and Services	1,236	Term and other maintenance	137
Transport Related	36		
Payment to Other Bodies	223		
Borrowing repayment towards maintenance shortfall			
Irrecoverable VAT	262		
Total Expenditure	7,659	Total Planned Maintenance Requirement	2,000
BHCC Contract Contributions	1,181	BHCC Contribution	655
External Grants	1,210	BHCC Capital Receipt	500
Donations/Fundraising**	190	Borrowing	759
Income from Charitable Activities	4,211	Additional Fundraising Requirement	87
Other Trading Income	898		
Total Income	7,690	Planned Maintenance Funding	2,001
Contribution to/(from) Unrestricted Reserves	32		
Unrestricted Reserve Level b/f*	664		
Unrestricted Reserve Level c/f	696		
Unrestricted Reserve/Expenditure	9%		
Total Reserves (excluding endowments)*	1,407		
Total Reserves/Expenditure	18%		

Fees and Charges

The fees and charges for the year 2020/2021 were agreed at the Council's Tourism, Equalities Communities and Culture Committee on 22 November 2018 In future years the proposed fees and charges will be approved by the Council as part of the Annual Service Plan.

Admission Charges				School Sessions & Guided Tours		
	Royal Pavilion	Preston Manor	Brighton Museum	Schools Session	Guided Tours	Booking Fees
Adult	£15.50	£7.60	£6.20	1 Hour museum workshop £4.50	Standard Guided Tour £5.20 per person	Group Booking Fees (15plus tickets) £4.50
B&H Schools	Free	Free	Free			
Child 5-18	£9.50	£4.30	£3.60	1.5 Hour museum workshop £5.00	Corporate/wedding guided tours Max 30	Individual Booking £1.70
Family 1 Adult & 2 Children	£25.00	£11.90	£9.80			
Family 2 Adult & 2 Children	£40.50	£19.50	£16.00	1.5/2hour role play £5.30	Mon-Thurs £130; Fri-Sun & BH £150	
Resident Adult	£7.75	£3.80	Free	Lunch Room hire first hour £18.00	Specialist Curator/Conservation Tour Max 20 £250	
Resident Child	Free	Free	Free			
Resident Exhibition charge	n/a	n/a	£4.20			
Functions & Wedding Hire Charges Royal Pavilion						
Great Kitchen £1,800(Mon- Thurs)	Great Kitchen £2,000 Fri-Sun &BH	Gt Kitchen & Banqueting Room £4,100 (Mon - Thurs)	Gt Kitchen & Banqueting Room £4,3500 (Fri-Sun &BH)	Music Room Mon-Thurs £2,500	Music Room (Fri-Sun & BH) £2,700	Music Room, Gt. Kitchen & Banqueting Room (Mon-Thurs) £5,500
Music Room, Gt. Kitchen & Banqueting Room (Fri-Sun&BH) £5,800	State Room Wedding Ceremony (Mon-Thurs) £3,042	State Room Wedding Ceremony(Fri-Sun &BH) £3,208	William IV Corporate Booking 4 Hour (Mon - Thurs)£950	William IV Corporate 4 Hour Booking (Fri-Sun &BH) £1,100	William IV Wedding reception4 Hour Booking (Mon-Thurs £1,125	William IV Wedding reception4 Hour Booking (Fri-Sun &BH) £1,205
William IV all day rate (8am-6pm Mon-Thurs) £1,300	William IV all day rate (8am-6pm Fri-Sun &BH) £1,500	William IV & Red Drawing Room ceremony & reception package (Mon-Thurs) £1,458	William IV & Red Drawing Room ceremony & reception package (Fri-Sun &BH)£1,585	William IV & Red Drawing Room ceremony & reception package (Mon-Thurs 8am-6pm) £1,600	William IV & Red Drawing Room ceremony & reception package(Fri-Sun &BH 8am-6pm)£1,900	
Adelaide Tea Rooms evening only Mon-	Adelaide Tea Rooms evening only Fri-	AdelaideTea Rooms 2 hr exclusive use	AdelaideTeaRooms2 hr exclusive use (Fri-	RP Garden half day western lawn price	RP Garden eastern lawn Grounds fee	RP Garden eastern lawn event

