

Subject:	Royal Pavilion and Museums Trust Arrangements – Progress Update		
Date of Meeting:	11 January 2018 (Tourism, Development & Culture)		
Report of:	Executive Director Economy, Environment & Culture		
Contact Officer:	Name:	Val Birchall	Tel: 01273 292571
	Email:	val.birchall@brighton-hove.gov.uk	
Wards affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 The purpose of this report is to present Members of the committee with a progress update on the proposal to move the direct governance of the Royal Pavilion and Museums (RPM) from the City Council to a charitable entity, and to provide the opportunity to raise any questions for consideration. This new charitable entity (“the Trust”) would have the responsibility of managing the Royal Pavilion and Museums, the Brighton Dome & Brighton Festival and the Music and Arts Service.
- 1.2 There has long been an ambition to create a single cultural Trust that brings together RPM and Brighton Dome & Brighton Festival, with different options to achieve this aim explored over an extended period of years. In January 2017, Policy Resources & Growth Committee gave approval to develop the necessary legal, commercial and governance arrangements for a two stage solution which entailed establishing a new Trust to manage the services for an initial period, before merging the new Trust with the existing Brighton Dome & Festival Ltd (BDFL).
- 1.3 Through the development of the detailed Heads of Terms for the project it has become clear that progressing straight to a single Trust presents an opportunity to move quicker and reduce duplication. The recommended way of meeting the original objective is therefore to move straight to a single entity, rather than go through a two stage process, in order to give the best opportunity for success in establishing the ongoing resilience and sustainability of the Royal Pavilion & Museums.
- 1.4 This report updates the Committee on the work that has taken place between council officers, the Shadow Board for the Trust and the BDFL Board and executive, to progress the development of the Heads of Terms of all aspects of the transfer including the leases of property, the loan of the collections, the staff transfer (TUPE) and the transfer of business undertakings.

2. RECOMMENDATIONS:

2.1 That the Tourism Development & Culture Committee –

- 1) Notes the report and associated information.
- 2) Recommends that the 25th January 2018 Policy, Resources & Growth Committee:
 - (i) agrees the proposal to move the management of the service to a single trust in one stage rather than two stages;
 - (ii) agrees the proposal to proceed by way of a contract, rather than a grant.
- 3) Notes that 25 January 2018 Policy, Resources & Growth Committee will consider the final terms of the transaction, the governance arrangements for the Trust, and the provisions for monitoring the service contract between the City Council and the Trust as set out in the report.

3. BACKGROUND INFORMATION

- 3.1 The Royal Pavilion & Museums comprises five museums, including nationally and internationally significant collections, and associated activities. It is an Arts Council England “Major Partner Museum” and also leads museum development services for South East England.
- 3.2 This project is part of the council’s Modernisation programme, which has examined how to safeguard the future of the Royal Pavilion & Museums service, in the changing operational context and challenging financial environment of reduced council budgets. The work has looked at alternatives to the City Council directly managing the service, in order to achieve a sustainable future, to enable all the sites and the services within the RPM to continue to deliver on the priorities for the city and to maintain and build on the success of the Royal Pavilion & Museums as a nationally significant museum service.
- 3.3 Commitment to and investment in the long term future of the Royal Pavilion & Museums will help to safeguard the critical role that arts and culture (including heritage) play in the future success of the city. Arts and culture contribute to the health and well-being of the city, help to build diverse communities and improve our quality of life. Great art and culture can inspire learning for people of all ages, boost our local economy and enhance our national and international reputation – adding vibrancy to our city and contributing to economic growth.
- 3.4 Members have supported the aim of creating a single charitable entity (Trust) to manage the Royal Pavilion Estate (RPE) including those assets and programmes currently managed by Brighton Dome & Festival Ltd. Creating a single Trust to manage the delivery of activity would enable the Royal Pavilion, Brighton Dome & Royal Pavilion Garden, the museums and Brighton Festival to be programmed, promoted and operated as one, providing greater potential for fundraised and commercial income and resulting in cost efficiencies. A more coherent heritage and contemporary art offer for residents and visitors would lead to service improvement and a greater impact on individuals and communities.

