

# Special Policy & Resources Committee

Date:           **30 July 2020**  
Time:           **4.00pm**  
Venue           **Virtual Meeting - Skype**

**Note:** in response to current Government Regulations this meeting is being held as a virtual meeting for councillors and accessible via Skype. Public speaking and engagement opportunities will be made available.

The meeting will also be webcast live to the internet.

Members:   **Councillors:** Mac Cafferty (Chair), Druitt (Joint Deputy Chair), Gibson (Joint Deputy Chair), Platts (Opposition Spokesperson), Bell (Group Spokesperson), Allcock, Clare, Miller, Moonan and Yates

Contact:     **Mark Wall**  
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# AGENDA

## PROCEDURAL MATTERS

### 39 PROCEDURAL BUSINESS

(a) **Declaration of Substitutes:** Where Councillors are unable to attend a meeting, a substitute Member from the same Political Group may attend, speak and vote in their place for that meeting.

(b) **Declarations of Interest:**

- (a) Disclosable pecuniary interests;
- (b) Any other interests required to be registered under the local code;
- (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

- (i) the item on the agenda the interest relates to;
- (ii) the nature of the interest; and
- (iii) whether it is a disclosable pecuniary interest or some other interest.

If unsure, Members should seek advice from the committee lawyer or administrator preferably before the meeting.

(c) **Exclusion of Press and Public:** To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

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

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

### 40 CHAIR'S COMMUNICATIONS

## GENERAL MATTERS

### 41 PUBLIC INVOLVEMENT

To consider the following matters raised by members of the public:

- (a) **Written Questions:** to receive any questions that relate to the items listed on the agenda for the special meeting submitted by the due date of 12 noon on the 29 July 2020;
- (b) **Deputations:** to receive any deputations that relate to the items listed on the agenda for the special meeting submitted by the due date of 12 noon on the 29 July 2020;

## A CITY WORKING FOR ALL

### 42 ROYAL PAVILION AND MUSEUMS SERVICE - FINANCIAL UPDATE AND SERVICE PLANS 7 - 60

Report of the Executive Director for Economy, Environment & Culture.

Contact Officer: Donna Chisholm

Ward Affected: All Wards

## A GROWING & LEARNING CITY

### 43 ADULT COMMUNITY LEARNING To Follow

Report of the Interim Executive Director for Families, Children & Learning (to follow).

Contact Officer: Carla Butler, Lisa Mitchell Tel: 01272 291281

Ward Affected: All Wards

### 44 STEP BY STEP To Follow

Report of the Interim Executive Director for Families, Children & Learning (to follow).

Contact Officer: Jenny Knight, Carla Butler, Lisa Mitchell Tel: 01273 293081  
, Tel: 01272  
291281 ,

Ward Affected: All Wards

### 45 GET SOCIALLY ACTIVE To Follow

Report of the Interim Executive Director for Families, Children & Learning (to follow).

Contact Officer: Carla Butler, Lisa Mitchell Tel: 01272 291281

Ward Affected: All Wards

**46 BECOMING AN ANTI-RACIST COUNCIL**

**61 - 66**

Extract from the proceedings of the Tourism, Equalities, Communities & Culture Committee meeting held on the 29 July 2020 (to follow), together with a report of the Interim Executive Director for Housing, Neighbourhoods & Communities.

Contact Officer: Sarah Tighe-Ford  
Ward Affected: All Wards

Tel: 01273 292301

**47 ITEMS REFERRED FOR COUNCIL**

To consider items to be submitted to the [Insert Date] 2018 Council meeting for information.

*In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, each Group may specify one further item to be included by notifying the Chief Executive no later than 10.00am on [Insert Date] 2013 (the eighth working day before the Council meeting to which the report is to be made), or if the Committee meeting takes place after this deadline, immediately at the conclusion of the Committee meeting.*

**PART TWO**

**48 PART TWO PROCEEDINGS**

To consider whether the items listed in Part Two of the agenda and decisions thereon should remain exempt from disclosure to the press and public.

**ACCESS NOTICE**

**In response to the current situation with Covid-19 and the easing of Regulations, this Committee meeting will be held virtually via Skype and web cast simultaneously.**

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

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

For those members of the public wishing to actively take part in the meeting a link will be emailed so that they can join the meeting.

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**FURTHER INFORMATION**

For further details and general enquiries about this meeting contact Mark Wall, (01273 291006, email [mark.wall@brighton-hove.gov.uk](mailto:mark.wall@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk)

Date of Publication - Wednesday, 22 July 2020



<b>Subject:</b>	<b>Royal Pavilion and Museums Service – Transfer Financial Update</b>
<b>Date of Meeting:</b>	<b>30 July 2020</b>
<b>Report of:</b>	<b>Executive Director of Economy, Environment &amp; Culture</b>
<b>Contact Officer: Name:</b>	<b>Donna Chisholm</b>
<b>Email:</b>	<b><a href="mailto:Donna.Chisholm@brighton-hove.gov.uk">Donna.Chisholm@brighton-hove.gov.uk</a></b>
<b>Ward(s) affected:</b>	<b>All</b>

**FOR GENERAL RELEASE**

Note: The special circumstances for non-compliance with Council Procedure Rule 3, Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 (as amended), (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that information required to update the financial model could not be confirmed and was unavailable in sufficient time to comply with the normal timetable for publication.

**1 PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 This report updates Members on the transfer of the Royal Pavilion and Museums service (RPM) to the Royal Pavilion and Museums Trust (RPMT). The transfer was to take place on 1st April, and contracts were ready for signature, but following the lockdown caused by the Covid-19 pandemic, the date was postponed until 1st October 2020.
- 1.2 The report sets out the financial and contractual issues arising out of the postponement. It outlines the steps the council proposes to take to support the financial position of RPMT, should the Trustees agree to the transfer. The council will provide ongoing support to RPMT, for example with external funding bids, as well as through central services such as finance management and HR, which enables the Trust to mature over time. After the museums service transfers, the council and the Trust will continue to collaborate closely to serve the best interests of the city. The council recognises the importance of the assets under the care of the Trust.
- 1.3 The report does not reconsider the principle of the transfer itself – the current situation serves to emphasise that the transfer to Trust at this time remains the best chance of securing the financial future of the service and its sustainability in the long-term.
- 1.4 The museums are now gradually re-opening following closure in March. This is covered by a separate Recovery Plan which is also attached for information as Appendix 2. The Recovery Plan is a live document and is being updated in line with changes in Government guidance.

## **2 RECOMMENDATIONS:**

That the Committee:

- 2.1 Notes that the RPM will transfer to RPMT on 1st October, subject to agreement between the council and the Trustees on the recovery package outlined in this report.
- 2.2 Grants delegated authority to the Executive Director Economy, Environment & Culture and Executive Lead Strategy Governance, & Law to offer RPMT a recovery package and agree the terms of legal agreement necessary to implement the measures outlined.
- 2.3 Grants delegated authority to the Executive Director, Environment & Culture and the Chief Finance Officer to determine the repayment terms of the proposed cashflow facility, if drawn down, up to a maximum period of 10 years.
- 2.4 Directs that the delegation at 2.3 above shall be subject to the requirement to consult Group Leaders prior to agreeing any measures which are not outlined in this report.
- 2.5 Notes that if RPMT and council officers are unable to reach agreement on a recovery package to enable transfer on 1<sup>st</sup> October, a further report will be brought to this committee.
- 2.6 Notes that the financial model of RPMT will be reviewed annually at the beginning of each year. The financial position will be kept under continuous review by the council and the Trust during the Covid-19 recovery period.

## **3 CONTEXT/ BACKGROUND INFORMATION**

### **3.1 Transfer of the Royal Pavilion and Museums to Trust**

- 3.1.1 In December 2019 Policy & Resources Committee (P&R) agreed to transfer the Royal Pavilion and Museums to Trust from 1<sup>st</sup> April 2020 for a period of twenty-five years. In consultation with Members and Trustees, in March 2020 the P&R Committee agreed to postpone the transfer to 1<sup>st</sup> October 2020 following the impact of Covid-19 on the service.
- 3.1.2 The Joint Project Board (officers, Trustees and trade union representatives) has continued to meet regularly, as has RPMT. The council has applied for government funding, through the furlough scheme (successfully) and through the DCMS scheme for assets in the National Portfolio (unsuccessfully).
- 3.1.3 The appointment of a Finance Director for RPMT was postponed. Trustees have interviewed and identified a preferred candidate for the post of RPMT chief executive officer. This appointment is subject to the transfer of the museums service.

### **3.2 Impact of closure on the financial position of the Trust**

- 3.2.1 Visitor numbers will not recover to normal levels by 1<sup>st</sup> October. For RPMT, this could lead to a financial loss of between £0.700m and £1.0m during the first six



months following transfer. The estimate of loss is based on the following assumptions:

- The phased reopening of museums and a very gradual return of visitors to 50% of normal levels by March 2021;
- The council's service fee, Arts Council and NPO grant values are maintained;
- Corresponding reductions in expenditure include casual staff/non-contracted overtime; stock replenishment; maintenance and utilities; limited event/publicity costs; an impact on irrecoverable VAT and business rates waivers.
- There are no changes to contracted staffing levels throughout.
- No additional sources of central government funding are assumed.

3.2.2 Key losses this year to date are in group bookings from overseas visitors, from weddings and from events. Estimated visitor numbers are prudent and assume that current restrictions will extend across 2020/21, so any further easing will have a positive impact on the forecast. Equally, RPMT will seek to control costs. Therefore the assumptions in 3.2.1 above that costs would remain essentially the same after transfer are cautious and provide a significant financial buffer. The reliance on overseas group bookings creates uncertainty over income for 2021/22 and 2022/23.

### **3.3 Recovery package from the Council**

3.3.1 Trustees are not challenging the Financial Model previously agreed. They are seeking the following to support the Trust's finances in light of the pandemic's impact following transfer:

- For 2020/21, a service fee of £1.3m from 1<sup>st</sup> October;
- An additional service fee of £3.7 million over 2021/22 and 2022/23 to cover any shortfalls which may lead the Trust into a deficit position;
- Shop stock (valued at £0.240m) transferred at nil value;
- The additional costs of the pay award for 2020/21;
- Cultural reserve balances of £0.500m previously agreed for transfer;
- An option to hand the assets back to the council if Covid-19 makes the operation of the Trust unsustainable.

3.3.2 Previously the council had agreed a service fee of £1.181m for the first year after the transfer, expected to be from 1<sup>st</sup> April 2020. The council's current net budget for the museums service is £1.300m and the Trust are requesting this grant value in full for the remaining six months of operation for the 2020/21 year. This is to cover the shortfall resulting from reduced visitor numbers and the loss of group bookings. This request also recognises seasonal variation because in a normal year the service would have built up at least 65% of its revenues from visitors by 1<sup>st</sup> October. Without recognising this variation, the Trust will not be able to balance the finances of the operation in the winter months.

3.3.3 Had the transfer proceeded as planned in April, after this year the service fee of £1.181m would have gradually reduced over the first five-year period of the contract to £0.691m by 2024/25. Each year the service fee is subject to negotiation with the council, providing an opportunity in future years to consider any further impacts of Covid-19 on earned income or on fundraising.

3.3.4 The council's net budget (excluding premises) for the service as it currently stands is £1.300m, and because the service is now transferring part way through an unprecedented year, it is reasonable to start from this figure in place of the original fee of £1.181m.

3.3.5 Assuming amounts for inflationary uplifts (e.g. 2% inflation for 2020/21) in each year, this new starting point would produce the following service fee over the next 5 years and six months. 2020/21 is referred to as Year 0 below:

Year 0:	£1.300m	(i.e. 2020/21 – full annual contribution for only 6 months operation)
Year 1:	£1.270m	(i.e. 2021/22)
Year 2:	£1.208m	
Year 3:	£1.154m	
Year 4:	£0.823m	
Year 5:	£0.780m	

3.3.6 Over the full period, the total cash increase provided to RPMT for revised inflation assumptions would be £0.445m over the period.

3.3.7 The shop stock will transfer to (and form part of the assets of) a subsidiary trading arm. RPMT have asked the council to transfer those assets for nil value.

3.3.8 Trustees are under a duty to ensure they act in the best interests of the Trust, and the council must ensure that the service is financially viable on transfer. Officers have therefore identified a range of options to support the Trustees in addressing the funding gap in 2020/21 and to support the following two years of operation. These options are:

- The council pays the whole of the service fee up-front to provide initial liquidity, as requested. This includes the increase of £119,000 in the service fee as outlined above (from £1.181m to £1.300m) and provides an additional six months of service fee support to RPMT. This totals £0.709m extra for 2020/21;
- To increase the approved cash flow facility (agreed by P&R Committee in December 2019) from £0.500m to up to £4.0m for three years of operation (i.e. between October 2020 and March 2024) which, if drawn down, will be repayable over a period to be determined by the Executive Director, Environment & Culture and the Chief Finance Officer up to a maximum period of 10 years;
- Commitment to further consider the service fee for 2021/22 and 2022/23 if RPMT is unable to secure additional external funding.
- Transfer of council-held cultural reserve balances previously approved by Committee to give an initial increase in working capital (approx. £0.500m) Note: the reserve balances are earmarked for specific purposes and would need to be replenished on terms determined by the Trust;
- Waiving rent payable to the council for 4-5 Pavilion Buildings for a quarter of a year (£0.022m per annum);
- Provide for the cost of the pay award for 2020/21 if the pay award is agreed after the transfer date (estimated to be in the region of £0.050m);
- Consider options for transferring the Royal Pavilion shop stock, valued at £0.240m, to support the Trust's cash flow;

- 3.3.9 At their Trust Board meeting on 17<sup>th</sup> July, Trustees indicated that they are unlikely to accept the transfer of the service from 1st October 2020 without additional service fees for the financial years 2021/22 and 2022/23. Based on the projected losses in 2020/21 for the service, the Trustees are concerned they could be facing further losses in the following two financial years, until visitor numbers recover fully. This is particularly true because of the loss of international group bookings, which makes up so much of the annual income base at the Pavilion. Although this could be potentially be offset to some extent by a ‘staycation’ factor, their worry is that RPMT would not be a viable “going concern” at the time of transfer. RPMT is currently revising its balance sheet and Profit & Loss Account.
- 3.3.10 Whether or not the original budgeted sums are sufficient to offset the negative cash flow position, they do not provide more than short term support because, for example, the cultural reserve balances are earmarked for specific purposes so would need to be replenished albeit this could potentially be over an extended time period.
- 3.3.11 Further financial measures would therefore need to be offered to ensure the Trust maintains liquidity beyond 31<sup>st</sup> March 2021. The additional cash sums above go some way to meeting that need but offering all the liquidity in the form of additional service fees or grants is not preferred over a cashflow facility because it immediately diminishes the chance of the Trust successfully bidding for and securing additional resources from other funders. For example, in common with other local authorities, the council has been unable to attract government funding, through the arts council, for its RPM losses, despite the international status of its assets. This is in contrast to Brighton Dome and Festival, for example, who recently received almost £0.5m in emergency funding. The arts council will shortly be inviting applications for recently announced further government funding. They recently acknowledged that RPMT will need the backing of public money:
- “Arts Council England fully supports the move of the Royal Pavilion and Museums Brighton & Hove to an Independent Trust. We believe this will be for the long-term wellbeing of the service and allow it to maximise its opportunities while continuing to deliver value and benefit to the people of Brighton & Hove. However, Arts Council recognises the particular circumstances brought about by the current COVID pandemic that will require in the short-term a greater reliance on public resources”.
- 3.3.12 Additional service fees from the council also undermine the Trust’s entrepreneurial approach to the service and is a blunt instrument at a time when the Trust’s financial position may be in flux. However, if RPMT are unsuccessful in securing extra funds from the Arts Council, the council will further consider re-visiting the service fee arrangement for 2021/22 and 2022/23.
- 3.3.13 The council has previously agreed to offer RPMT some of the options outlined in 3.3.8 above. However, it should be noted that the council is expected to be able to mitigate in excess of £0.500m of this additional cost through additional government grant funding in relation to compensation for the loss of Sales, Fees & Charges income as announced on 2 July 2020.

3.3.14 The proposal to offer a longer term (£4.0m) cash flow facility is consistent with the approach that the council takes to managing its own finances and the maximum extended (10 year) repayment period is intended to allow the Trust time and flexibility to smooth out the impact of any unforeseen events on its operation.

