

# CULTURE, TOURISM & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

## Agenda Item 9

Brighton & Hove City Council

**Subject:** Museum Plan

**Date of Meeting:** 2 July 2009

**Report of:** Director of Culture & Enterprise

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**Key Decision** No  
Forward Plan No. 5894

**Wards Affected:** All

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

The purpose of the report is to agree the Royal Pavilion & Museums Strategic Forward Plan 2009-2012 which sets out the Council's vision for the service, building on the recent successes, and outlining the priorities and objectives for the next three years, in the context of the overall plans and ambitions for the city. The Plan demonstrates how the Royal Pavilion & Museums support the Corporate Priorities and contribute to the key strategies for the city, including the Local Area Agreement and Corporate Plan.

#### 2. RECOMMENDATIONS:

2.1 To agree the Royal Pavilion & Museums Strategic Forward Plan 2009-2012.

#### 3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 The Royal Pavilion & Museums Strategic Forward Plan 2009-12 will be going to the Cabinet Member for Culture, Recreation & Tourism on 9 June 2009 and to Cabinet on 11 June for agreement.

3.2 As the Culture, Tourism & Enterprise Overview & Scrutiny Committee will recall, a workshop was held in January 2009 to involve Members in the development of the Royal Pavilion & Museums Strategic Forward Plan 2009-12. The Plan has been improved by the inclusion of many of the suggestions made by Members. The main issues covered were:

- Income generation, external funding and marketing
- Increasing visitors to non-central sites
- Royal Pavilion Gardens maintenance

- Storage of research collections
  - DDA improvements
- 3.3 Museums Libraries and Archives Council's Museums (MLA) Accreditation Scheme sets nationally agreed standards for museums in the UK. The standards support museums in identifying opportunities for further improvement and development. Accreditation requires that museums have a forward plan approved by the Governing Body.
- 3.4 Main features of the Royal Pavilion & Museums Strategic Forward Plan 2009-12  
The Plan sets out the Council's vision and ambitions for the Royal Pavilion & Museums, an overview of the Division's history and collections, the national and local context in which it operates, recent achievements, research and future priorities.
- 3.5 The Vision and Strategic Aims for the Division for the next three years are:

**Vision**

We will enrich the lives of all our visitors and continue to celebrate and care for our city's rich past and vibrant present by making our collections, services and buildings available to everyone for enjoyment, learning and inspiration. Users will be at the heart of what we do. We will build on our regional, national and international standing by seeking innovation and success in all that we do.

**Aim 1 - Develop audiences**

Through this aim we are setting out to increase and broaden the number and diversity of people using the collections, buildings and services. This aim will inform the strategic programming and development of services for residents, in particular from under-represented and priority groups and visitors to the city.

**Aim 2 - Care for and sustain our collections and buildings**

A key function of museums is to collect and care for collections. The city has responsibility for many significant collections, (three are designated of national/ international importance by a government scheme) and historic buildings. It is an essential role of the Royal Pavilion & Museums to care for the collections and historic buildings within the portfolio for the enjoyment, learning and inspiration for this and future generations.

**Aim 3 - Transform the ways we work**

The Division is operating in a constantly changing environment. To ensure that the Division is able to respond to new challenges and provide services that are right and relevant to today's visitors, staff need to develop new skills and knowledge, new ways of working and delivering services. These are at the heart of efficient and effective business planning. To remain competitive and to meet the challenges of the recession, new and different ways of delivering services will be of paramount importance.

#### **Aim 4 - Maximise income to develop a sustainable service**

Generated income and externally raised funding is essential for running the Royal Pavilion & Museums and improving value for money. The Division has one of the largest earned income targets for a local authority run service in England.

3.6 To achieve the strategic aims and vision the following priorities have been identified:

- Sustainability and modernisation of the service's business and financial infrastructure
- The continual restoration of the Royal Pavilion and improvement to visitor facilities
- Redisplays and reinterpretation of the permanent collections and the historic sites
- Care and presentation of the Royal Pavilion Gardens
- Improvements to the documentation of the collections
- Improvements to visitor facilities and DDA programme of improvements
- Storage improvements
- IT services
- Temporary exhibition programmes
- Support to local improvement agendas
- Delivery of the Renaissance in the Regions programme<sup>1</sup>
- Workforce Development
- Formal and informal Learning programmes
- Establishment of new arrangements for the future management of Foredown Tower.

3.7 The Plan will be subject to continual review monitoring and updating. Progress on the Plan will be reported to Culture Cabinet Member and the Overview & Scrutiny Committee for Culture, Tourism & Enterprise on an annual basis.

