

TERMS OF REFERENCE

ADVISORY GROUP - ROYAL PAVILION & MUSEUMS SERVICE

Background

1. Arts Council England (ACE), which is a major partner funder of the service has recommended an advisory function for the RPM. An advisory group is not a requirement of the ACE funding. However, the Council welcomes the idea and acknowledges that it has the potential to support the continued improvement of service delivery prior to establishing the new governance arrangements for the RPM.
2. Progress with the project to move the service into trust is currently ahead of schedule and it is envisaged that a Charitable Trust (a limited company with charitable status) will be in place to manage the service as early as April 2020. Therefore the Royal Pavilion & Museums Advisory Group (RPMAG) is a short term arrangement (to March 2020) and will be wound up once a Shadow Board is in place for the new entity (see timeline below).
3. The RPM Advisory Group is not a shadow arrangement for the proposed trust and nor is it a decision-making body.
4. The future Board of Trustees of the new entity will be recruited in the summer of 2019 through an open process, to ensure the necessary skills and desirable mix of “lived experiences” are represented. There will therefore be opportunities for members of the RPMAG members to be considered for trustee roles as part of this process, if they wish to put themselves forward, and this would provide welcome continuity and background knowledge of the service.
5. Similarly, the new charity’s trustees may desire to continue to seek advice from professional peers. However, this will be a matter for the trust, once it is established.
6. These Terms of Reference set out the purpose, scope, membership, operational arrangements and principles for the RPMAG to ensure the Board adds value to the service and that its composition and operation are appropriate.
7. In the event that a Trust is not established for the operation of the service, or is not established within a two year period, the Terms of Reference will be reviewed by the Council and may be amended to take account of the future needs of an in-house service.

Purpose

8. The purpose of the RPMAG is to advise the officer team in relation to professional and specialist museums matters, ranging from conservation, collections care, interpretation, learning and participation, to fundraising and commercial optimisation.
9. The RPMAG will also signpost the service to sources of support, case studies, potential trustees and learning & development opportunities.
10. The members of the RPMAG will act as “critical friends” to the service, offering a level of challenge to its business plan and delivery, within the context of national and international good practice.

Scope

11. The scope of the RPMAG is the Royal Pavilion & Museums service which comprises:
 - a. Royal Pavilion
 - b. Brighton Museum & Art Gallery
 - c. Hove Museum
 - d. Booth Museum

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- e. Preston Manor
 - f. UB5 Museum Store
 - g. Various related premises
 - h. Collections
 - i. Strategic functions which contribute to the city's wider agenda for heritage, museums and public art
12. The RPMAG will not run, or take decisions about the running of, the service. All decisions and responsibilities for the service will continue to sit with the Council, unless or until an independent operator is established.

Membership

13. In accordance with its purpose, membership of the RPMAG will be drawn from specialists in the fields of museums and historic buildings, and fundraising and related areas.
14. In addition, appropriately skilled and informed related parties (for example from third sector organisations specialising in heritage directly related to the collections, buildings and services of the RPM, such as the royal palaces and collections, or Regency architecture) may be invited either as RPMAG members or on an occasional basis where specific advice is needed.
15. The total number of RPMAG members will not be fewer than six, or more than twelve.
16. Specifically, the RPMAG will comprise individuals who have the professional skills, knowledge and experience to advise, support and advocate for the service in relation to:
- a. collections development, management, interpretation, programming and care, including knowledge of related national standards of care and ethics
 - b. historic premises conservation and operations
 - c. education (broadly) including learning and participation both generally and in relation to the equality duty (ie young people, people with disabilities, people with ethnic minority heritage)
 - d. grant processes and priorities of statutory and charitable bodies
 - e. individual philanthropic giving
 - f. corporate sponsorship
 - g. commercial catering and retail
17. Arts Council England and Heritage Lottery Fund will be invited to attend and observe meetings of the group.
18. One space will be available for a staff representative on the RPMAG, on a rotating basis between service areas to cover front of house, conservation and premises, learning teams and back of house functions.
19. Two spaces will be available for Trade Union representatives on the RPMAG.

Chairing

20. The Chair of the RPMAG will be appointed by the Council. As it is envisaged that the Trust will be running the service by 2020-21, the initial term will end in March 2020.
21. The role of the Chair will be to set the direction of the RPMAG and to ensure it operates within the terms set out in this document.
22. The elected Member who is Chair of the appropriate policy committee and the Assistant Director with responsibility for culture will be members of the Board, to ensure its advice is set in the context of the Council's wider policy agenda and aligned with business objectives.

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23. The Head of Service will attend RPMAG meetings and actively participate, working closely with the Chair to set the agenda and service the meetings, to ensure that its advice is translated into service plans

Operational Arrangements

24. The work of the RPMAG will be supported by the Council, which will provide the necessary space to meet, administrative support and professional input from across its services, to ensure it can fulfil its purpose.
25. The RPMAG will meet at least four times, at the end of each quarter (ie March, June, September, December 2019). Between meetings, board members may be asked for advice individually, based on their area of expertise.
26. The RPMAG will operate on a purely voluntary basis although reasonable expenses occurred wholly and necessarily in fulfilling the role will be reimbursed.

Principles

25. Members of the RPMAG will be required to:
- a. declare and manage any conflicts (real or perceived)
 - b. keep all discussions and information arising from their work confidential
 - c. work actively, openly and collaboratively together to achieve the purpose set out above.

Draft Timeline

<u>Date</u>	<u>Activity</u>
17 January 2019	BHCC Tourism, Development & Culture (TDC) Committee approves Terms of Reference and recruitment of RPM Advisory Group (RPMAG) members commences
7 March 2019	TDC Committee advised of names of RPMAG members and approves the appointment of the Chair
March and June 2019	First meetings of RPMAG
June/July 2019	Recruitment of Trustees for new charitable entity
September 2019	Negotiation period with shadow Trustees begins
Sept and Dec 2019	Final two meetings of RPMAG (some members of the RPMAG may also be shadow Trustees at this point)
January 2020	Committee approval of terms of transfer Winding up of RPMAG if transfer approved
April 2020	Anticipated date of service transfer

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