3.3.15 If the council supports the Trust via some, or all, of the options outlined above, it will ask that the Trust commits to the following:

- To operate an Open Book arrangement with the council, agreeing to monthly reviews for the period October 2020 to March 2021 and quarterly thereafter. In particular, the council will wish to understand any additional funding support secured and to understand the Trust's efforts to attract alternative business and/or control and minimise costs while operations remain at below full capacity;
- To agree with the council a set of conditions under which the option to draw down some or all of the £4.0m cash flow facility would be triggered;
- To agree to an annual review of the Trust's financial position for the duration of any loan period.

### **3.4 Cash flow facility**

3.4.1 If all of these measures were applied as estimated above in para 3.3.8, the total benefit to RPMT would be an effective £1.021m additional cash injection over and above the normal six months (1<sup>st</sup> October to 31<sup>st</sup> March) of service fee, a cultural reserve balance transfer in the region of £0.500m and a cash flow facility of £4.0m available for drawdown for up to three years. Inflationary uplifts to the service fee will provide additional funding of £0.445m over the first five years. The repayment terms of the cash flow facility, if drawn down, would be agreed at the time of application and may be subject to a level of interest charge.

3.4.2 Given the uncertainty over expected income, and opportunities for savings or additional income to be secured by RPMT, the council and the Trust would meet monthly on an open book basis to look at the cashflow of the business and assess, on the evidence, the need to draw down against the cashflow facility. Procedures are already set out in the contract management arrangements, although for quarterly meetings.

3.4.3 The council has also offered greater flexibility to RPMT over the opening hours for each site, so that it can control its costs more effectively during the Covid-19 pandemic.

3.4.4 The council recognises that Trustees may seek protection for themselves given the uncertainties, and while it is unable to offer any personal indemnity to Trustees, it is willing (subject to future committee approval) to negotiate a further termination clause which would allow the Trust to terminate the contract and hand the service back to the council if it was in financial distress beyond all reasonable amendment.

3.4.5 As normal for trading operations, there are state aid considerations which are relevant to the package that it is proposed the council offers to the Trust. These are not expected to present any significant risks and the Legal Implications are dealt with below.

- 3.4.6 Despite the apparent cost, the transfer remains better value for money than the alternative, which has been rehearsed in a number of previous reports. If the service does not transfer it will be deprived of the long-term financial opportunities that Trustee management would bring, together with any funding opportunities available to independent cultural organisations in the coming months and years. All of the costs and cash flow implications identified in the proposed financial package will be applicable to the council if it retains the museums service. Restrictions on the council's ability to attract funding support or donations and consequently its reduced ability to develop and maximise alternative trading options are likely to increase losses if the service is not transferred.
- 3.4.7 If the financial package above is agreed, this includes a cashflow facility of up to £4.0m repayable over a time period to be agreed, up to a maximum of 10 years. The council holds a Working Balance of £9m and Earmarked Reserves of approximately £41m. These are all held for specified purposes or against identified commitments or risks. However, it should be noted that the council is currently reporting a potential in-year General Fund deficit of over £20m due to the impact of the pandemic. This deficit may also need to be managed through the short-term use of reserves and balances and repaid over time. The offer of the cashflow facility to the RPM, if drawn down, may therefore add to the demands on reserves and balances and may reduce the council's flexibility to manage other potential risks.

### **3.5 Next steps**

- 3.5.1 Should the Committee accept these recommendations, the Trust's Board will be considering their position on the offer, with their own advisers, at a Board meeting on 12<sup>th</sup> August.
- 3.5.2 If the Trust accepts the offer, contracts will be redrafted accordingly, and the transfer will proceed as originally planned. The Annual Service Plan will be amended and approved by the Tourism, Equalities, Environment, Communities & Culture Committee prior to the transfer.

## **4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- 4.1 Consideration has been given to delaying the transfer of the service to 1<sup>st</sup> April 2021. This risks losing all of the momentum built up over months and years of careful preparation. It also incurs additional significant costs in supporting dual IT systems (as the service was caught mid-switchover), and significant additional legal costs in redrafting. Trustees would also be left without assets to manage for a further six months.
- 4.2 There are no grounds at this time for cancelling the transfer altogether – the contract is for 25 years and makes provision for uncertainty.
- 4.3 Further uncertainty over the future governance of RPM will also potentially adversely impact the business operation for the remainder of the year and beyond. The next six months are business critical for the operation which, like all services that are heavily reliant on earned income, must adapt its operation significantly to

remain competitive within a significantly changed market. This is not only in terms of visitor expectations, but across all key income generating areas such as weddings, corporate events, catering and retail.

- 4.4 It is important to acknowledge the difficult position the service and its staff would face if the transfer did not proceed on 1<sup>st</sup> October. The purpose of the transfer is to secure a more sustainable future, and given the significant financial constraints facing the council, the RPM may be required to make budget savings if the service remains within the authority.

## **5 COMMUNITY ENGAGEMENT & CONSULTATION**

- 5.1 Joint Project Board meetings between council officers, Trustees and trade unions have continued following the postponement of transfer. Human Resources for RPMT and for the council have worked closely with staff over furlough arrangements and the re-opening services.
- 5.2 Public and staff expectations around safety have been central to the re-opening plans, alongside the formal risk assessment process.
- 5.3 Engagement with staff and trade unions under the TUPE regulations will continue to take place in the lead up to the transfer on 1 October.
- 5.4 A number of the activities in the Annual Service Plan 2020/21 continue to be designed and delivered in collaboration with community groups and local residents.
- 5.5 Online engagement is taking place with community groups during lockdown to produce online content. The service has reviewed and adapted its support for communities to reflect the needs, restrictions and opportunities of Covid-19. Work in 2019 with LGBTQA communities on the culminated in the Queer the Pier exhibition which opened 11 February 2020.
- 5.6 RPM continues to support and collaborate with the Heritage Network, Youth Collective, and the access advisory group Teacher Ambassadors.

## **6 CONCLUSION**

- 6.1 Significant time and expense went into preparing for the transfer of the Royal Pavilion and Museums to Trust on 1<sup>st</sup> April 2020. The council is ready for the transfer on 1<sup>st</sup> October and previously agreed arrangements remain intact.
- 6.2 In these exceptional circumstances, RPMT is seeking additional financial support to cover the loss of income as a result of the Covid-19 restrictions on visitor numbers combined with the loss of group bookings.
- 6.3 Trust status continues to provide opportunities to increase income such as through gift aid on admissions donations, as well as through greater fundraising opportunities to protect the fabric of the buildings and heritage assets.

## **7 FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 7.1 The financial implications are contained within the body of the report.

*Finance Officer Consulted: Jill Fisher*

*Date: 22 July 2020*

### Legal Implications:

- 7.2 There are potential state aid implications of the recovery package outlined above. In particular, loans (cash flow facilities) which are not provided on commercial rates will be carefully considered to ensure they comply with state aid legislation.
- 7.3 The Services Contract will need to be amended to reflect the fact that not all the museums will be open on the 1 October. The drafting relating to minimum opening hours will need to be discussed and agreed. It may also be necessary to agree variations to the termination clauses to enable the Trust to 'hand back' the service, buildings and collection if they are in financial difficulty. There may need to be changes to the lease for 4-5 Pavilion Buildings.

*Lawyer Consulted:*

*Alice Rowland*

*Date: 22/7/20*

### Equalities Implications:

- 7.4 An Equalities Impact Assessment has already been reported to Committee. This report does not contain material changes affecting that Assessment.

### Sustainability Implications:

- 7.5 None arising from this report.

### Brexit Implications:

- 7.6 None arising from this report.

### Risk and Opportunity Management Implications:

- 7.7 If the museums service does not transfer to RPMT on 1<sup>st</sup> October, another opportunity will be lost for the service to benefit from government funding open only to independent organisations. The purpose of the transfer is to secure a more sustainable future for the Royal Pavilion, the Brighton Museum and Art Gallery, Hove Museum and Art Gallery, Preston Manor and the Booth Museum. With major constraints on council funding, this service is likely to face further budget savings.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Financial Model
2. Recovery Plan for re-opening of sites

### **Background Documents**

1. December 2019 Report to Policy & Resources Committee



<b>Table 1 - Charitable and Trading Activities</b>		
	<b>Year 1 £'000</b>	<b>Year 2 £'000</b>
Employee Related	5,209	5,323
Premises Relates	693	758
Administration, Supplies and Services	1,236	1,224
Transport Related	36	36
Payment to Other Bodies	223	217
Borrowing repayment towards maintenance shortfall		
Irrecoverable VAT	261	261
<b>Total Expenditure</b>	<b>7,658</b>	<b>7,820</b>
BHCC Contract Contribution	1,270	1,208
External Grants	1,210	1,210
Donations / Fundraising**	190	261
Income from Charitable Activities	4,211	4,427
Other Trading Income	898	924
<b>Total Income</b>	<b>7,779</b>	<b>8,030</b>
<b>Contribution to / (from) Unrestricted Reserves</b>	<b>121</b>	<b>210</b>
<b>Unrestricted Reserve Level b/f*</b>	<b>664</b>	<b>785</b>
<b>Unrestricted Reserve Level c/f</b>	<b>785</b>	<b>996</b>
<b>Unrestricted Reserve / Expenditure</b>	<b>10%</b>	<b>13%</b>
<b>Total Reserves (excluding endowments)*</b>	<b>1,496</b>	<b>1,707</b>
<b>Total Reserves / Expenditure</b>	<b>20%</b>	<b>22%</b>
<b>Comments</b>		
*Estimated reserve levels reflect RPM Foundation reserve balances (excluding endowment level of restricted funds to be transferred from BHCC. Likely to change on transfer		
**Included additional funding required to meet maintenance shortfall as identified in T		
Note: Employee related costs includes staff currently funded from Foundation unrestricted 2018/19		

<b>Table 2 - Planned Maintenance Requirement</b>		
	<b>Year 1 £'000</b>	<b>Year 2 £'000</b>
Planned Maintenance Requirement	1,694	614
Professional Service Fee	169	61
Term and other maintenance	137	137
<b>Total Planned Maintenance Requirement</b>	<b>2,001</b>	<b>812</b>
BHCC Contribution	655	669
BHCC Capital Receipt*	500	0
Borrowing	759	0
Additional Fundraising Requirement**	87	143
<b>Planned Maintenance Funding</b>	<b>2,001</b>	<b>812</b>
<b>Comments</b>		
*Redirect capital allocation for PR gardens to Museums roof (£0.500m) requires PRG		
**Required fundraising and reserves to fund gap. Additional funding included in table restricted reserves and future donations could potentially contribute to the maintenance specific project which has collections and/or audience related outcomes.		

Year 3 £'000	Year 4 £'000	Year 5 £'000
5,423	5,525	5,629
712	720	729
1,215	1,205	1,196
36	36	36
212	206	200
261	261	261
<b>7,858</b>	<b>7,954</b>	<b>8,051</b>
1,154	823	780
1,210	1,210	1,210
261	262	263
4,574	4,714	4,829
948	974	1,001
<b>8,148</b>	<b>7,983</b>	<b>8,082</b>
<b>289</b>	<b>29</b>	<b>31</b>
<b>996</b>	<b>1,285</b>	<b>1,315</b>
<b>1,285</b>	<b>1,315</b>	<b>1,345</b>
<b>16%</b>	<b>17%</b>	<b>17%</b>
<b>1,996</b>	<b>2,026</b>	<b>2,056</b>
<b>25%</b>	<b>25%</b>	<b>26%</b>

ments) as at 31.03.2019, plus the  
able 2  
stricted reserves - approx £113k in

Year 3 £'000	Year 4 £'000	Year 5 £'000
578	578	578
58	58	58
137	137	137
<b>772</b>	<b>772</b>	<b>772</b>
684	684	684
0	0	0
0	0	0
88	88	88
<b>772</b>	<b>772</b>	<b>772</b>

approval  
1. Note that some existing  
nce requirement if part of a

# Royal Pavilion & Museums Covid-19 Recovery Plan



**June 2020**

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# **1 EXECUTIVE SUMMARY**

## **1.1 Overview**

The RPM service closed to visitors in late March 2020 as a result of the Covid-19 pandemic. The majority of staff have been working from home, with some staff undertaking core workplace activity on site. Digital activity has been increased to maintain a virtual presence with our supporters. All planned programming activity has been reviewed and adapted to reflect ongoing social distancing measures that are in place.

## **1.2 Objectives of Plan**

This plan aims to outline the practical process to follow to enable the re-opening of our sites. It also highlights the current position relating to many of our usual activities including, programming, events, group visits and marketing plans.

## **1.3 Staff Safety & Welfare**

The safety and wellbeing of staff is our priority. Health and safety has been reviewed to account for new government recommendations, as well as the implementation of social distancing measures and increased hygiene practices. Emotional support is particularly important in helping to build resilience within the team, not only to help with adapting to new working practices, but to also process the impact of the last few months on mental health.

## **1.4 Re-opening Plans**

We plan to re-open our sites incrementally from August 2020. Staff and visitor safety are our priority when considering options for opening venues. The Royal Pavilion ground floor will be our initial offer. Fortnightly reviews by leadership will determine the pace of our next steps with the Pavilion first floor, Brighton Museum and then Preston Manor as the next priorities. Both Hove and Booth Museums are planning gallery improvement works and it is felt that they can remain closed until early 2021 to allow for this to be undertaken.

## **1.5 Financial Position**

RPM relies on visitor income to support operations and is exploring ways in which to find additional means of funding. Leadership have imposed strict financial controls on spend, are reviewing all budget lines and are applying to ACE for consideration for their emergency response fund.

## **1.6 Long-term vision**

The plan to move RPM to an independent Trust was paused as a result of the Covid-19 pandemic. The ambition is for the transfer to take place in October 2020.

The team are keen to explore positive outcomes for the future from the crisis including implementing different ways of working, space reviews and collection rationalisation work.

## **2 OVERVIEW**

### **2.1 Introduction**

On 23 March 2020 the RPM service closed to visitors as a result of government advice regarding the ongoing Covid-19 global pandemic. The service has remained closed to visitors since that date but has developed and promoted its online digital presence during this period. Most of the workforce have been working from home or have been put on special leave due to Covid-19 vulnerabilities. A core workforce has continued to work on site covering such areas as security and fire prevention, conservation work, essential maintenance and repair work, contractor management and gardening.

It is felt that the re-opening of RPM is an important step in the return of public life in the city and surrounding areas. The service provides an area for recreation as well as being an important space for learning and reflection, particularly as the population adjusts to life after these unprecedented times. Our sites provide a place where people can connect with others and the stories of our past.

This document seeks to outline the plan for how RPM can re-open in a safe way over the coming months.

### **2.2 Government Advice**

At present, the government advice suggests that museum services will be likely to remain closed until at least July 2020.

The general feeling is that some form of opening may be able to take place in the summer, with potential for a wider form of relaxation in the autumn.

All future plans need to be mindful that there is as yet no vaccine or cure for Covid-19 and therefore second, and possibly third, waves of infection may result in our services needing to be scaled back and/or closed at short notice.

### **2.3 Rationale**

We have consulted our networks to gauge on wider sector thinking including the civic museums network, NMDC, the Museums Association and BHCC advice. We have also used some useful information which has been shared with us by SEMDP and ALVA which outlines public survey responses to visiting leisure/heritage venues when lockdown measures are eased.

We have consulted the various online documents made available by the UK government on the GOV.UK website.

This document will be a 'live' recovery plan which will be updated and adapted as and when new guidance and advice is shared.

#### **Key Assumptions**

We have planned on the assumption that:

- 1/3 of our workforce will be absent during the next 12-18 months. Communications will be shared with staff that everyone's priority will be to help keep buildings open where

possible and the expectation on all staff is that they should be prepared to assist with this, sometimes at short notice.

- There may be further serious outbreaks of Covid-19 which may affect our ability to remain open (NB: this has not been factored in financial recovery planning).
- RP and BMAG will be our priorities for opening, although these will have a limited offer.
- RP and BMAG opening will not happen before August 2020.
- Social distancing measures will be in place until at least January 2021.
- All group activity is ceased until further review e.g. school visits, group bookings and corporate events.
- Programmed events have been significantly scaled back with the focus being on transferring these to a digital platform if possible, or supporting high-profile programmes which will attract visitors.
- Projected visitor numbers will be approximately 60% in comparison to original forecasting for the period August – December (for full details see financial summary below).