#### **4. CONSULTATION:**

4.1 The Plan is based on research, evaluation, service reviews and national policy including:

- Visitor satisfaction surveys at all museum sites (2005-09)
- Pavilion Gardens Survey (2007)
- Surveys of exhibitions, displays and events (2006-08)
- Non-visitor research (2007)
- Mystery Visitor Findings (2007)
- Collections for the Future (Museums Association, 2005)
- Understanding the Future: Museums and the 21<sup>st</sup> Century (DCMS, 2006)

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<sup>1</sup> A programme that provides government funding to transform regional museums into beacons of excellence and sector leaders.

4.2 The Plan has also benefitted from the active involvement of members of the Culture, Tourism & Enterprise Overview & Scrutiny Committee, through a workshop held in January 2009.

4.3 The Plan has been issued to stakeholders for comment.

## **5. FINANCIAL & OTHER IMPLICATIONS:**

### **5.1 Financial Implications:**

The actions arising from the strategy are expected to be delivered within available budget, or through external funding. The net 2009/10 annual budget for the service is £2.2m (gross budget £5.68m, income budget £3.43m), in addition external funding and grant funding is attracted to support Royal Pavilion & Museums, of which Renaissance is the most significant. Delivering Value for Money is a key aim of the strategy.

Accountant consulted: Anne Silley, Head of Financial Services (Adult Social Care & Housing, Culture, Strategy & Governance), May 2009.

### **5.2 Legal Implications:**

There are no immediate legal implications arising from the Strategic Forward Plan.

Lawyer consulted: Bob Bruce, Principal Solicitor, 15 May 2009

### **5.3 Equalities Implications:**

The Equalities Impact Assessment that has been carried out on the Royal Pavilion and Museums identified the following key actions:

- Equalities training for all staff
- Implementation of Workforce Diversity Plan
- Publish Museums Forward Plan on web
- Improve monitoring of profile of visitors and non-visitors
- Continual research with users/non-users
- Targeted promotions to under represented groups
- Documentation of collections updated to identify items relevant to diversity themes

### **5.4 Sustainability Implications:**

The Royal Pavilion & Museums, in line with Council policies, sets out to embed sustainability in its business practices as far as it practicable e.g. retail and trading, management of the buildings, exhibitions.

The strategic aim within the Plan 'care for and sustain buildings and collections' is concerned with the long-term conservation and sustainability of the council's unique assets.

The Museums Association has conducted a sector specific draft set of principles. These cover economic, environmental and social sustainability. It is expected that once these are agreed that they will be used as part of the way that museums manage their business and operations.

5.5 Crime & Disorder Implications:  
There are none arising from this report.

5.6 Risk & Opportunity Management Implications:

1. The key risks with delivering the priorities within Plan are financial. The future of the Government funded Renaissance programme is unknown after March 2011. Renaissance has provided funding for many of the initiatives over the last 6 years ranging from education to exhibitions to gallery refurbishments.

2. The available level of funding from grant and trust giving bodies (egg HLF, Arts Council) has considerably declined since the start of the recession.

3. Earned income target, which form nearly 60% of the division's core budgets could be difficult to achieve in the recession. Achievement of earned income targets within the heritage sector nationally is causing concern within this period of recession.

4. Lack of funding to replace equipment and upgrade commercial units leading to pressures on income generation.

Accountant consulted: Anne Silley, Head of Financial Services (Adult Social Care & Housing, Culture, Strategy & Governance), May 2009.

5.7 Corporate / Citywide Implications

The Royal Pavilion & Museums supports the delivery of the Council's priorities as outlined in 3.5 of the plan and the 2020 Community strategy 3.2 and the LAA 3.4.

There are a number of objectives in the Corporate Plan that the Royal Pavilion & Museums will specifically deliver or support:

- Completion of the Stonework restoration of the Royal Pavilion
- Increase and diversify participation in cultural activities
- Work through museums to support to early years learning
- Develop an inspiring programme of activities leading up to the 2012 Olympics
- More children go on organised museums visits

**6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

6.1 None considered

**7. REASONS FOR REPORT RECOMMENDATIONS**

A forward plan for museums is a key criterion for Museums Accreditation.

**SUPPORTING DOCUMENTATION**

**Appendices**

1. Royal Pavilion & Museums Strategic Forward Plan 2009-12

**Documents In Members' Rooms**

1. Royal Pavilion & Museums Strategic Forward Plan 2009-12

**Background Documents**

None