Thurs) £1,695	Sun£2,000	Mon-Thurs)£950	Sun&BH) £1,150	on application (POA)	price on application	management (POA)
Preston Manor wedding/civil ceremony (2 hour Mon-Thurs) £679	Preston Manor wedding/civil ceremony (2 hour Fri-Sub &BH) £765	Preston Manor House drinks 2 hour reception Mon-Thurs £695	Preston Manor House drinks 2 hour reception Fri-Sun &BH £785	Preston Manor Lawns Price on Application	Brighton Museum & Art Gallery entire museum Mon-Thurs £2,900	Brighton Museum & Art Gallery entire museum Fri-Sun &BH £3,350
Brighton Museum & Art Gallery Ground Floor Mon-Thurs £1,850	Brighton Museum & Art Gallery Ground Floor Fri-Sun &BH£2,150	Brighton Museum & Art Gallery Education Pavilion, Seminar Room/Art Room 4 hour booking £150 plus stewarding costs for Education Pavilion	Brighton Museum & Art Gallery Education Pavilion, Seminar Room/Art Room 9am-5pm £250 plus stewarding costs for Education Pavilion	Court House lecture Theatre Half day rate/evening lecture Mon-Thurs £600 Court House Lecture Theatre Half day rate/evening lecture Fri-Sun & BH £690	Court House lecture Theatre all day rate 8am-6pm Mon-Thurs £1,150 Court House lecture Theatre 8am-6pm Fri-Sun & BH £1,300	

Managing Risk

RPMT maintains a risk register that is put together with staff involvement. We assess risks in relation to all activities and undertake quarterly reviews by the leadership team and will also review with trustees.

Marketing Strategy

The objectives of the RPMT marketing is to increase the range of audiences engaging with RPM from a local, regional, national and international perspective and to inspire a greater sense of shared ownership of our unique venues, exhibitions, events and activities.

The marketing team currently undertake a wide range of activity that reflects the diversity of RPMT

Including

- Managing the promotion and marketing of all venues as individual visitor destinations and also of events and exhibitions, talks and tours associated with each venue.
- The production and project management of all promotional material across the service Including : individual site promotional leaflets and marketing campaigns, What's On leaflet, Exhibition posters, leaflets, and flyers, flags, signage sites and banners.
- Management and production of all advertising and promotions

- Managing all on-site filming and photography
- Project manage distribution of all marketing materials, with contracted distributors and internal distribution to our venues and BHCC venues, including groups promotions and advertising
- Commissioning and managing freelance marketing, PR, artist and printing contracts in association with all in house marketing campaigns
- Project managing working with outside agencies in partnership where appropriate to capitalise on publicity and promotions for RPMT
- Promoting RPMT through social and digital media, planning web campaigns, keeping website updated, planning social media campaigns, tracking and monitoring
- Promote RPMT through proactive media and public relations campaigns
- Providing images and supporting text for joint marketing campaigns

Priority focus areas for 2020/21

- Achieving admissions income targets – At Royal Pavilion investment in two campaigns; a shared rail and tube campaign with Visit Brighton & City attractions to attract tourists and day visitors to the City; a digital marketing campaign again focussed on 1hr drive time. At BMAG supporting marketing of exhibitions and key events to residents, day visitors and tourists. At Preston targeted marketing to resident families promoting new family trail.
- Travel Trade & groups – building on partnership working with SE attractions and Visit England and Visit Britain working on shared campaigns to market the city as a destination. Developing knowledge and contacts within travel trade & group market and promoting venues through e-bulletins and targeted group offers.
- Gift Aid – Effective on line and onsite messaging to convert as many customers as [possible to sign up for gift aid at point of ticket purchase
- Maximising profile of all venues in the press locally, nationally and internationally using exhibitions, events and
- Working with venue managers in the marketing of their venues, events and exhibitions
- Supporting Retail, Weddings and Functions marketing to achieve RPMT Enterprises Ltd income targets
- Promotion and supervision of promotional and income generating filming and photography across the service
- Supporting and promotion of co-curation and community engagement initiatives through supporting community led marketing campaigns, promotion of community events and programmes and profile raising of this work through press locally, regionally and in sector press
- Maintaining equality and inclusion standards across all publicity and marketing material in accordance with RPMT policy
- Maximising sustainability through careful use of suppliers, promotional methods, waste reduction and recycling