### **3 STAFF SAFETY & WELFARE**

#### **3.1 Overview**

Considerations for the welfare of staff returning to work are paramount and will be our main priority going forward. This not only relates to physical health and safety, but also to mental wellbeing.

We will provide clear, consistent and regular communication to staff to improve understanding and consistency of new ways of working.

#### **3.2 Health & Safety**

We have a duty of care to our staff, volunteers and visitors to reduce the risk of infection. This information is based on official guidance from the UK government and BHCC.

The historic premises team will oversee all return to work H & S including risk assessments and safe working practices. There is likely to be an increase in H & S recommendations and practices and time will be needed for the historic premises team to process these regulations. The UK government recommends that all premises that employ over 50 individuals should complete a Covid-19 risk assessment which will outline new safe practices and display the 'Covid Safe' sign to demonstrate this.

The UK government has advised that workplaces should not encourage the precautionary use of extra PPE to protect against COVID-19 outside clinical settings or when responding to a suspected or confirmed case of COVID-19.

Unless we deem that an employee works in a situation where the risk of COVID-19 transmission is very high, our risk assessment should reflect the fact that the role of PPE in providing additional protection is extremely limited. However, if our risk assessment does show that PPE is required, then we must provide this PPE free of charge to workers who need it.

Workplace PPE recommendations will be established to reflect different areas of working in the service, if needed. The historic premises team will source and manage the distribution of all Covid-19 related PPE. As PPE is currently in short supply, the ability to acquire the



necessary items for staff will also determine our timescales for a safe return to work and the opening of our sites.

Staff will be instructed to always use the equipment and PPE provided to safely perform their role. PPE must never be shared. Used PPE must be disposed of in line with recommendations. Everyday work clothing should be treated as normal, but no item of clothing must be shared between individuals. Any PPE provided must fit properly.

### **Face coverings**

The UK government advice observes that there are some circumstances when wearing a face covering may be beneficial as a precautionary measure. The evidence suggests that wearing a face covering does not protect an individual, but it may protect others if someone is infected but have not developed symptoms.

A face covering can be very simple and may be worn in enclosed spaces. The UK government recommends that if possible, a face covering should be worn in an enclosed space, especially where social distancing isn't achievable and where you will come into contact with people you do not normally meet. They note that this is most relevant for short periods indoors in crowded areas. For example, on public transport or in some shops.

(Face coverings should not be used by children under the age of 2, or those who may find it difficult to manage them correctly. For example, primary age children unassisted, or those with respiratory conditions. It is important to use face coverings properly and wash your hands before putting them on and after taking them off).

Face coverings do not replace social distancing. We plan to maintain social distancing measures, promote frequent hand washing and good cleaning regimes to reduce the risk of infection.

Advice states that employers should support their workers in using face coverings safely if they choose to wear one. Employees must:

- Wash their hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it.
- When wearing a face covering, avoid touching their face or face covering, as they could contaminate them with germs from their hands.
- Change their face covering if it becomes damp or if it's been touched.
- Continue to wash their hands regularly.
- Change and wash their face covering daily (if the material is washable, wash in line with manufacturer's instructions. If it's not washable, dispose of it carefully in usual waste).
- Practice social distancing wherever possible.

The historic premises team have already ordered disposable masks that can be used by frontline staff if they wish.

Initially we can source our masks for staff from BHCC PPE supplies, but in the longer term we will be expected to source and procure our own supplies or suggest the use of face coverings.

In line with government recommendations, we will not make it compulsory for visitors to wear face coverings (the recommendations are that these are recommended not essential), and we are looking at sourcing supplies to sell.

### Main points

- Individuals who are shielding (and have been advised they are included within the clinically extremely vulnerable group, see UK government definition) are advised to stay at home.
- People who are clinically vulnerable and may be at higher risk of severe illness (people with some underlying medical conditions, see UK government definition) have been advised to take extra care in observing social distancing.
- Visitors must take personal responsibility regarding their own health and whether they should be visiting our sites.
- All staff must maintain a minimum distance of two metres at all times between themselves and others.
- All staff must be identifiable - wearing their name badges and branded clothing where appropriate.
- It will not be compulsory for staff and visitors to wear face coverings when visiting our sites.
- Visitors will be asked not to enter our sites if they are showing Covid-19 symptoms.
- All staff should self-isolate if they develop a new continuous cough or fever or anosmia. Anosmia is the loss of or a change in an individual's normal sense of smell. It can also affect their sense of taste as the two are closely linked. (The individual's household should also self-isolate for 14 days as per the current guidelines and the individual should stay at home for 7 days, or longer if they still have symptoms other than cough or loss of sense of smell).
- Staff must stay away from work for 14 days if a member of their household begins to self-isolate and then strictly observe government guidance regarding self-isolation.
- Staff must wash their hands upon arrival on site and frequently throughout the day. This should ideally take place on arrival, at the start and end of every activity, if they blow their nose, sneeze or cough, before they eat or handle food, and following any situation where they may have touched potentially infected surfaces. They should also take any additional opportunity to wash their hands that occurs. If hand washing facilities are not available suitable hand sanitiser must be used, with hands washed at the next possible opportunity.
- Hand sanitiser will be provided in locations where there are staff and visitor interactions and where hand washing facilities are not readily available. Hand sanitiser should not be viewed as an alternative option for hand washing if hand washing facilities are available.
- Staff and volunteers must not share tools or equipment, unless these are thoroughly wiped down between each individual use.
- NHS public information posters relating to coronavirus should be displayed in all toilets, staff welfare facilities, visitor welcome points and site information boards.

### **First Aid**

An Appointed Person service only will be provided for visitors. If a visitor needs treatment, the Appointment Person should call the emergency services. Please see the guidance provided by the UK government by following this link:

<https://www.gov.uk/government/publications/novel-coronavirus-2019-ncov-interim-guidance-for-first-responders/interim-guidance-for-first-responders-and-others-in-close-contact-with-symptomatic-people-with-potential-2019-ncov>

Normal first aid provision for staff and volunteers should be maintained. Maintaining social distancing may prove challenging in an emergency. In these scenarios staff are advised to avoid getting close to a casualty wherever possible.

First aiders must make themselves familiar with this advice and ensure they have the right first aid supplies available.

### **3.3 Evacuation Procedures**

If an emergency evacuation is taking place within a building, social distancing measures do not need to be observed. Staff and visitors will exit the building in a calm and safe way and congregate at the agreed muster point.

### **3.4 Wellbeing**

Our workforce development team will develop a support system for staff in which they can share their experiences and process any feelings of anxiety that they have felt or are continuing to feel. A weekly wellbeing email is being shared with all RPM managers. This can be shared further within teams as necessary.

### **3.5 Frontline Staff**

Support and training will be provided for frontline staff. This will need to cover new H&S procedures as well as a new way of approaching customer service. A forum in which to share best practice and lessons learned will be established.

### **3.6 Volunteers**

Volunteers will be able to return to work on a case by case basis taking particular account of where it is crucial to the delivery of the service. This will be dependent on a number of factors including the availability of a suitable supervisor, the availability of relevant PPE, safety measures that we can implement to protect them while at work as well as vulnerability issues related to Covid-19.

Volunteer managers will need to provide a review of our new procedures as and when volunteers return to work.

Currently there are two volunteers helping on the delivery of Museum Mentors, and another assisting with the delivery of conservation gilding.

### **3.7 Office-based Staff**

Working from home will be the preferred option for office-based staff for the foreseeable future - if not helping to cover frontline roles. (We will use our contracted staff to provide cover for opening arrangements to assist with managing the financial impact. All fit and healthy office-based staff will be asked to play their part in covering essential frontline roles).

Office-based staff who cannot work from home will need to ensure that all relevant Covid-19 H&S procedures are implemented in their workspace. These are as follows:

- All equipment must be sanitised using the recommended products before and after each use.
- Staff should be able to maintain the UK governments recommended social distance between each other when working in a shared space.

- Staff should review their workstation set-up and consider changing their office configuration to promote back-to-back or side-to-side working where possible.
- Good ventilation must be observed as far as practicable.
- Staff should stagger their departure and arrival times and breaks.
- Staff should implement their own rota system where possible to enable one person to be working in one room at a time. (Staff can consider implementing a 'partner' set up whereby individuals agree to work in the same space).
- The historic premises team will need to be informed of who is returning to work in their office space to manage H&S information etc.
- Staff will need to always work at their allocated desk space.
- Staff who are working from home will need to inform the historic premises team and their line manager if they need any equipment to be transferred to their home e.g. an office chair.
- Face-to-face meetings should be reduced as much as possible. Alternative meetings using telephone, Skype, Zoom etc will be encouraged. If a meeting needs to take place in person a suitable and well-ventilated space that maintains social distancing measures must be used. Attendees must use the recommended products to sanitise their work area both before and after the meeting. The number of people in attendance must be kept to a minimum and the length of the meeting must be as short as possible. Attendees must not share equipment e.g. pens.
- Staff have been informed in writing of the new H&S procedures for attending the main Control area on the estate to maintain social distancing measures. An internal and external queueing system will be used, with only one staff member at a time waiting in the Control room area.

All staff who are returning to work in an office must complete a risk assessment.

### **3.8 Work plans and priorities**

All current work plans and programmes for individual staff members are under active review due to recovery priorities which include reopening plans and changes to the financial position of the service. Consideration will also be given to those team members who are participating in the furlough scheme and the need to review their workplans in relation to this.

Priority will be given to work that aids recovery, produces income generation or which responds to community needs.

### **3.9 Housekeeping & Hygiene**

Cleaning regimes at our sites will be increased in both visitor and non-visitor areas. Housekeeping activity will be visible to visitors. This will not only provide increased hygiene measures but also provide a visual reassurance. Appropriate PPE will be supplied for staff undertaking these duties. The following areas should be programmed into daily cleaning routines:

- Door handles
- Lift buttons and light switches
- Till screens
- Keys
- Point of sale terminals (PDQ machines)
- Telephone hand-sets
- Office desks and chairs
- Office computers and laptops

- Printer touch surfaces
- Hand-held radios
- Equipment handles
- Shared visitor information folders and packs
- Tables, and chair backs and arms
- Staircase handrails
- Kitchen taps, kettle and fridge handles
- Toilet taps and door handles

This list is not exhaustive and so consideration relating to all ‘hand contact points’ within each area should be given. These duties are to be undertaken by both the housekeeping team and other staff using these spaces. We recommend that the **minimum frequency for sanitising hand contact points and handled items** should be at the **start of the day, in the middle of the day and at the end of the day** or as an area/item becomes visibly dirty.

We will purchase and install additional foam/alcohol sanitising dispensers for key points around the buildings (e.g. outside toilets, break rooms, Control Room entrance/exit).

The government has issued guidance on cleaning non-medical areas where a suspected case of coronavirus has been present. This requires that disposable gloves are used along with an apron. (Washing up gloves can be used more than once but must not be shared between users). Should there be heavy and visible contamination with bodily fluids (such as blood, vomit etc), additional PPE could be considered in the normal way.

Handling collections, sensory items and interactive exhibits must have access withdrawn if they encourage visitors to press buttons, handle, taste or smell. All interpretation must be removed if it involves shared materials (e.g. paper guides, pencils/pens) or be inserted into plastic sleeves which can be wiped over for example.

### **Waste Collection**

Use and dispose of PPE in line with current risk assessments. Gloves must be worn when emptying bins. Gloves must be removed and disposed of and then hands washed with soap for at least 20 seconds immediately upon completing this task. Waste collected from the toilet bins will be double-bagged before disposal.

Disposable masks used by staff will be double-bagged and stored for 72 hours prior to disposal.

Surfaces should be cleaned with antibacterial disinfectant and any cleaning cloths disposed of in normal waste or bagged up to be washed (follow separate BHCC guidance for cleaning up areas after suspected Covid-19 contamination).

## 4 RE-OPENING FOR BUSINESS

### 4.1 Opening Arrangements

Visitor numbers will be less than normal and we plan to stagger the opening of our venues, with shorter opening hours than usual in the first instance. We will monitor visitor and staff numbers and feed back to inform when we will increase the amount of venues open, as well as the hours of opening. We will also review this to reflect the easing of Covid-19 related restrictions by the government. Initially there will be no events, group activities or guided tours.

If we work on the assumption that the average visit to the Pavilion is 1 hr in length, this works out to a 68 person capacity per hour. That number of visitors would allow 10m<sup>2</sup> per person (ground floor visitor areas total is roughly 500m<sup>2</sup>) – see table below.

Household groups can be visiting together which could allow for some flexibility in our social distancing measures. We are working on the assumption that we allow a booking of up to 6 people as a household group. The proposal is to offer one slot every 5 minutes bookable for up to 6. This would give in the first instance a maximum capacity of 18 admissions every 15 minutes and a maximum visitor capacity of 64 per hour if all slots were booked to capacity. This figure will be reviewed each week taking into account both staff and visitor feedback and we can observe whether lower numbers combined with good invigilation means we can consider widening some of the walkways to create more usable floor space (consultation with the Royal Collections Trust would also be needed if widening walkways was to be reviewed as an option to increase capacity).

	Pre Covid-19 maximum capacity	Pre Covid-19 average length of visit	Pre Covid-19 visits per hour	Covid-19 average length of visit	Covid-19 maximum capacity	Covid-19 visits per hour
<b>Royal Pavilion</b>	450 persons	1 hour	450 persons	1 hour	68 persons (679m <sup>2</sup> usable floor space, allows for 10m <sup>2</sup> per visitor)	68 persons
<b>Brighton Museum Ground Floor only</b>	300 persons	1 hour	300 persons	1 hour	68 persons (680m <sup>2</sup> usable floor space – not including entrance foyer and shop – which allows for 10m <sup>2</sup> per visitor)	68 persons
<b>Brighton Museum</b>	500 persons	90 minutes	333 persons	90 minutes	148 persons (1,480m <sup>2</sup> usable floor space – not including entrance foyer – which allows for 10m <sup>2</sup> per visitor)	99 persons per hour
<b>Preston Manor</b>	tbc					

<b>Hove Museum</b>	tbc
<b>Booth Museum</b>	tbc

We do not intend to open for group or school visits until social distancing measures are lifted. We estimate that this will not be until January 2021.

We would need 12 frontline staff to open the Royal Pavilion (with 4 extra to staff the shop) and 8 frontline staff to open Brighton Museum.

## 4.2 Buildings

Individual work streams will be established for each of our sites. The group members will work together to focus on reopening and redevelopment plans, taking a cross-departmental approach. The work streams will produce task lists for each site outlining actions and who is responsible for delivery.

The Royal Pavilion will be our first site to re-open on 3 August 2020. It is an iconic symbol of the city and we hope that re-opening will provide a sense of reassurance to the public. This is also the most popular venue in our portfolio in relation to number of visits per year. The retail outlet within it is our most lucrative commercial venture. Additionally, it lends itself well to the implementation of social distancing measures one-way system already in force.

Brighton Museum and Art Gallery will be our second site to re-open on 17 August 2020. This is our second most visited site and is located adjacent to the RP which means that it will be easier to use staff across venues if necessary.

Preston Manor will reopen on 7 September 2020 (normally PM closes in the winter months) with reduced hours and/or weekend only opening.

Hove Museum and Art Gallery will remain closed to visitors until 2021 with staff concentrating on enabling works to strip out and redevelop the Wizards attic space.

Booth Museum of Natural History will remain closed to visitors until 2021 with staff concentrating on redevelopment work to the Osteology gallery.

## 4.3 Social distancing measures

### General

It is expected that visitors will assume that we will provide basic information and guidance to help them comply with social distancing requirements. This may include signage and physical interventions. The signage will advise of social distancing and will be distributed throughout public areas. Signage will be simple and clear and use images where possible. There will also be a 'no cash' policy in place. Temporary Perspex screening will be installed at front desks and shop counters.

It is reasonable to expect visitors to comply with signage and the government's wider advice to keep themselves safe. However, any clear lapses, particularly those that might endanger other visitors or staff should be addressed. Initially these should be viewed as happening

because of forgetfulness or lack of awareness, and staff will be advised to politely remind visitors of social distancing measures.

