

Subject:	Royal Pavilion & Museums Advisory Group		
Date of Meeting:	17 January 2019		
Report of:	Executive Director, Economy, Environment & Culture		
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Wards affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The Council's Policy, Resources and Governance Committee (PRG) approved a report on 11 October 2018 setting out the steps to improve and modernise the Royal Pavilion & Museums Service (RPM), to create a sustainable and resilient organisation.
- 1.2 The agreed timetable is in three phases:
- 1.2.1 A "Service Improvement" phase, to address current operational issues - such as gaps in the staff structure and ICT improvements and improvements to financial systems and processes
- 1.2.2 An "Initiation" (preparing) phase to test the financial assumptions and negotiate agreements relating to a single purpose charitable operation
- 1.2.3 An "Implementation" phase when, subject to satisfactory conclusion of the Initiation phase testing, a charity would be established, agreements are signed, key roles appointed, staff and business are transferred.
- 1.4 The 11th October 2018 report to PRG explained that Arts Council England (ACE) had advised independent senior level expertise in relation to collections, historic buildings and programming should be provided to the service, as part of its business-as-usual operation, to ensure a clear focus on delivery of its business plan and professional standards. This report seeks approval for the Terms of Reference for a Royal Pavilion & Museums Advisory Group (RPMAG) to support the service as recommended by ACE.

2. RECOMMENDATIONS:

- 2.1 That the Committee agrees to establish an advisory group of independent museums specialists, working to the Terms of Reference attached in the Appendix to this report.
- 2.2 That the Committee delegates to the Executive Director for Economy, Environment & Culture, in liaison with the Chair of the Committee, to seek and appoint appropriate individuals.

- 2.3 That the Committee notes that a further report will be brought on 7th March 2019 advising of the names of RPMAG members and seeking approval to appoint a Chair.
- 2.4 That the Committee notes that, as set out at paragraphs 2.1.7 and 2.1.8 in the report approved by PRG on 11 October 2018, it is planned that once the project reaches the Implementation phase, the Advisory Group will be superseded by a Board of Trustees for a charitable entity, recruited through an open process, and that a further report will be brought to Committee at this time.
- 2.5 That the Committee notes that progress with plans to prepare for a move to Trust is ahead of schedule.

3. CONTEXT AND BACKGROUND INFORMATION

- 3.1 The project to transfer the RPM into a single purpose charitable trust was approved by PRG on 11 October 2018 and the first phase “Service Improvement” is under way.
- 3.2 Arts Council England, which is a key stakeholder for the Council and a major funder of the RPM, recommends that local authority museums services are supported by an advisory group of sector specialists to provide external oversight of business delivery and museums standards, and to support the service on operational matters.
- 3.3 Draft Terms of Reference for the proposed Royal Pavilion & Museums Advisory Group are attached in the Appendix to this report.
- 3.4 The RPMAG is intended to support the service during the Service Improvement and Initiation Periods (Phases 1 and 2) of the project to transfer the service into a single purpose trust. Phase 3 will require a fully formed trustee body for the charitable operator.
- 3.5 The report approved by PRG in October states that:

As a precursor to transfer, during Phase 2, open recruitment will be undertaken to identify appropriately skilled and experienced individuals from a diversity of backgrounds and perspectives, willing and capable of joining the board of the new entity when it is established. When appropriate, this will become the trustee body for the new entity and will undertake negotiations with the Council on proposed terms of transfer.

- 3.6 The RPMAG will therefore be discontinued when the project progresses to the Implementation phase unless the Board of the new Trust, decides it is necessary or desirable to continue it, in order to ensure a strong focus on standards of collections care and development, and accreditation requirements. This would be a decision for the new Trust Board to make at the appropriate time.

- 3.7 Depending on the process outlined in 3.5 above, some members of the RPMAG may become trustees of the charity once its board is established, and this would provide useful continuity.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Arts Council England has recommended an advisory body be established to support the service and, while it is not a requirement of ACE funding, the RPMAG does offer additional support to the service from peer professionals, during an important period of change and could offer a degree of continuity if some of its members eventually join the board of the new entity.
- 4.2 The attached Terms of Reference are “light touch”. They preclude the RPMAG from taking any decisions about the service, which will remain under Council management through the usual procedures for approval.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Not applicable

6. CONCLUSION

- 6.1 The project to move into a single purpose charitable trust, is in three phases. The first phase focuses on Service Improvement, while the second phase tests the assumptions and requirements relating to a charitable operation.
- 6.2 This is a time of continued change for the service, and capacity is limited. The RPMAG is intended to support the RPM, and the wider Council, to ensure that the service reflects sector good practice in programming, conservation, collections care, learning and participation, business strategy and operations. It will be recruited from senior museum professionals, acting on a voluntary basis and will eventually be replaced by a board of trustees for the new entity when the project reaches the planned Implementation Phase.
- 6.3 Establishing the RPMAG will assist in enabling the RPM to be well prepared for its planned move. Progress through the Service Improvement phase of the project is ahead of schedule.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The establishment of the RPMAG will support the Service Improvement and Initiation phases of the move into a single purpose charitable trust, the financial implications of which were identified in the report to PRG Committee on 11 October 2018. There are anticipated costs associated to establishing and supporting the group, such as expenses and administration, which will be funded from Modernisation funding already earmarked for the RPM service.

Finance Officer Consulted: Steven Bedford

Date: 03/01/19

Legal Implications:

- 7.2 The committee has the authority under the constitution to set up short term policy panels to undertake development work. This board is intended to exist until a shadow board is established. It will not be a decision making body.

Lawyer Consulted: Alice Rowland

Date: 08/01/2019

Equalities Implications:

- 7.3 The recruitment of the RPMAG will take into account the requirements of the Public Sector Equality Duty, and the City's Inclusion Charter which has been developed as part of our Cultural Framework.

Sustainability Implications:

- 7.4 Not applicable

Any Other Significant Implications:

- 7.5 Not applicable

SUPPORTING DOCUMENTATION

Appendices:

1. Draft Terms of Reference for the RPM Advisory Group

Documents in Members' Rooms

1. None

Background Documents

1. Royal Pavilion & Museums Service Future Options Report approved by Policy, Resources and Governance Committee on 11 October 2018