Managing Assets

Maintenance will be carried out on the sites cared for by RPMT. We plan to implement phase 2/3 of works to the Royal Pavilion, to undertake repairs to the Porte Cochere, to carry out repairs to 4/5 Pavilion Buildings front elevation, continue Hove Museum external repairs, the current roof clearance contract will remain in place as well as works to the offsite store. RPMT will be seeking funds in addition to the capital contribution from BHCC to undertake works to Brighton Museum roof.

Collections Information 2019

Acquisitions: During 2019 there were 27 acquisitions, comprising 297 objects in total. Of these, 15 acquisitions were purchases funded by external sources, 10 were donations and three acquisitions were reclassifications of existing filed photographic negatives. The bulk of purchases were acquired through Heritage Lottery Fund's Collecting Cultures scheme and as part of the Fashioning Africa project to build on the Royal Pavilion & Museums' Designated World Art collection. The project is creating a unique collection in the UK reflecting African fashion and design 1960-2000, bringing new meaning and relevance to RPM's outstanding historic collection of African textiles.

It involves working with a community panel to identify potential acquisitions. Further information on this project can be found here: <http://podcasts.ox.ac.uk/fashioning-africa-brighton-museum>. Also of national and local significance are eight Stephen Jones hats donated to RPM by the Metropolitan Museum of Art (MMA) in New York. All the hats were specifically made for the MMA exhibition 'China: Through the Looking Glass' in 2015 by Stephen and were based on research he had undertaken at the Royal Pavilion in 2013. The hats featured in the Royal Pavilion's 'Stephen Jones Hats' exhibition 2018 -2019.

Deaccessions: In 2019, with approval from the Chair of TECC, RPM deaccessioned 13 groups of items. Of these, four groups have now left RPM premises, nine groups are still in the process of being found new homes within either accredited museums or the public domain as per current policy and Museum Association guidelines.

Loans out: In 2019 RPM loaned 25 objects from the collections to over 17 organisations across at least 20 venues (some were part of touring exhibitions). Five of these loans travelled internationally including the loan of a drawing and oil painting by Frances Hodgkins to the Auckland Art Gallery, Australia, for their exhibition 'Frances Hodgkins: Her European Journeys'. Another notable loan was *The Swans at Play* by Gaston La Touché to the National Museum of Versailles Palace for their exhibition: 'Versailles Revival, 1867-1937'. Artworks were also lent to regional museums including Penlee House in Penzance and Pallant House Gallery in Chichester. The Embassy Court kitchen was returned to Embassy Court in Brighton, and some Archaeological material from Bishopstone for research purposes.

Loans in: During 2019 the RPM received loans from 30 organisations. A notable loan was from Her Majesty the Queen now on display at the Royal Pavilion which is the culmination of collaboration between the Royal Collection Trust and RPM with over 120 decorative works of art that were originally commissioned by the Prince Regent being relocated from Buckingham Palace and re-united in their original setting at the Royal Pavilion.

Highlights of 2019-20

A Princes Treasure: A Royal Collection display which opened in the Royal Pavilion on 21 September. The display includes over 123 items, principally from the East Wing at Buckingham Palace, being returned to the Royal Pavilion for the first time in over 170 years.

A Prince's Treasure



The Kylin Clock and a pair of Chinoiserie Candelabras installed



Installing the ceramic pagodas in the Music Room

on the Saloon mantelpiece

Christmas at the Royal Pavilion: From 16 November to 2 January the Royal Pavilion was decorated for Christmas with schemes inspired by the building and its décor. This year the scheme has been adapted to work with the 'A Prince's Treasure' exhibition. Highlights include a 16ft-tree in the Great Kitchen decorated with copper spoons and pans reflecting the collection of Duke of Wellington's copperware on display. A replica of Queen Victoria's 1845 sleigh, where visitors could dress up and have their photo taken to the sound of traditional music. This was very popular with visitors taking and sharing their own photographs.