Any unacceptable or repeated failure to comply with social distancing measures should be managed by reminders from staff. If these continue to be ignored, then the visitors involved should be asked to leave. If they don't comply the police will be called.

Awareness should be given to any disabled visitors and interactions with their carers as they may need to remain close, or might need support with situations which arise, for example bypassing any queuing which occurs. Seating will be provided for those who are unable to stand in a queue while waiting for entry. This seating will be cleaned at the beginning and end of each day as a minimum.

Staff will be expected to assist with queue management and movement around the buildings and to observe for any possibility of overcrowding.

#### Royal Pavilion:

See Annex 1 for detailed plans. We are hopeful from reading current government guidance that the RP will be able to open from 3 August 2020. This will initially be a limited opening with shorter opening hours. The team will monitor staff and visitor feedback and public safety advice to develop plans to decide when to open for longer hours and more spaces.

Queueing for entry will be controlled by pre-booking only which means that numbers will be known in advance. The queue for entry will be managed by signage and physical distance markers and by an extra staff presence.

Once inside the building a one-way circular visitor route will be retained, with staff closely monitoring visitor levels in each space to ensure that maximum occupancy is not exceeded and that visitors maintain a steady pace to their visit. Visitors will be asked to avoid sitting where possible (e.g. Music Room) and to resist touching stanchions and ropes.

A specific staff work stream will review opening arrangements on a weekly basis, with input from historic premises and frontline teams. This will mean that the team can discuss the incremental opening of our sites in relation to observing current use by visitors as well as staff feedback. This method will ensure that staff are given a two week notice period before any further opening changes are made.

Photography will continue to be permitted but will be monitored by staff. Visitors may be asked to cease taking photographs if they are impeding the natural progression of other visitors around the visitor route.

If conditions allow, windows will be opened where possible to promote airflow.

Non-frontline staff will be asked to avoid using public spaces during opening hours and to use the basement or external routes where possible.

Brighton Museum and Art Gallery: From reading current government advice we are hopeful that BMAG will be open in a limited way from 17 August 2020.

Preston Manor: PM will open from 7 September 2020. This is a pay-for-entry property and has the potential to draw in income. The property is normally closed in the winter months (except to school groups).



Hove Museum and Art Gallery: HMAG will not open until 2021 as we hope to use this opportunity to undertake improvement works to the 'Wizard's Attic' exhibition space

Booth Museum of Natural History: BM will not open until 2021 as we hope to use this opportunity to undertake improvement works to the osteology gallery space and review the location of the geology store.

#### **4.4 Opening Hours**

The initial opening hours for our sites will be shorter than normal. This will be more cost effective in relation to staff costs and increased hygiene measures, but will also help to mitigate against any staff shortages. Daily 10am-4pm (last admission at 3pm) opening will be our default times per site - these times can be easily increased as confidence in both staff and visitor numbers grows.

#### **4.5 Pre-booking & length of visit**

Initially visits to site will be managed by pre-booking an available timeslot and paying in advance only. This means that staff will be aware of the amount of visitors due on site, when they will be arriving, and will assist with managing social distancing while visits take place.

Timeslot entry will take place every 5 minutes for the Royal Pavilion. Timeslot entry for all other sites will be determined through further capacity planning work. One week blocks of booking will be open at a time - with a week of booking released at a fixed time the week before. Booking will be available on the day of visit to encourage passing visitors to book for later in the day. We will keep this under review.

Booking will be limited in the first instance to online via our ticketing website <https://www.maximweb.net/brightonmuseums/events/> with prepayment required to secure the timeslot. Once the booking office staff are able to safely return to site the team will also be in a position to take bookings via phone on 0300 290901. Currently the team are not able to process payments remotely as we are not able to offer P2P secure encryption on diverted office phones.

In normal circumstances the average length of visit is approximately one hour to the Royal Pavilion. Using our social distancing calculations this means that a maximum of 6 visitors can be admitted per timeslot. The last booking slot at 3pm will let people arrive 1 hour before closing.

Queuing areas for entry outside our buildings will be clearly marked. Validation of bookings will observe the current social distancing rules. If there is spare capacity as a result of un-booked tickets, this will be handled at the discretion of frontline staff – payment will be by card only.

We will use our digital and social media platforms to advertise our opening arrangements, alongside our website. Signage will be produced for display outside our sites which will encourage visits and explain pre-booking. A 'Welcoming You Back' video for use on line is also being prepared to provide visitors with reassurance that our buildings Covid-19 safe and manage expectations.

#### **4.1 Visitor Information**

When booking a visit to the Royal Pavilion we will make it clear to visitors that our audio guides will not be available. These are normally charged at £2 per person. Visitors will be offered the option to make use of our free downloadable audio tour instead using their own smartphones.

Our booking website will provide a default option to pre pay for a guidebook or mini guide for collection on arrival. We will also sell guidebooks and mini guides at the entrance via card payment only. We will provide pre-visit FAQs to help visitors plan their time with us and to outline how the visit will be different to normal.

The buggy store and the AV room will not be open. Visitors who cannot access the first floor will have an option of informing staff of this when they pre-book so that arrangements can be made for them to access the AV room.

#### **4.2 Group visits**

Group visits will not be permitted for the foreseeable future. This type of visit will be re-introduced when there is confidence in how this will be managed to provide safe working for our staff. Our planning process is assuming that none of our sites will be able to welcome group visits until January 2021 at the earliest. Under normal circumstances group visits make up 42% of RPMs admission income.

#### **4.3 Welfare Facilities**

The public toilets at the entrance to the RP will be the only welfare facilities open to visitors initially. The team will review opening other toilet facilities as part of the weekly review meetings. Hand sanitiser will be provided at the entrance to the toilet facilities.

#### **4.4 Catering**

The tearoom located in the RP will not be open initially. Discussions are currently underway between ourselves and the contract caterer regarding re-opening arrangements for both tearoom and Pavilion Tea Company. Given the uncertainty around the hospitality sector this may provide a suitable opportunity to undertake a review of catering facilities and options across RPM.

#### **4.5 Retail**

An online retail offer is currently operating and the new Royal Pavilion guidebook launched online in early June. This can be promoted and sold via the online shop as part of the re-opening message.

Following recent government announcements relaxing restrictions for non-essential retail from mid-June, we are currently reviewing feasibility for opening the Royal Pavilion shop prior to opening the Royal Pavilion itself. Perspex screens have been installed by till points and a one-way system implemented to guide visitors. See Annex 1.

Hand sanitisation stations will be available outside both the internal and external entrances to the shop. A minimum of four staff members will be required to work in the shop at any one time (one person staffing the till, two monitoring numbers in the shop from each entrance, and one support staff member).

#### **4.6 Outdoor Spaces**

Our garden team members are equipped with PPE when working in the gardens. The distribution of PPE will be managed by the historic premises team. Team members must wash or wipe down hand tool handles/hand contact points with anti-bacterial sanitiser or water and soap at the end of each day, or at the end of each individual use before another person can use them.

Following guidance issued by the Government <https://www.gov.uk/guidance/safer-public-places-urban-centres-and-green-spaces-covid-19> and the increased use of outdoor spaces since the relaxation of restrictions, staff have reviewed visitor flow and messaging around the safe use of the garden. Additional directional signage and information for visitors will be installed in June providing social distancing reminders and encouraging one way flow on some of the narrower paths. This will reflect wider BHCC guidance being rolled out across the City as well as Government guidance.

Outdoor queue management systems will be in place when our sites re-open. During busy periods in the summer such as weekends we will be seeking to deploy staff to provide a visible presence in the Garden providing information and guidance for visitors

We will continually review the use of the outdoor spaces and inform the police of any activity that is felt to be a breach of public safety requirements. The service has an existing contract with a guarding company which has currently been suspended, we may decide to bring them on site if deemed necessary.

#### **4.7 Collections Care**

Collections care and management will continue and working within existing collections care standards.

RPM will need to consider exhibition and loan schedules and content:

- Exhibitions and interpretation may need to be adapted
- Extra time may be needed to prepare exhibitions, especially if some loans are due to move on as timing issues mean exhibitions are now out of sync
- Some exhibitions may no longer be viable and alternatives may need to be developed
- Delays may impact the repatriation or availability of loans for exhibitions

#### **4.8 Programming**

Our programming team have been re-drafting and re-profiling programming and engagement activity for 20-21. We have reduced planned programmes for the remainder of the year focussing on a couple of high profile exhibitions with the capacity to attract visitors on re-opening. Activities planned for later in the year that would not work with social distancing measures such as Father Christmas at Preston Manor, Escape Rooms, Family Activity Days etc have all been cancelled. Staff efforts have been diverted to online publishing and engagement activities. Projects that were well advanced or live at the point of closure have now been moved online e.g. 100 First Women and Plastic Oceans which will open as a virtual exhibition in June.

From the point of opening we are looking at light touch engagement activities requiring minimal investment which can be easily adapted if advice changes, or further spikes in Covid-19 occur.

Below are some examples of the change to our programming activities:

- 100 First Women Portraits - Exhibition has now been expanded with a significant online presence with 100 Women blog, and online exhibition created with access needs prioritised, with added audio narrative and interviews.
- Our Plastic Oceans - Exhibition in galleries cancelled. Exhibition to now take place online (dates tbc) based on microsite within RPM website, with social media links and conversations with campaigning community partners including Onca, Brighton Dolphin Project, artist Irene Soler (adropintheocean) and Sussex Wildlife Trust. It will also link to Our Living Coast and ongoing work with the Biosphere project.
- Christmas at the Royal Pavilion – Annual display has been cancelled with the focus to remain on the Royal Collection loans.

We are aware that the visitor profile may change e.g. those isolating may be in lockdown for longer and so a lack of over-70's demographic visiting. The team are aware that the community may want different things from us when they visit.

All future programming plans will need to be closely monitored as they need to be developed with the knowledge that there may be a sudden change implemented by the government in reaction to Covid-19 and be financially viable in relation to this.

#### **4.9 Community Engagement Work**

All community engagement activities have ceased on site but some are continuing virtually. The community engagement programme is focused around both providing meaningful long-term support to communities that we have strong, relevant, ongoing relationships with, and responding to new opportunities and requests from communities in Brighton & Hove that need or want our support and contribution. This work addresses long term social exclusion and takes RPM to marginalised and vulnerable groups. It also addresses wellbeing and social justice through consultation, collaboration and the creation of new outcomes. It embraces diversity and challenges RPM to work in new ways. See the attached Communications Plan for additional information.

#### **4.10 Members & Patrons**

See the attached Communications Plan.

#### **4.11 Fundraising**

There is a high public awareness around organisations struggling with funding through the pandemic. The research from ALVA predicts that funders and patrons will be open to messaging around fundraising but will also be approached by other organisations with similar messaging.

A marketing and fundraising campaign should be transparent about how we are currently funded (the % of funds that come from BHCC and other funding bodies) and emphasise the shortfall in income from visitor numbers and what may not be achieved due to this shortfall.

Fundraising messaging needs to be unified across all of our platforms and marketing plans put in place for a campaign. As the majority of our members are from the Sussex area we should also focus messaging on supporting local heritage and civic pride and highlight the extraordinary and iconic nature of the Royal Pavilion (including the garden) as an

internationally renowned architectural treasure (also emphasising the attraction of the Royal loans). A fundraising strategy is currently being produced with input from trustees.

During the next 3 years there is going to be an increased need for fundraising to:

- Aid recovery from Covid-19 impact
- Develop the RPMT unrestricted reserves for future resilience
- Support key capital projects: Royal Pavilion gardens development, BMAG roof and the 20<sup>th</sup> century gallery re-display and the Evolution Gallery at BM.

#### **4.12 Learning & Schools**

Collaboration with local schools and their ongoing priorities will continue under our teacher ambassador programme. This will assist us with maintaining relationships with schools and gaining advice and support for the need for new school offers including online, outreach work and loans. This will be an essential part of our recovery to ensure that we can continue to support schools and for them to advise us on how we can return to schools visiting us safely. They will also be able to share with us any guidelines they are receiving in relation to this.

#### **4.13 Functions & Events**

##### Events Hosted/Corporate and private hire

Due to the fact that mass gatherings look highly unlikely for the foreseeable future, all RPM hosted events (e.g. banquets, operas and concerts), corporate and private hire events have been cancelled until December 2020, or postponed until government guidance on mass gatherings are changed.

##### Wedding Ceremonies and Receptions

To date we have a have had only two Covid-19 related full cancellations. 11 couples are still booked for this financial year and 20 have moved their dates to 2021. However, there are concerns regarding the lack of enquires coming through for the coming months and next year. Therefore we need to look to actively promote our product to increase enquires for when restrictions ease.

All couples that had booked their ceremony with a reception at the Royal Pavilion have moved their wedding dates to 2021 due to current restrictions on mass gatherings therefore preventing them from holding their receptions.

A large number of our clients are from other regions of the country and some from abroad so lockdown, travel, hotel and reception venue restrictions are making it impossible for clients to have the wedding that they wish to have full of family and friends.

##### Work undertaken to reopen for Ceremonies

Covid safe wedding ceremony guidelines and a risk assessment for a maximum of four attendees, a photographer and two Registrars have been prepared and will be updated as and when required according to government and registry office guidelines.

When the government guidance changes to permit larger gatherings we look to offer wedding slots around our reduced opening ours in the short term i.e. after 2pm but this will depend on Registrars availability.

We have now become a member of the Association of British Wedding Businesses (ABWB). This organisation was established in light of the COVID crisis and is the first association of its kind in the UK.

#### Work undertaken to reopen for RPM Hosted, Corporate & Private Hire Events

Once mass gatherings government guidance is released we will draw up Covid-19 safe event guidelines and risk assess for all event scenarios.

In the meantime the team are focussing on:

- A Virtual Wedding tour of the RP: 93% of couples view their potential venues prior to booking and under current government ruling viewings are not permitted. Not being able to view venues could negatively impact upon the wedding business in the coming two years as couples book between 6 months to two years in advance of their wedding date. Over the summer we will develop a virtual tour of the rooms in which wedding activities can take place.
- Virtual Tour of the RP for Corporate/Private Hire Bookers: As with weddings the majority of corporate and private hire clients view our venues prior to booking so a virtual tour of the rooms we offer to hire would be beneficial in securing future bookings. Initially we would prioritise the Pavilion then perhaps in future months consider this also for the BMAG.
- Encouraging a priority booking list System: For our own hosted events such as the Christmas banquets, opera and carol concerts we will encourage clients that ordinarily attend these events to join a priority booking list for these events next year.

#### **4.14 Communications & Marketing**

The leadership team will sign-off all communications related to Covid-19. Please see the attached RPM Communications Plan.

Messaging will be centred on our safety measures for visitors as well as communicating how we are protecting our own staff. This will be given a high level of visibility on our website and on social media. There will be an online emphasis regarding the changing nature of opening times and venues, and alerting visitors of re-openings and potential closures as far ahead as we can.

Video technology is being used to communicate with visitors as this has been very successful in the past and is useable across all social media platforms, as well as on our website e.g. short videos explaining the changes we have made to keep the public safe and explaining the new visit.

#### **4.15 Digital Audiences**

RPM has increased its online presence and output during the lockdown period to reach new and different audiences, as well as continuing to engage with existing users. We will embed a culture in all of our staff to always think of ways to share what we are doing digitally with our different audiences.

A Digital Strategy has been developed to build on the successes of work during the initial lockdown period and support the overall recovery plan. This is focused on delivering five aims:

- Income generation: maximising potential revenue from the online shop and virtual giving.

- Inspire more active engagement: produce more online content that encourages more active engagement than simply reading.
- Translate planned programme to online engagement: where possible, and agreed with funders, shift physical events and displays to meaningful online experiences.
- Focus on a more diverse local audience: targeting engagement campaigns and content at individuals and community groups within Brighton & Hove and hinterland.
- Communicate the recovery plan: inform potential visitors about when and how our museums will re-open and keep them engaged with transition to trust and how RPM is addressing challenges.

#### **4.16 Financial Recovery**

Visit Britain predicts domestic UK tourism will see losses of more than £22bn in 2020. Strict financial controls have been introduced for all budgets e.g. all funding applications/spend/fundraising initiatives need to be approved by LT.