Christmas at the Royal Pavilion



The Elaine Evans Archaeology Gallery: Opened in Brighton Museum in January 2019 and has received great visitor feedback. We have received lots of positive praise from schools that visit for learning workshops: "The gallery was carefully laid out and showed chronology of time periods very clearly. There were clear, child friendly captions, excellent display cabinets and fascinating explanatory films. The workshops were inclusive and experiential learning for the children. The staff created creative learning experiences that inspired children and staff. Staff found useful resources to take back to the classroom and this will drive and inform the children's learning. The children loved the detective work and working out what was in the open boxes. These provided excellent speaking, listening and extending vocabulary experiences. Both staff and children were inspired from their visit, especially as they were able to relate to places they knew. The Whitehawk woman is now central to the learning journey in Year 3 and Year 4. The learning at the museum has inspired many of our children in their history and cross curricular learning. One child applied their new knowledge about the Whitehawk causeway in one of his independent narratives in English. Since their visit to the museum lots of the children have been inspired to make tools and posters in their independent home learning".



The Elaine Evans Gallery

'Floating Worlds' Japanese Woodcuts: An exhibition at Brighton Museum invited visitors to explore the 'floating worlds' of Japan through woodblock prints from the Edo period. Guided by haiku poetry the display offered the visitor a journey from the city of Edo to the countryside and mountains of rural Japan. The exhibition was accompanied by a programme of mindful and wellbeing events including meditation, yoga, calligraphy workshops and tai chi, alongside tours and talks. The visitor survey report showed 93% of visitors said the exhibition was good or excellent, 66% describe their visit as calming, 39% as mindful, and 80% agree that visiting the exhibition had impacted positively on their wellbeing.

Dying to Survive discovery day: This event at the Booth Museum attracted over 400 children and adults to engage with our collections, learn about how animals survive through the winter, hear about animals facing extinction, imagine a vision of the future countryside with the Brighton re-wilding group and find out about local projects to protect and restore the marine environment around Brighton. It was delivered by museum staff and volunteers in collaboration with Brighton Dolphin Project, Wild Futures & Site-Eye 3 D films. Feedback about what was liked about the event included:

"Everything, kids having fun with hands on activities, the wide variety of new information"

"So many tables with interesting things on and teachers/experts to explain them and interact with kids, hands-on activities"

"Very inclusive and well organised...and very interesting!"



Dying to Survive Discovery Day

Escape! Mystery at the Manor': A puzzle-solving immersive journey through the house at Preston Manor devised in partnership with a local specialist company, Pier Pressure. 791 people participated in over 150 timed slots in 8 days. The programme attracted a high numbers of participants who confirmed that this was their first visit to Preston Manor. Feedback included:

"The set-up of the Manor was an awesome twist on the standard escape room experience and was executed so well"

"Our guide was fantastic and the puzzles and story were well-written"

"So immersive, and it was cool being able to interact with the items, our host and move around the space".



"Escape! Mystery at the Manor"

The first **Museum Mentors** workshops started in September at Hove Museum . The course at Hove currently has 10 members. The Museum Mentors project, already running at Brighton Museum, supports up to 30 adults, individuals identified as being vulnerable or having specific support needs. Members often experience social isolation. The project aims to promote diversity, give value, opportunity, choice and independence to all involved. Members have been supported to access a huge range of opportunities within Royal Pavilion and Museums. Studies of collections & objects prove a great source of inspiration & motivation for all involved.

Community engagement

RPM works regularly with a BME Heritage Network, the Museum Collective (a group of young people who meet regularly at Brighton Museum) and an access advisory group. During 2019 RPM has been working with Rocket Artists (an inclusive group of visual and performance artists who challenge barriers around art, inclusion, diversity, learning and communication who work collaboratively with students on the MA Inclusive Arts course at Brighton University), and an MA Inclusive Arts graduate to create a pre visit access film for Brighton Museum & Art Gallery. The film is to support visitors who can find visiting new places stressful, by giving them access to images and information. The service also hosted an open meeting with members of the deaf community to look at what the community would like us to provide at Brighton Museum & Art Gallery for deaf visitors. Following consultation with the LGBTIQ+ community in 2015, we created the 'Be Bold' strand of community led work. The Museum of Transology was the first exhibition to come from this new way of working. Since 2018 we have been working with community partners to create the next LGBTIQ+ exhibition 'Queer the Pier' which opens in 2020. In 2019 RPM's BME Heritage Network received funding from the Ministry of Housing Communities and Local Government to celebrate Windrush Day 2019. A group of network members 'The Windrush Makers' devised and delivered a programme of events.