##### Expenditure Controls:

The agreed priority for spend is:

##### Priority 1

- Salaries
- Essential building repairs and maintenance
- Health & Safety priorities
- Critical collections care work
- Practicalities related to re-opening
- Keeping our sites open and accessible

##### Priority 2

- Current activity engaging audiences digitally or remotely
- Programmes to encourage visits once sites reopen

Anything that falls outside these two spend categories is currently not approved.

##### Applications for Emergency Funds

RPM is relating details of applications to two sources of emergency funding.

- Government's Job Retention Scheme: From 10 June, 142 RPM staff are currently on furlough. In approximately 50% of cases (particularly in relation to front line staff who have been unable to work since lockdown), this claim has been backdated to 1 April.
- Arts Council England NPO Emergency Funding: In May 2019 an application was submitted to the ACE emergency grants scheme for income loss for the period March – September 2020. £900,000 was applied for. The outcome of the scheme will be announced 30 June.

##### Income

A visitor modelling exercise has been undertaken for each of the charged sites; Royal Pavilion, Brighton Museum and Preston Mano, to determine potential income based on safe capacities, planned programmes and the likelihood of there being no significant group or school visits for the remainder of the calendar year and none of the international group visits which we would

normally see in March 2021. Visitor numbers and admissions income are projected to be as follows.

	2020/21			2019/20		
	RP	BM	PM	RP	BM	PM
Aug	11,790	4,704	-	46,329	11,286	1,533
Sep	14,560	4,980	1,265	20,980	7,071	1,067
Oct	16,690	9,400	1,475	22,725	8,054	1,117
Nov	9,750	9,120	705	11,774	6,882	1,271
Dec	10,340	5,100	670	10,347	4,753	3,147
Jan	6,800	4,200	250	11,182	7,232	154
Feb	11,400	5,780	1,168	12,522	7,473	773
March	12,000	5,440	510	5,146	4,391	285
<b>Totals</b>	<b>93,330</b>	<b>48,724</b>	<b>6,043</b>	<b>141,005</b>	<b>57,142</b>	<b>9,347</b>

	2020/21			2019/20		
	RP	BM	PM	RP	BM	PM
Aug	£ 111,364	£ 10,040	£ -	£ 359,067	£ 41,060	£ 6,218
Sep	£ 137,528	£ 11,792	£ 5,551	£ 222,352	£ 20,958	£ 4,367
Oct	£ 168,342	£ 31,419	£ 6,472	£ 228,587	£ 16,520	£ 1,406
Nov	£ 99,257	£ 32,606	£ 3,094	£ 124,100	£ 12,118	£ 3,337
Dec	£ 100,598	£ 19,815	£ 2,940	£ 99,081	£ 9,117	£ 8,236
Jan	£ 65,564	£ 11,956	£ 988	£ 78,267	£ 12,114	£ 801
Feb	£ 111,524	£ 19,319	£ 4,220	£ 122,610	£ 14,818	£ 693
March	£ 115,700	£ 16,443	£ 2,015	£ 51,974	£ 5,188	£ 759
<b>Totals</b>	<b>£ 909,876</b>	<b>£ 153,389</b>	<b>£ 25,279</b>	<b>£ 1,286,038</b>	<b>£ 131,893</b>	<b>£ 25,817</b>

#### 4.17 Future Impacts

We are aware that this is not a short term crisis and the impacts will be felt for years to come. The main impacts for us to be aware of are:

- Increased population lockdown due to second and/or third waves of infections before a cure or vaccine have been developed.
- The return of overseas visits to previous levels may take 2-3 years to recover.
- The financial impacts will be felt for at least 2-3 years.
- Visitor expectations may change regarding what we deliver.

#### 4.18 Positive Impacts

There are a number of potential positive outcomes to come from the coronavirus crisis.

##### Ways of working

The return to work period can bring opportunities to implement some cultural changes to working practices which will be communicated through line management and welfare



conversations. These include reviewing the possibility of increased working from home (e.g. work/life balance, flexibility), reviewing meeting practices (e.g. frequency, attendees, purpose, digital), the promotion of employees working to their contracted hours and improvements to email use and management. Team objectives will also be reviewed to reflect the wider changes that will need to be made to the service output as a result of Covid-19.

#### Space Review

A review of workstations and office space could be undertaken in conjunction with an increase in working from home to investigate the potential for increasing capacity at our sites including using spaces differently e.g. for storage, opening to visitors etc.

#### Environmental

The possibility of an increase in staff who can work from home could result in a decrease in commuting within the city. Investigating the use of digital meetings could also result in a decrease in commuting (particularly between our sites), energy savings on site, smarter working and waste disposal savings.

#### Collections

This is an opportunity to progress the storage review (combined with a site wide space review). This could result in financial savings and additional revenue opportunities e.g. the current spend on the rental of the off-site storage facilities and the creation of accessible stores, other spaces may be potentially used for other revenue increasing activities etc.

#### Staycation visitor market

Although there is likely to be a decrease in overseas visitors to our sites in the short term, there is the potential to attract an increased market of those people who are holidaying within the UK.

## RPM Covid-19 Communications Plan

### 1 Background

We have consulted our networks to gauge wider sector thinking including the English Civic Museums Network, National Museums Directors Council (NMDC), the Museums Association and Brighton & Hove City Council (BHCC) advice. We have also used some useful information which has been shared with us by South East Museum Development and Association of Visitor and Leisure Attractions (ALVA) (see Appendix 2 & 3).

We have also consulted the various online documents made available by the UK government on the GOV.UK website, Visit England and Tourism South East and Brighton & Hove City Council.

### 2 RPMT Channels for communication

**Website** -the website is the primary source of information for our visitors. We must prioritise keeping it updated with all current information relating to the re-opening of our buildings, safety measures, opening times and changes to customer booking information and opening times.

**Social Media**- We have a presence across Facebook, Instagram and Twitter. We can utilise these platforms to share information, and ensure we are listening to and engage in conversations with stakeholders, tourism and museum groups, and the wider public.

**Bookings Office** – In addition to booking tickets for visitors, this team is a point of remote contact for those who want an in-person response to specific questions. They are also the primary point of contact for travel trade enquiries. Although telephone enquiries have been discouraged since lockdown, the team have been answering and directing online enquiries. We will build up a reduced in-person presence in the office in the two weeks leading to the re-opening of the Royal Pavilion, including reinstating telephone contact.

**Email newsletters** -We currently have three newsletters that go out to a combined mailing list of over 4,600 subscribers. These are: What's On (upcoming exhibitions and events), Insider (narrative based) and the Members newsletter. There is also a group's newsletter in the planning stage.

**Membership & Patron Communications** – the Royal Pavilion Trust (formerly Royal Pavilion Foundation) the longstanding fundraising charity associated with RPM has a membership & Patrons scheme with in excess of 3,000 members and 21 Patrons. Communication with members has traditionally been thrice yearly via a print newsletter, with Patron communication on a more personalised and frequent basis via the fundraising team.

**Google Business/TripAdvisor** – these directories are often the first place potential visitors will read reviews and glimpse basic visitor information. We need to ensure these are updated to reflect opening arrangements alongside our main website.

**Printed leaflets and posters** - All print production is currently on hold and plans for print to promote onsite exhibitions is cancelled. It is presumed that there will be new signage to signpost Covid-19 safety in buildings as well as directional signage. We can very easily design

and produce a re-opening print campaign for distribution if there is a budget for this and if our distribution companies are still working as before

**Press Releases** - We send out regular press releases about our programmed content, exhibitions and events, as well as more general museum news messaging. It is anticipated that we will be sending out press around re-opening and trying to raise profile in a saturated news environment around lots of businesses re-opening. We will tie into national campaigns with Visit Britain and local ones with Visit Brighton.

**Joint Promotions** - primarily for the Royal Pavilion through the EXPLORER PASS with i360 and SeaLife Centre and 2for1 train promotion, but also Sussex Modern and some smaller campaigns. We need to re-assess the messaging in all of these campaigns.

**City Marketing** – Inclusions in the Visit Brighton campaign to raise visibility of Brighton & Hove as a top destination to return to for staycationers and day visits.

**Network Tourism Marketing**- proposed heightened participation in national campaigns by Visit England/Visit Britain and Tourism South East.

**Print Advertising** - We currently advertise in various local publications as well as advertising group visits in tourist press, we sometimes take out opportunities on spec and with associated special offers, as well as advertising in specialist publications relating to the subjects of exhibitions (Pride Brochure, Brighton festival brochure, Glyndebourne programme etc). We will need to see if there is budget for placing A Welcome Back themed advertising campaign.

**Digital Advertising/Marketing** - Digital marketing will be of increased importance to attracting visitor's post-lockdown. Paid, targeted advertising across Facebook and Instagram will be a cost-effective means of reaching key audiences. If there is budget to support this then we should commission an agency with experience for a Welcome Back campaign or similar.

**Internal email system** – Used to communicate with staff, particularly for corporate messaging.

**Team collaboration platforms** - Staff working from home are currently using various online platforms to communicate effectively and coordinate social media activity and its digital publishing programme. These tools include Deputy (rota and messaging system for Front line staff), Skype, Slack, Trello, Google Drive, Zoom and Whereby. RPM's digital asset management system has also proven vital in ensuring remote access to data and files.

**BHCC Corporate Communication** - The RPM marketing team works closely with the Council comms team on issues of political significance or shared responsibility. While RPM remains with the Council, it follows its lead in responding to approaches from politicians and protest movements, and press communication about criminal incidents on its sites. A protocol for shared working has been agreed between the Trust and BHCC which will govern the future relationship. Post-transfer, RPM will manage its own response to political and criminal incidents, but a co-ordinated response will be used on areas of shared interest, such as the Royal Pavilion Garden.

### 3 Staff Communication

While RPM remains part of BHCC before moving to trust status (expected October 2020) we will be working to the guidance laid out in the communications protocol which lays out the guidelines for working collaboratively on all communications with BHCC.

### **3.1 Overview**

Considerations for the welfare of staff returning to work are paramount. This not only relates to physical health and safety and minimising the risk of infection, but also to mental wellbeing. We need to bear in mind that staff may have experienced lockdown in difficult domestic circumstances which may not always be remedied by an easing of restrictions. In addition to anxieties about the risk of infection, colleagues may also have heightened concerns about RPM's future and their employment, especially if the economy does not quickly recover. The move to Trust, changes in governance and senior leadership, as well as the furloughing of staff will heighten anxiety. Some staff have experienced intensification of workload and a resulting stress as a result of lockdown e.g. managing security and facilities cover with minimal staffing, supporting and leading staff who are experiencing stress and anxiety during a time of great uncertainty and frequent changes in messaging, covering workloads of furloughed colleagues. Other RPM staff have taken on or will be expected to adapt to new tasks e.g. deployed to emergency council teams, litter picking and deep cleaning buildings, covering security and front line, working in unfamiliar buildings. A number of staff who are shielding will be facing potentially further delays in a return to work. For staff coming back it will be to a 'new normal', physical changes and restrictions within the workplace to allow for increased social distancing such as, staggered breaks and arrival, ongoing work from home requirements, restrictions in office spaces are also all going to present varying degrees of challenge for staff and require clear communication.

### **3.2 Priorities**

Clarity and consistency of message:

- Share recovery plans with staff, and prioritise transparent communications.
- Compile a frequently asked questions (FAQ) for staff.
- Make sure all staff are provided with the most current Covid-19 related health and safety information regarding themselves and visitors.
- Provide regular, clear updates on progress across the organisation with updates to reassure staff that the strictest measures are being put in place to ensure safe working.
- Ensure that RPM is swiftly putting in place safety measures and reacting quickly to changing advice and government guidelines. Once these arrangements are put in place, communicating and engaging with employees about these new arrangements in a timely fashion will be critical.
- It is important that all staff understand what the measures are for and their part to play in implementing them.
- Clear pathways to reporting worries and concerns to line management should be signposted.

### **3.3 Provide visible internal leadership**

- Continue to provide regular updates from Trustees and senior management to ensure staff feel that the conditions and pressures they are experiencing are acknowledged.
- Clear policies and consistent communications across teams of expectations around furloughed staff, management of workloads, workplace returns etc.
- Clear messaging around move to Trust, changes in governance and leadership ideally separate from operational matters, signposting key dates, consultation timetable, work required e.g. to support transfer of ICT and finance systems .
- Emphasise that this is being experienced collectively and share tips and support.

- Messages to staff must emphasise the importance of the RPM team. It is expected that 1/3 of the workforce will be absent over the next 12-18 months. Staff are being asked to step into roles they are unfamiliar with, often on the front line communicating directly with our visitors.
- Communication will be vital about ways in which those staff moving into unfamiliar roles are supported with training to undertake their new roles successfully.
- Stress risk assessments and signposting to counselling and wellbeing services for staff who are presenting with symptoms of stress.
- Remind staff that they have free access to coaching support both within RPM and the wider council, and this arrangement with BHCC will continue into Trust. This can provide support to both personal and work-related issues.
- Consult staff on the establishment of a staff group as a space to share experiences of Covid-19 and lockdown, including ongoing issues and how they have coped, what has been useful, what they would like to share. This can be both face to face meetings (using correct guidance) and/or virtual.

### **3.4 Communication with staff working from home**

Ensure that managers are communicating regularly with their reports who are shielding/ continuing to be based primarily at home via 121s, team meetings, email to ensure that they remain 'in touch' with the workplace and colleagues to ease a future return to the workplace.

Make sure communication with these staff members is using platforms that are accessible through the ICT equipment they use at home and recognise that they may have connectivity issues.

### **3.5 A place for staff to engage with each other**

As staff cannot socialise together in the usual way, consider creating a dedicated intranet site or online staff room (like the WAVE) as a permanent resource for staff to access all relevant documents and signposted help available to them during the Covid-19 crisis.

This can also facilitate messaging and other forms of staff support e.g. quizzes, staff achievements and ways of building community.

Build on staff community support networks developed during lockdown and work towards staff celebrations marking key moments e.g. opening / transfer/ 1000 visitor since reopening etc.

### **3.6 Volunteers/ internships/work placements**

#### **Volunteers**

- All volunteer placements were frozen at the point of lockdown. Consideration for volunteers to restart placements is on a case-by-case basis, and only considered where the placements cannot be carried out by a member of staff. If agreed, a full risk assessment is required.
- Where volunteering can be carried out remotely, this can be agreed with the Volunteer Supervisor, Manager and Volunteer Manager.
- Where volunteering can be carried out in an outdoors environment, such as the Pavilion Gardens and Preston Manor Gardens, these will be explored following guidance from the Historic Premises Team and using specific risk assessments and only agreed if placements are supervised at all times, and can be done so safely.

- Where volunteering can only be carried out on site, such as office based, working with collections, etc, such placements will be considered as staff start to return to work on site, and only where the placements is seen as crucial to the delivery of the agreed priorities in the Business and Activity Plans.

#### **Internships/Traineeships**

- Where internships and traineeships were agreed prior to lockdown, and then postponed, these will be considered on a case-by-case basis with the Manager and the Volunteer Manager and will only be approved if safe to do so and following guidance and with a full risk assessment.

#### **Student placements/work experience**

- All student placements and work experience placements were cancelled for 2020 and will be reviewed early 2021 in consultation with RPM staff, schools, colleges and universities.

## **4 Self-organised visitors**

We need to bear in mind that everyone in our sector will be communicating similar messages at the same time. RPM needs to be clear and concise as to the safety measures that we have put in place, but also endeavour to find creative ways to engage our returning visitors.

Research commissioned by the [Association of Leading Visitor Attractions](#) (ALVA) in April 2020 suggests that visitors to tourist attractions:

- Are more comfortable with the idea of visiting open-air sites and country parks.
- Will avoid places which they perceive to be crowded or where there might be queues.
- Will expect pre-booking options and social distancing measures.
- Will expect staff to be visibly cleaning spaces and enforcing social distancing.
- Will wait until they see others visit a tourist attraction before venturing out themselves.
- The over-55s are the keenest to visit, but they also have the highest expectations of social distancing and good hygiene.
- Londoners and the under 35s are the least likely to visit tourist attractions anytime soon.
- Visitors want to know what safety measures you have in place before they visit and see them actively enforced during their visit.

## **5 Actions**

### **5.1 Address Safety Concerns**

- Communicate to our visitors that we are ensuring their safety by following all of the Covid 19 guidance from the UK government, BHCC, and the Museums Association. The ALVA survey suggests that 'caution is still primarily driven by perceptions of crowds and whether an attraction is able to maintain distancing'.
- Emphasise that pre-booking a visit is an essential substantive change to past practice and will provide the best means of ensuring social distancing. Possibly also reference linear route of Royal Pavilion.

- Ensure our online channels consistently reflect our advice. RPM needs to use innovative ways of messaging across all of our available channels. We need to show how our venues are managing the safety measures and show and share videos or images of how we are moving forward. Consider the use of video to orientate and welcome visitors back. These can be easily shared online but may need additional resources to produce.
- Mention of Covid-19 safe kite mark.
- Make sure that all our risk assessments and safety plans for the museums are readily available on our website. Give factual advice about Covid-19. Direct customers to a place where they can obtain the latest health advice and facts.
- Make sure that all signage across sites is clear and consistent, positioned where needed and carries the correct information. Liaison will be needed with conservation and buildings teams around positioning of new signage.
- Consider the possibility of providing a means of communication for visitors to ask questions prior to their visit, recognising that some may have particular access needs or concerns. A dedicated phone line could be established, along with a contact form and an email address with a named individual. We would need to emphasise on our website that there is a member of staff waiting to answer questions and concerns in person.

## **5.2 Communicate the changes**

- Ensure that the messaging about pre-booked tickets and other changes to visits has high visibility on our website as this will be a change from previous business practice. Will also need to emphasise that late arrivals and drop-ins may not be accommodated in order to protect other visitors.
- Make sure information about our cancellation policy and refunds are visible and clear as this is shown to be (ALVA survey) a significant concern amongst a high percentage of potential pre-bookers.
- Re-write a frequently asked questions section for the website that addresses the top questions we get asked. We can collate these questions via a survey sent to our mailing lists.
- Make it clear on our website what a visit will entail, including new visitor routes, safety measures and how long we expect their visit to last. Video walkthroughs may prove useful.
- Make sure that we communicate the changing nature of the advice from the government in a timely fashion and that we are adhering to all requirements. This will involve possible re-closure of buildings, or changes to opening hours at short notice. Communicate any changes through our social media channels and website as soon as we know about them.
- Make sure visitors are aware of our online offer. Where some of our programming remains online despite our venues re-opening, we may have to explain why this is the case and emphasise the benefits of online engagement.
- Find out more about our visitors' concerns through using a survey to our current mailing list, asking a series of questions about what might influence them to visit, and what safety measures they expect to see in place. This will not only help RPM to understand what questions and concerns need addressing in our wider communications, but to also demonstrate that we are taking a considered, consultative approach to opening.
- Utilise industry surveys and search results to track our visitors' sentiment, and take part in wider promotions via Visit England and Visit Brighton to reiterate our messaging around safe visits. We should take part in wider promotions with other venues regarding Covid-19 safe visits.
- Engage with our visitors on websites like Trip Advisor and Facebook and be prepared to answer questions and engage with our visitors in those places. Even if RPM does not leave

BHCC by 1 October we may need to fast-track Facebook pages for each venue to support communication.

### 5.3 Communicate the Offer

- **B&H Residents:** Residents in particular will be looking for close to home experiences where need for reliance on public transport is minimal and eating and toilet facilities are a known quantity. Anecdotal evidence shows a large proportion of local residents have never visited the Royal Pavilion or the Museums or have only previously visited as a child or when visitors come to stay. Re-emergence from lockdown provides an opportunity to promote days out on your doorstep. Coupled with the current resident's offers half price admission to the Royal Pavilion and Preston Manor and free admission to Brighton Museum this provides an attractive offering.
- **Royal Pavilion:** The Pavilion will be reopening with newly refurbished Queen Victoria's apartments plus The Princes Treasure exhibition, original objects commissioned for the Royal Pavilion on loan from HM the Queen during refurbishment of Buckingham Palace.
- **Brighton Museum:** The museum will open initially in August with two new small displays one in the Fine Art Gallery featuring RPMs newly acquired Spencer Gore painting, the second in Prints & drawings featuring Crace's designs for the Royal Pavilion Interiors. This will be followed in mid-October by a major exhibition *Bowie/ MacCormack Rock 'n' Roll with Me* which explores the relationship of lifelong friends Geoff McCormack and David Jones (Bowie) and their mutual love of music and fashion through photographs of Bowie taken by MacCormack.
- **Preston Manor:** Building on Preston's growing reputation as an event venue the manor as well as its popular haunted house offering the Manor will open in September with a Ghosts and Stories of the Manor Season - targeted at local residents looking for a more experiential, immersive visit.
- **Booth Museum**
- **Hove Museum**

## 6 Group Bookings: UK and Overseas

Group visits will not be permitted for the foreseeable future. This type of visit will be re-introduced when there is confidence in how this will be managed to provide safe working for our staff. Our planning process is assuming that none of our sites will be able to welcome group visits until January 2021 at the earliest. Under normal circumstances group visits make up 42% of RPMs admission income.

It is imperative that we keep in touch with this market and inform them of the latest news from the RPMT.

### 6.1 Actions

- Launch quarterly group newsletter to provide the latest information about our safety measures and what we are doing to welcome back individual visits. Possibly use this to direct bookers to online resources that they can use to help sell the visit to their customers.
- Engage with our database of group bookers via Survey Monkey to ask questions around consumer confidence and likely return.
- Provide up to date information about travel inbound to the UK as and when government restrictions are lifted.
- Provide up to date safety information in a timely fashion.
- Provide a dedicated group booking contact for questions and queries.



- Liaise with local destinations we regularly partner with on groups market e.g. i360, Sealife, Glyndebourne, Hotels as well as FIT contacts Hospitality Line, Get your Guide, Buy a Gift.
- Take part in promotions from Visit England and Visit Britain that are focused on the inbound travel market as and when these start up again.
- Look at our current groups advertising to align with timings and messages on return to market. Book appropriate long lead advertising for 2021/22 – Who’s who in Group Leisure/ Coaching Venues and Excursions.
- Revisit sales strategy and update for 2021/22 season.

## 7 Community Partners

It will be important to keep in touch regularly with community partners, especially those that usually spend time at our venues and meet onsite regularly. The member of RPM staff who manages the relationship with that group will be considered responsible for providing updates tailored to their needs and to field initial enquiries. The comms team will support these colleagues where required.

Community partners include:

<b>Group</b>	<b>RPM Contact</b>
Heritage Learning Partnership Brighton & Hove	Su Hepburn
LGBTQI+ network	Susan Eskdale
RPM’s Access Advisory Group	Helen Graham
Schools & Colleges	Su Hepburn
Heritage Network	Helen Mears
Museum Mentors & Creative Together members	Debbie Bennet
Trust For Developing Communities	Helen Graham
Local Volunteering Partnership	Helen Graham
Early Years settings	Michael Olden
Brighton Interfaith Group	Jody East
Hindu Women’s Group	Jody East
Young Archaeologists Club	Dan Robertson
Universities	Nicola Coleby
Writing Our legacy	Jody East
Brighton Women’s Centre	Jody East
Sanctuary-On-Sea	Jody East
New Note Orchestra	Hannah Marshall-Quinn
Brighton Past Facebook Group	Dan Robertson
Community Choirs Various	Charlotte Desjarlais
Brighton Youth Film Festival	Jody East
HOUSE	Nicola Coleby
Museum Collective	Hazel Welch
Photoworks	Hazel Welch
Museum of Ordinary People	Helen Grundy

- Look at alternative means for communities to meet and interact with our collections e.g. Zoom meetings etc.
- Digital projects undertaken with groups and individuals so they can contribute to RPM digital output in a meaningful way.
- Make sure community group leaders and project leads are staying in touch with groups and communities and surveying to find out best ways to communicate during the pandemic, safe return to work and group facilitation.

## 8 Members and Patrons

Current numbers as at end March 2020:

- Members: circa 3,510 (includes joint where 2 people share a membership)
- Memberships: circa 2,175
- Patrons: 21 (4 x Patrons, 11 Regency Patrons, 1 Joint Regency Patron, 2 Honorary Patrons, 2 Legacy patrons).
- As one of their benefits Members receive a thrice yearly paper Newsletter (in January, April and September) along with a three monthly programme of events which include talks, tours, study days and other occasional events. All members are offered a free welcome tour of the Royal Pavilion. All other events have a modest charge of £15 pp. We aim to restart the Newsletter in the autumn with a winter events programme from January 2021 onwards.
- As a result of Covid-19 and the cancellation of the events programme we have produced a Members' monthly update. We are moving to communicating, where possible, with members by email, however 18% of our members (500+) do not have, do not wish to use, or have not passed on their email details. This most likely represents the older demographic of our membership and also the fact that they prefer a paper-based approach. Email communications can seem very impersonal. A shift to online communications presents an organisational challenge; emails are fast, efficient and cost effective but cannot be left on a coffee table or shared with friends or family. In future we may ask new members to state a communication preference, this in turn may present further challenges as it will create two separate Member groups and may necessitate two newsletters. It is worth noting that other arts and charitable organisations continue to use paper magazines/newsletters as one of their supporter benefits (Art Fund etc.). Amongst other member issues future communications need to be given careful consideration.
- A regular update enables us to communicate Covid-19 related changes to accessing venues, safety requirements and restrictions, and maintains the RPM profile in a landscape of competing post-Covid-19 messaging.
- Patrons are included in all Member communications (newsletter, events programme) but also receive a more personal and exclusive service. Patrons enjoy their own additional programme of events (4-6 per year). In addition to the newsletter and events programmes Patrons are currently communicated with on a personal basis via email and phone.
- For both Members and Patrons we will need to keep the events programmes under review - reinstating them once lockdown restrictions ease sufficiently to make such events financially viable. Realistically most events are unlikely to restart before 2021. However, we can move quickly to start again if circumstances change. Inevitably there will be changes in the seating and hospitality offered at such events.
- There is a high public awareness around organisations struggling with funding through the pandemic. The research from ALVA predicts that funders and patrons will be open to

messaging around fund-raising but will also be approached by other organisations with the same messaging.

- A marketing and fundraising campaign should be transparent about how we are currently funded, % of money that comes BHCC and other funding bodies, emphasise shortfall in income from visitor numbers, and what may not get done due the shortfall.
- Fundraising messaging is unified across all of our platforms and marketing plan put in place for a campaign. Messaging needs to highlight the high value we place on our members, on safety, and on special 'welcome back' events for Members (for example Members' after-hours visiting options at our venues, special on-line shop discounts, priority booking for visits etc.). As the majority of our members are from the Sussex area we should also focus messaging on supporting local heritage, civic pride, and highlight the extraordinary and iconic nature of the Royal Pavilion (including the Garden) as an internationally renowned architectural treasure, not forgetting the attraction of the Royal loan.

We need to highlight that fundraising is needed for:

**Conservation** - of collections and preservation of our historic buildings for future generations, with a focus on specific objects and projects to engage supporter interest. Messaging on signage is now being planned so all scaffold signage will carry explanation of the conservation work being undertaken and a call for fundraising.

**Education and Engagement** - will enable us to continue to work with schools and children; improve and enhance our online offerings and to reach out to all our local communities while they are unable to come to us.

**Key projects** - We need to demonstrate continuity of purpose – for example continuing to publicise our major capital projects such as 'A Garden Fit for a King', the Evolution Gallery at the Booth Museum and 20<sup>th</sup> Century Gallery improvements at BMAG.

## 9 Press

As already discussed, we do not expect groups or international tourists to return for a while and so much of the press activity will need to be aimed at a domestic and in particular, South-East audiences.

We expect to work with VisitBritain and VisitBrighton with any press campaigns they are supporting.

Celebrating the reopening of the Royal Pavilion and later Brighton Museum & Art Gallery and Preston Manor will be one way to attract media attention. This may be a crowded market as institutions open up under similar restrictions at the same time.

The marcomms team will maximise promoting any press opportunities that occur to get the best coverage for RPM. Press coverage has been good during lockdown and the team are expecting a great interest in how heritage sites and museums are managing new restrictions when opening to the public again. Below is a list of some potential press opportunities:

- Preparing to welcome you back – current preparations underway, Visitors want to hear there has been a 'deep-clean'. Video coverage to show what is happening now
- Re-opening Announcements by venue – including promotion of safety and hygiene measures. Invite local press to experience how it will be managed as a preview before reopening to public.

- Radio and TV interviews with a member of LT or trustees to talk about the importance of the museum in city.

Targeted press activity will focus around the current offer at each venue as each site reopens  
See Appendix 1 for details:

- RP – Queen Victoria’s Apartments & Royal Collection
- BMAG – Spencer Gore/ Crace & Bowie from 17 October 2020 - 6 June 2021, the first major exhibition at Brighton Museum
- Preston – Ghosts & Stories of the Manor including Orion Book Launch/ Halloween/ ghost stories for Christmas
- Coverage of changes at HMAG and Booth Museum

In addition, we could hope to attract some alternative publicity by highlighting the role of both venues as escapes from the stresses of lockdown and the previous few months. Venues as wellbeing spaces, areas to practise art or as venue for a cultural day trip.

**RPM as a wellbeing space:**

- After all the turbulent times, museums are a space to think
- Offer peace
- Something you can do on your own – good for people who feel isolated from family and friends
- Get away from the family
- Low-cost

**A place for your own art practice which has grown during lockdown**

Could we promote drawing areas in the museum and visitors to bring their own equipment?  
Perhaps have art sessions with limited numbers – a paid-for experience with a teacher.  
Extension of mid-week draw.

**Promote the garden as a space to relax**

Emphasise the story of the garden through the plants. A possible oasis away from the beach.

**A day trip to the Royal Pavilion Estate**

RP in the morning, lunch in the garden, afternoon in BMAG. To promote in family and listings press.

In addition, the need for fundraising will become an important area for publicity both locally and with art and museum press.

## **9.1 Actions**

Produce a series of press releases, press briefings and targeted communications with media.

**Re-opening of Royal Pavilion**

- Issue press release to announce the date of the re-opening with information on booking, only one level and social distancing.
- Offer exclusive to TV Company – preferably BBC Breakfast News or BBC South East and to visit the museum before in week before reopening to film staff cleaning, show safety measures and carry out interviews.

- Photo opportunity – offer to PA photographer showing image of someone cleaning an item in the Royal Pavilion using PPE. Maybe a pagoda or around banqueting table.
- On day of opening - release images of first customers revisiting – will they wear masks? Will staff be wearing PPE? Issue to local press and for social media.
- Do we know yet if RCT loan will be extended – announcement will be another news story.
- After first month – release figures of how many people have visited if we have reached predicted capacity. Make a good news story out of people visiting.

#### Re-opening of Brighton Museum & Art Gallery

- Announcement of reopening – including safety and hygiene measures. Invite local press to experience how it will be managed as preview before reopening to public. Radio and TV interviews with a member of LT to talk about the importance of the museum in city.
- New offer on reopening – Spencer Gore & Crace displays
- Bowie exhibition launch – October
- Geoffrey Munn story – Faberge frames
- Target family-friendly publications for holidaying families who may want something to do on rainy days.

#### Preston

- Ghosts & stories season

#### Hove and Booth Museum

Announcement of when museums likely to open with details of work being done. –

Need to add detail – what will be different for visitors coming back to Booth in January /how do we communicate about work going on/get community input?

What will be different to visitors coming back to Hove in January/how do we communicate about work going on get community input e.g. what have been iconic toys of the period 2003 – 2020 and how do represent those in the gallery?

#### Resources

Market Prospects for ALVA Members when the pandemic abates

ALVA Attractions Recovery Tracker

<https://www.aim-museums.co.uk/wp-content/uploads/2020/05/ALVA-attractions-recovery-tracker-wave-1.pdf>

<https://www.ukinbound.org/wp-content/uploads/2020/05/ALVA-Attractions-Recovery-Tracker-Wave-2-13-19-May-220520-2.pdf>

RPM – Digital Strategy 2020

RPM-BHCC Communications Strategy 2020 (draft)

UKH COVID-19 Secure advice and risk assessment for hospitality businesses (DRAFT) 2020

## **2020/21 Programme Highlights**

### **Royal Pavilion**

#### **Queen Victoria's Apartments (New from August 2020)**

The original elegant 19th-century Chinese Export Wallpaper which hung in Queen Victoria's Bedroom has been reinstated. The paper was removed by Queen Victoria and taken to Buckingham Palace in the 1840s but sections were returned to Brighton in the 1920s and hung in the Saloon until its recent restoration. Following specialist conservation and work to digitally reproduce missing sections the papers can now be seen again in their original setting. A new small display adjacent to Queen Victoria's bedroom highlights her links to the building and the City.