Partnership working

The service RPM Teacher Ambassador Team (currently comprising one secondary, three Key Stage 2, one Key Stage 1 and one SEND) worked in partnership with us to develop our school offer. Together we worked designing the Archaeology Gallery, designing the new Stone Age and Roman learning sessions, ideas for new Royal Pavilion school tours, new Hove school sessions and redesigning the phone call prompts made to visiting SEND schools to ensure they get all the information needed in order to devise sessions for the children. They will also be working with RPM on the Booth gallery development. . RPM has continued to work in partnership with the Heritage Learning Network to improve the offer of heritage organisations in the city to schools. The 'Creative Industries' work experience offer to schools in in partnership with Brighton Dome and Festival, Fabrica and Same Sky.

As a partner in the '*Making African Connections: Decolonial futures for Colonial Collection*' project (2019-21) led by the University of Sussex, RPM is working with partners in Botswana and with members of African diaspora communities in the South East. Collections knowledge generated through these partnerships is being added to the objects catalogue records and to a digital archive. The projects were cited as an example of good practice in the Museums Association 2019 report 'Empowering Collections'.

The volunteering programme includes partnerships with the university and community development organisations. 'Garden Greeters' are also a partnership project.

Environmental performance

The RPM's sustainability action plan is submitted annually as part of the agreement with the Arts Council funding agreement, examples of work to date include: LED lights are installed when suitable; the number of hours lighting per day per site have been reduced up to three hours; switched to using 100% recycled paper and reduced print runs to avoid waste and try to move information to online channels.

We continue to garden organically. Recent shows have reused up to 50% of existing stock. Consideration is given to the environmental impact when discussing overseas loans. We ensure sustainable collections development when considering new loans or acquisitions the retail team has continued to work on sourcing products that are sustainable and ethically sourced. Learning and researching is critical in moving retail forward to ensure commitment to environmental impact is minimised. 70% of stock at Booth Museum is now sustainable and the aim is to replicate this across all retail outlets. We're increasing amount of stock produced in-house and by local traders to improve sustainability, footprint and Fairtrade issues.

What our customers say about us

Using data taken from all sites from April to September 2019, 87% of visitors over 16 years old rated their visit as excellent or good compared with 86% for the whole of 2018/19 and against a target of 86% for 2019/20. Compliments are wide ranging and include positive comments about staff including that they are very engaging, pleasant and helpful. There are many comments relating to Royal Pavilion visits being fantastic and informative and that Brighton Museum is an absolutely wonderful museum. Feedback which is helping to inform our work going forward, surround the possible need for a café at Brighton Museum and that more information is needed at the sites to explain the stories. The photography policy in the Royal Pavilion has recently changed to reflect visitor feedback.

RPM has attracted a range of high-profile coverage in the press and media in 2019. In January the new 'Elaine Evans Archaeology Gallery' was featured in National Geographic magazine as well as the Daily Mail and the Mirror creating an exciting buzz around the new addition to Brighton Museum. In February 'Stephen Jones Hats' at the Royal Pavilion was covered in both national and international press and media ranging from the Daily Telegraph to Vogue and Italian Elle as well as TV coverage and Radio BBC4. The Royal Collection Trust loan in September was featured in a four page spread in the Daily Mail Weekend magazine and also captured a variety of press such as the Art Newspaper, local publications and BBC History Revealed. In December, The Telegraph featured the Christmas tree in the kitchen in the Royal Pavilion, and the Booth Museum scooped a series of local press coverage following the use of a stuffed hare from the collection as inspiration for a CGI character in the BBC hit show 'His Dark Materials'. The Royal Pavilion saloon which was restored to its original design in 2018, won a prestigious architectural award from the Georgian Group in 2019.