#### **A Prince's Treasure - From Buckingham Palace to the Royal Pavilion, The Royal Collection Returns to Brighton (Continues to Autumn 2021 -TBC)**

A spectacular loan from Her Majesty The Queen is on display at the Royal Pavilion. The culmination of a collaborative venture between Royal Collection Trust and the Royal Pavilion & Museums, over 120 remarkable decorative works of art that were originally commissioned by the Prince Regent, have been relocated from Buckingham Palace and re-united in their previous setting of the Royal Pavilion.

This unique project lasting for approximately 2 years provides a once in a lifetime opportunity for visitors to see these magnificent items in their former home. Many of the works of decorative art have not been on public display for over 170 years and are on loan to the Royal Pavilion whilst essential building works in the East Wing of Buckingham Palace take place.

### **Brighton Museum**

#### **Down from London: Spencer Gore & Friends (New from August 2020 in FINE ART GALLERY)**

Over a hundred years after their landmark exhibition surprised and delighted Edwardian Brighton, this colourful display revisits the influential work of the Camden Town Group. Explore the passions and principles driving the friends to use bold styles and colour to transform English painting in the early 20th century. The highlight is the newly acquired Spencer Gore painting The West Pier.

#### **Designing an Enchanted Palace: The Crace decorators at the Royal Pavilion (New from August 2020 in PRINTS & DRAWINGS GALLERY)**

This new display reveals around 50 rarely seen original designs for the Royal Pavilion interiors dating from the early 19th century, and gives an intimate insight into how the Royal Pavilion interiors were created by decorators John and Frederick Crace under George IV. Also on show are Asian porcelain and glass paintings, hand painted wallpaper and other images of China.

#### **Bowie/MacCormack: Rock 'n' Roll With Me (17 October 2020 - 6 June 2021)**

Rock 'n' Roll with Me, tells the story of two life-long friends. Geoff MacCormack's close friend from the age of 8 years' old was David Jones, the boy who would become David Bowie and one of the most influential performers in music, fashion and theatrical stage craft of the twentieth century. Rock 'n' Roll with Me explores their mutual love of music and fashion through photographs of Bowie taken by MacCormack.

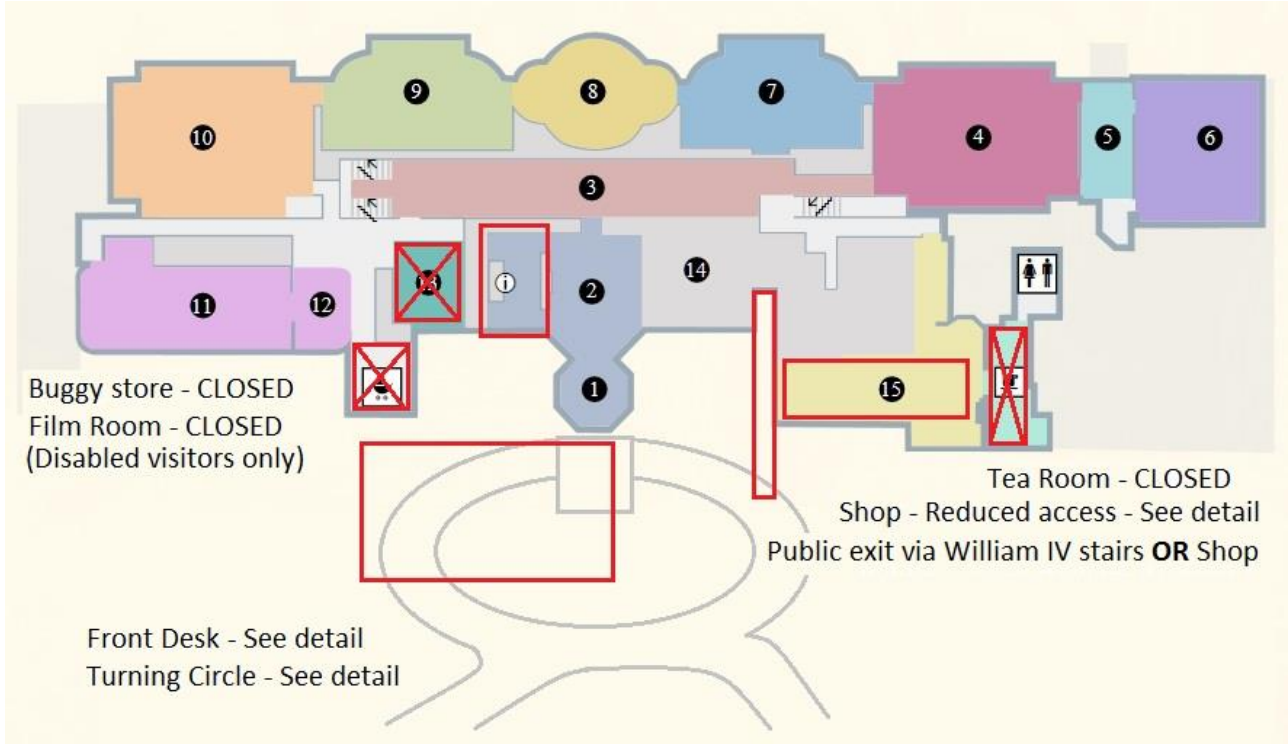
MacCormack became Bowie's backing singer and percussionist from 1973 to 1976, joining Bowie on tour, in the recording studio, and on film sets across Europe, America, and the Far East. Because of Bowie's fear of flying they travelled together by cruise liner and trains across the world giving MacCormack and his camera the opportunity to capture Bowie at his most informal and relaxed.

From Ziggy Stardust and Aladdin Sane of Britain's Glam Rock years, the ground-breaking Diamond Dogs' tour across the USA and their obsession with American Soul music, to Bowie's first major film *The Man Who Fell to Earth* (1975) and the recording of *Station to Station* and his *Thin White Duke* and the beginnings of Bowie's European electronic period. This exhibition of rarely and never seen photographs gives an intimate glimpse of friendship, travel and life beyond the performance.

# ANNEX 1

Proposed changes to Royal Pavilion visitor route:

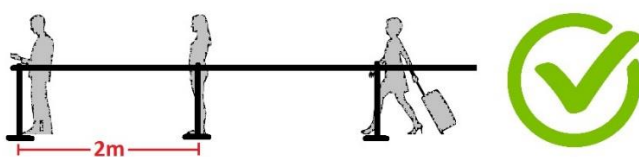
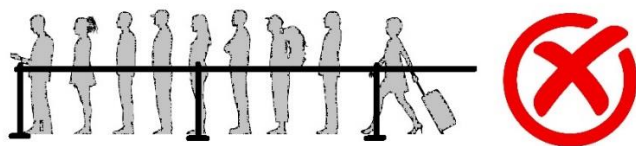
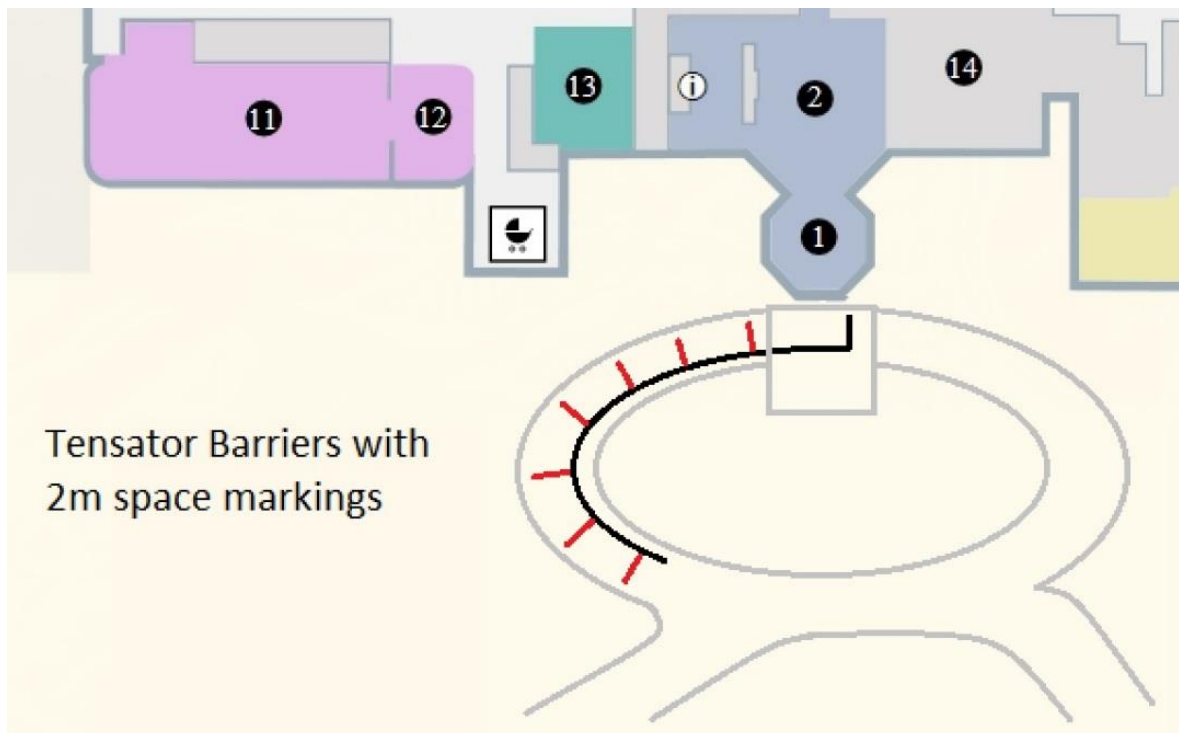
## Site overview





External queueing system:

- Tensator barriers to be placed to the north side of the turning circle.
- Tensator “Post Top Sign Holders” to be placed indicating 2m spacing’s (RS components - £65 each).
- **Additional vinyl/painted markings on the pavement to indicate 2m spacing’s for waiting visitors.**
- Design/marketing to agree on signage and language/tone.
- Additional member of Staff required to monitor and manage the queue and advise waiting visitors.



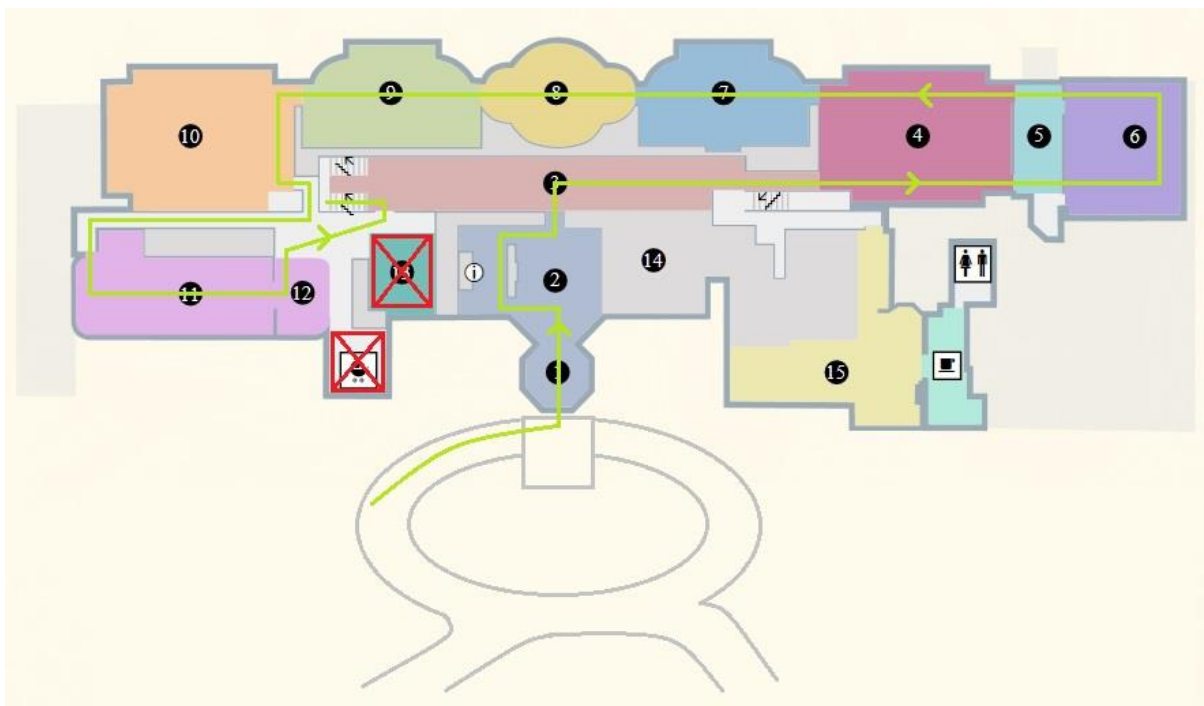
**ONE PERSON / GROUP at 2m intervals**



## Front Desk

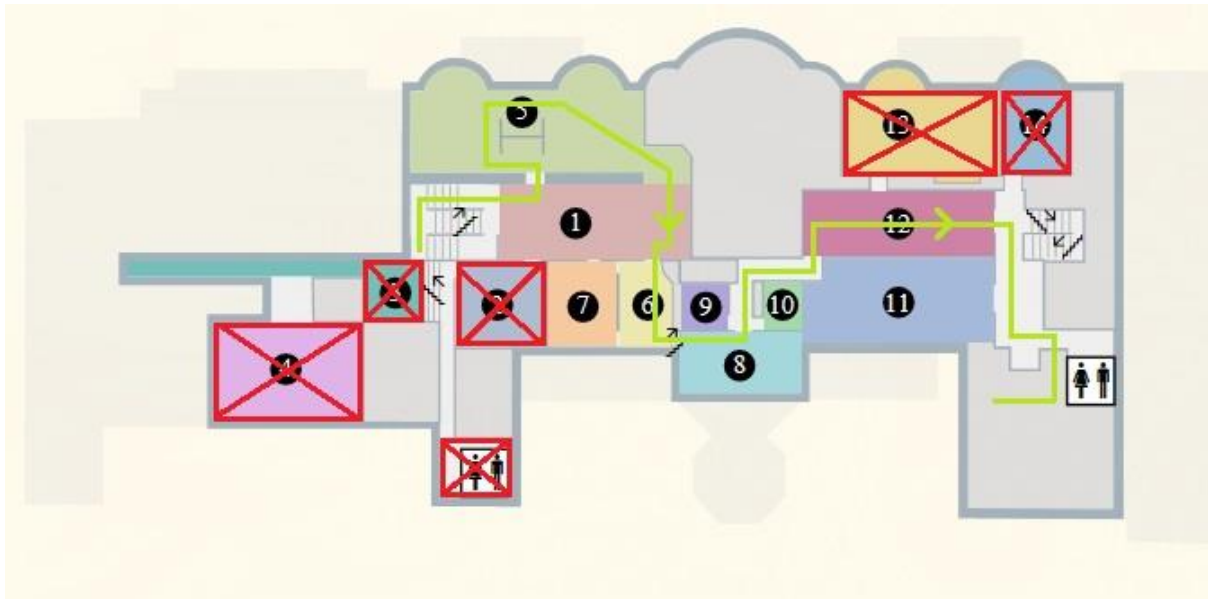
- 2 VSO's/members of staff.
- 1 x checking tickets, 1 x managing queue, regularly swapping roles.
- 1 x till position (westerly) to be protected by Perspex screen (designed by Alex).
- Card machine and ticket machine to be on visitors side of screen to allow visitor interaction.
- Card/contactless payments only.
- Scanners available for pre-booked tickets.
- Front desk area cleared of all clutter/non-essential items.
- Tensator barriers re-arranged to maintain distance from staff.
- Signage indicating 2m spacing's
- Signage indicating "Waiting Area" – only one member of visiting parties to approach the desk.
- Audio guides removed from service. Visitors advised to download online services. Potential for audio guides to move to paid app to remove need for any hardware.

## Ground Floor Visitor Route



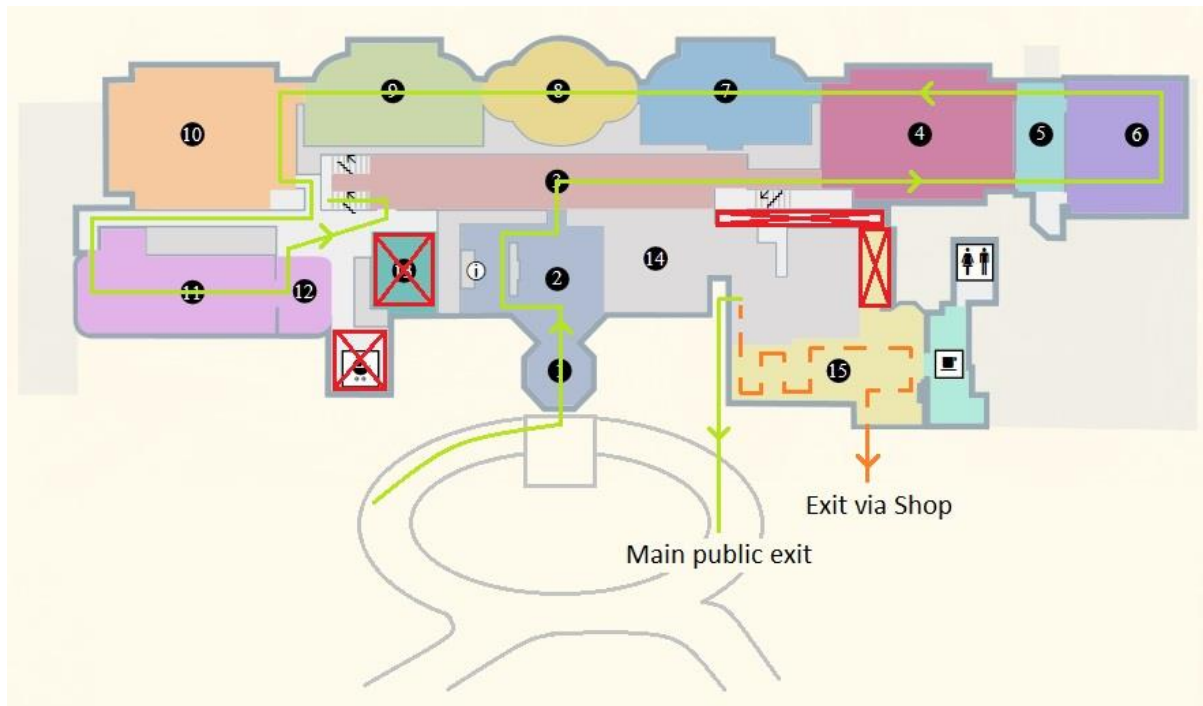
- Film Room closed except for disabled visitors who cannot access upstairs.
- Majority of chairs removed from Film Room.
- Buggy Store closed.
- Route as normal but with VSO's monitoring from a safe distance.
- Lack of audio guides may increase visitors speed through spaces.
- Adjust barriers in Saloon to allow space for VSO patrol.
- Security CCTV could be used to monitor bottle necks or crowds forming.
- Visitor toilets by front desk – to remain open?

## First Floor Visitor Route



- Tearoom and adjoining rooms closed.
- **Adelaide/tearoom toilets closed.**
- Prince Regent gallery closed.
- Normal route followed through bedrooms.
- Public exit via William IV wooden staircase and ground floor lobby.
- Exit onto paved path to turning circle or into shop.
- **William IV toilets – to remain open?**

## Shop



- Shop to re-configure to allow “route” through merchandise.
- Tables and display units to be used as natural barriers.
- Vinyl to be used on flooring to indicate direction / 2m spacing's.
- No stock replenishment to take place during opening hours.
- Reduced number of product lines.
- 2 x VSO's.
- 1 x till operator, 1 x managing numbers/visitor flow/security.
- 1 x till position (westerly) to be protected by Perspex screen (designed by Alex).
- No gift wrapping offered.
- No re-useable bags.
- Top selling items to have barcodes available to staff to limit touching items handled by public.
- Till area cleared of all clutter/non-essential items.
- Improved online sales.
- Returns/refund policy to be assessed.

### Additional Measures

- Remove all VSO seating to prevent cross-contamination.
- VSO's to be offered individual folding stool which can be carried between patrols and wiped clean at the beginning/end of the day.
- Free-standing/temporary hand sanitisers to be placed at key areas along routes including front desk, toilets, exits and shop.



<b>Subject:</b>	<b>Becoming an Anti-Racist Council</b>		
<b>Date of Meeting:</b>	<b>30 July 2020</b> 29 July 2020 – Tourism, Equalities, Communities & Culture Committee		
<b>Report of:</b>	<b>Interim Director of Housing, Neighbourhoods, Communities</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Emma McDermott</b>	<b>Tel:</b> <b>01273 291577</b>
	<b>Email:</b>	<a href="mailto:emma.mcdermott@brighton-hove.gov.uk">emma.mcdermott@brighton-hove.gov.uk</a>	
<b>Ward(s) affected:</b>	<b>All</b>		

## FOR GENERAL RELEASE

Note: The special circumstances for non-compliance with Council Procedure Rule 3, Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 (as amended), (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that discussions on the council's role and its responsibilities could not be completed in time to enable the agenda to be published.

### 1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report sets out the immediate actions the council is taking to become an anti-racist council and how it will work with Black, Asian and minority ethnic groups in the city – long and newly established - that have been fighting against racism and racial inequality. There is a significant body of research that demonstrates the structural inequality experienced by Black, Asian and minority ethnic people – in education, in employment, in health outcomes, with the latter starkly evidenced by the disproportionate impact of COVID19 on some Black, Asian and minority ethnic communities.
- 1.2 The council values the cultural, economic and social diversity of the city and aims to support and encourage it. We will continue to take a leading role in seeking to increase equality, inclusion and fairness in the city. Increasing equality is a central principle informing how we plan, finance, deliver, commission and review our services.

### 2. RECOMMENDATIONS:

- 2.1 That committee notes the actions committed to in this report towards becoming an anti-racist council and the authority's plan for being led by Black, Asian and minority ethnic (BAME) residents and communities in the development of its anti-racism strategy.
- 2.2 That committee instruct officers to provide a progress report in November 2020 on the council's activity to becoming an anti-racist council.

- 2.3 That committee notes that the draft anti-racism strategy will be brought to committee for approval in Spring 2021 at the latest.

### **3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 In 2019 the council adopted a new corporate plan with fairness and inclusion at its centre. The plan clearly committed the council to challenging inequality in the city and within the council. It identified “that some communities are underrepresented in civic life and [committed to] support projects such as Operation Black Vote to ensure that participation is fair and representative of the whole city, to invest in a civic leadership programme for underrepresented groups, to promote fair employment practice to tackle the under representation of people from BME communities and to invest in an independent support service for people who have experienced racial and religiously motivated hate”.
- 3.2 It also produced a Fair and Inclusive Action Plan that includes a programme of work to develop and support a representative, engaged and skilled workforce that is accountable for its behaviour towards each other and the council’s service users. It recognises the interlink between our actions and behaviour as an employer and the influence and impacts on our relationship and trust with communities and ability to serve our diverse customer base. This programme of work was approved by the council’s Policy and Resource Committee in October 2019 and in collaboration with Trade Unions and the council’s BME Workers Forum has focused on tackling racism with regard to workforce matters.
- 3.3 In June and July 2020 over 10,000 people safely took part in Black Lives Matter protests in the city. It was a powerful demonstration and affirmation of the city’s values of inclusivity and desire for Brighton & Hove to become an anti-racist city, and for public institutions to amplify their commitment and actions.
- 3.4 As a ‘City of Sanctuary’, as a participant in the global refugee resettlement programme, as an asylum seeker dispersal area; with at least one in five of the city’s residents from a Black, Asian and minority ethnic background and over 98 languages spoken as first languages across the city’s schools, the city is proud to be welcoming and diverse. However, it is not enough to be welcoming, to be diverse and to be non-racist. The council is seeking to become anti-racist. The council recognises that more is required to end racism and racial inequality; that not all residents have equal access to services and opportunities or can live free from harm and discrimination. Individual, institutional and structural racism exists in Brighton & Hove. As a civic leader, service provider and place shaper the council can use its power and influence to tackle racism.
- 3.5 Leading from the corporate plan commitments, using local and national research, learning from others and residents’ feedback the council has already identified an initial series of actions to pursue ahead of more detailed dialogue with Black, Asian and minority ethnic residents and communities.

These actions are as follows:

1. To work with BAME communities to create and deliver an anti-racism strategy (started – see section 5 for more detail)

2. To support BAME businesses through council procurement including BAME supplier training (started)
  3. To work collectively with other public bodies especially the police on challenging each other to improve diversity and eradicate racism in our organisations (started)
  4. To work with BAME communities and groups to agree our approach to different statues, plaques and street names; removing some, retaining some and erecting educational information boards and/or walks and commissioning new celebrations which fully reflect the city's values and population (recommendations by Autumn 2020)
  5. To have a BAME resident as a standing invitee on the council's main decision-making committee - Policy & Resources Committee (by October)
  6. To create and deliver a BAME civic leadership programme to increase the number of BAME people as councillors, NHS Board members, trustees of voluntary sector organisations, governors of schools, magistrates (start in Autumn 2020)
  7. To resource BAME groups to have stronger voices and influence; BAME Communities Fund launched 13<sup>th</sup> July
  8. To work with parents and carers from BAME backgrounds who have children or young people with SEND to ensure council services meet their needs (October)
  9. To work with BAME school staff on an action plan for staff training, recruitment and retention of and support for BAME staff, support for BAME pupils and decolonisation of the curriculum
  10. To educate councillors and officers on white privilege, on language when talking about ethnicity and race, and structural racism (Autumn 2020)
  11. To relaunch the council's internal 'We Need to Talk About Race' campaign paused due to the outbreak of COVID19 (August)
  12. To provide specialist equalities training to BHCC staff undertaking HR investigations into allegations of racism (September)
  13. To undertake diverse recruitment campaigns and continue to engage with BAME community groups to overcome barriers to employment (Autumn)
- 3.6 Council's Health and Adult Social Care directorate has joined the work of the Sussex Health and Care Partnership to develop a pan-Sussex action plan in response to the COVID disparities for Black, Asian and minority residents. The council's plan focuses on what actions have been undertaken to address the risk of Covid-19 to our BAME workforce; what work is still in progress and what future action is needed, how services have adapted to recognise the needs of our BAME communities and what work is needed to ensure that good practice is continued and future needs are recognised.
- 3.7 A new resource area will be launched on the council website where people will be able to access information, advice, follow the council's progress, find out how to get involved and hold the council to account.

- 3.8 Alongside the above actions, working with Black, Asian and Minority Ethnic groups, residents – of all ages - and businesses the council will devise its anti-racism strategy, agreeing the change, actions and outcomes expected.

#### **4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- 4.1 Alternative options include continuing with the Fair and Inclusive Action Plan (FIAP) as set out in the report to Policy and Resources Committee 10<sup>th</sup> Oct 2019 which has focussed on race inequality within the council over the last year. However, it was felt that with the momentum of Black Lives Matter in the city, country and internationally the public commitment to be an anti-racist council complements and strengthens the work already underway through the FIAP. This is an opportunity to strengthen the conversation about racism in the organisation and the city and embed the commitment to change across the organisation. The anti-racism work sits within the four workstream of the FIAP – accountability and consequence, recruitment and retention, learning and development, services and communities.
- 4.2 A further option was to do nothing. This was not considered viable as the local Black Live Matters protests provided a strong message to public institutions in the city that to be non-racist was not sufficient and that to tackle structural racism and make real and lasting difference to the lives of Black residents, institutions had to commit to anti-racist action. Inaction would be to condone the status quo.

#### **5 COMMUNITY ENGAGEMENT & CONSULTATION**

- 5.1 The Leader and the Lead Councillor for Communities & Equality have already met with several Black, Asian and minority ethnic groups including the Racial Harassment Forum, International Network of Women, Black Brighton, Sussex Race Equality Action Project and the council's BME Workers Forum to hear their views, concerns and ideas. The Lead Councillor for children and young people has engaged with Black teachers and with community groups.
- 5.2 Existing Black, Asian and minority ethnic partners have been invited to form a community advisory group (CAG). The group will be critical to shaping and influencing the council's approach to engaging with Black, Asian and minority ethnic residents, groups and businesses and the council's actions to an become anti-racist organisation and to lead Brighton Hove to be an anti-racist city.
- 5.3 With the guidance of the CAG a comprehensive engagement plan will be produced which will include ensuring there is dialogue with Black, Asian and minority ethnic young people, refugees and migrants and LGBTQ People of Colour. It will also explore how to facilitate a city-wide conversation on racism, recognising the commitment and activity of many white British residents to ending racism.
- 5.4 The council has already heard how having to tell and re-tell their experiences of racism is stressful for and harmful to Black, Asian and minority ethnic people and therefore is very mindful that it must act as well as listening. The engagement process must be an investment in Black, Asian and minority ethnic communities and people and not simply draw on people for the benefit of the council.



5.5 As well as being led by Black, Asian and minority ethnic residents and communities the council's actions and strategy will be informed by best practice from around the UK.

5.6 Updates on the council's work toward becoming an anti-racist council will be reported to TECC committee and to the city's One Voice Partnership.

## 6. CONCLUSION

6 The council is making a long-term commitment to tackling racism and bringing about real and lasting change with improved life outcomes, opportunities and experiences for Black, Asian and minority ethnic residents. Some actions can be delivered quickly, while others will take time to implement. Individual, institutional and structural racism exists in Brighton & Hove. Ending racism requires action by all organisations and individuals. Neutrality is not an option.

## 7. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

7.1 Resources to progress the work outlined in this report will be met from within existing service budget or staff capacity. Any additional resources for future work identified through the development of the anti-racism strategy will have to be agreed through the appropriate decision-making process.

*Finance Officer Consulted: Michael Bentley*

*Date: 17/07/20*

### Legal Implications:

7.2 There are no legal implications arising from this report. All of the actions proposed are in line with the Council's powers and duties, in particular under the Equality Act 2010.

*Lawyer Consulted: Elizabeth Culbert*

*Date: 17/07/20*

### Equalities Implications:

7.3 Engagement with a wide range of groups and individuals, as well as use of existing data and consultation findings will support the aim that this work is led by Black, Asian and minority ethnic residents and communities. Genuine and sustainable change will require a long-term commitment to being open to challenge, honest reflection and significant action. Without this commitment there is a risk of damaging trust and confidence in the council among a wide range of communities and increasing community tensions.

### Sustainability Implications:

7.4 A city where all residents can play their part, fulfil their potential and live free from harm and discrimination helps create a more sustainable city.

#### Brexit Implications:

7.5 None

#### Crime & Disorder Implications:

7.6 As a result of anti-racism actions we would anticipate, initially, to see a rise in reporting of race hate crimes as communities trust and confidence in the statutory agencies increases and in the long term a reduction in number of race hate crimes.

#### Public Health Implications:

7.8 The relationship between ethnicity and health is complex and likely to be the result of a combination of factors. People from BAME backgrounds are likely to be at increased risk of acquiring Coronavirus. This is because BAME people are more likely to live in urban areas, in overcrowded households, in deprived areas, and have jobs that expose them to higher risk. People of BAME groups are also 17 times more likely than people of White British ethnicity to be born abroad, which means they may face additional barriers in accessing services that are created by, for example, cultural and language differences. Research has also shown that people of BAME communities are also likely to be at increased risk of poorer outcomes once they acquire the infection. For example, some co-morbidities which increase the risk of poorer outcomes from COVID-19 are more common among certain ethnic groups. People of Bangladeshi and Pakistani background have higher rates of cardiovascular disease than people from White British ethnicity, and people of Black Caribbean and Black African ethnicity have higher rates of hypertension compared with other ethnic groups. Data from the National Diabetes Audit suggests that type II diabetes prevalence is higher in people from BAME communities.

#### Corporate / Citywide Implications:

7.9 The council's commitment to action to become an anti-racist council is a key development in its corporate commitment to making Brighton and Hove a fairer and more inclusive city. Furthermore, through using its civic leadership and place making role the council aims to have citywide impact.

### **SUPPORTING DOCUMENTATION**

#### **Appendices:**

None

#### **Background Documents**

1. Corporate Plan
2. Fair & Inclusive Plan