- 3.5 There are anticipated benefits to the City of a new charitable Trust. The proposed charitable Trust for Brighton and Hove will be committed to enriching and changing lives of residents and visitors through arts, heritage and culture. It will have a vital role in creating Brighton and Hove's sense of place, building on its radical past to create an innovative future.
- 3.6 A key aim of moving the Royal Pavilion & Museums to Trust status is to develop a sustainable funding model for the museum portfolio at a time when local government funding is reducing. The report to January 2017 Policy, Resources & Growth Committee outlined that some of the possible benefits of establishing a charitable operation as:
- Tighter focus of the organisation on its core purpose and customers;
 - An independent entity having greater ability to respond more quickly to market trends;
 - Public recognition and confidence which can assist with fundraising;
 - Business benefits including gift aid on admissions; business rate relief and cultural exemption on business income;
 - Ability to operate on longer term financial and planning time frames which fits with the core nature of museums;
 - Clearer brand profiling helping with marketing and fundraising;
 - Greater freedom to be enterprising and generate new income streams;
 - Systems and processes aligned to the key purpose of museums
 - The ability to build up a surplus to be retained and reinvested and to maintain the buildings to an appropriate standard
 - A nationally recognised museum service (which is not supportable within current Council budgetary controls);
 - Being able to market-test support service contracts to get the best deal for this type of business;
 - Having the freedom to be more innovative, particularly around digital development and ICT systems, to align these better with museums' needs, rather than to meet multiple council requirements and constraints.
- 3.7 As well as overseeing the operation and management of the whole of the city's museum portfolio, the new Trust will also facilitate the aim of reunification of the Royal Pavilion Estate to:
- Conserve the Royal Pavilion Estate's Grade I and II listed buildings for the future; reconnecting the historic buildings and landscape to create a coherent Royal Pavilion Estate;
 - Develop and greatly enhance people's understanding and appreciation of the Royal Pavilion Estate and its historic significance; enable more people to learn about and enjoy the historic royal estate through new approaches to creative and artistic programming;
 - Ensure the future sustainability and resilience of both the Royal Pavilion & Museums and Brighton Dome & Festival Limited.
- The first phase of this work at the Corn Exchange commenced on site in February 2017 and Phase 2 funding applications are now being submitted.
- 3.8 Work was commissioned in 2016 to explore the options for future management of the RPM. The report provided by PWC recommended moving the service to a charitable third party operator, as this model offers the best opportunities to address the planned budget reductions by generating increased income from charitable and private sources, and taking advantage of the benefits of Gift Aid,

together with savings from business rate relief. It recommended that the Council establish a new charity for this purpose as part of its modernisation programme.

- 3.9 Based on this advice, a report was taken to Policy, Resources & Growth Committee on 19 January 2017 recommending a two stage approach to achieving the objective of the proposed new Trust. The Committee agreed to establish a new Trust into which the RPM (including the museums outside the RPE) would transfer on 1st April 2018, with the explicit intention of merging this charity with the BDFL (subject to Trustees' approval) within four years. A further report was required to be brought to Committee in January 2018 to approve the Heads of Terms of the transfer and the terms of a grant to the new body.
- 3.10 Since January 2017, work has progressed well to establish the new Trust. This has included appointing a Shadow Board, drafting Heads of Terms for a service contract, collections agreement and leases for property, and doing the groundwork for TUPE transfer, as well as scoping the IT and property maintenance issues, and developing a financial plan and draft constitution for the new entity.

Moving directly to a single Cultural Trust for the City

- 3.11 In January 2017, Policy, Resources and Growth (PRG) committee gave approval to establish a new charitable Trust to manage the Royal Pavilion & Museums (RPM) from April 2018, with the intention of merging it with Brighton Dome & Brighton Festival (BDFL) within four years.
- 3.12 It has since become apparent that it would be both possible and preferable to move directly to a single cultural Trust for the city that brings together both the RPM and BDFL through awarding a contract to BDFL, instead of first establishing a new charitable Trust and then the merger taking place at a later date.
- 3.13 In preparing for the new Trust, officers reviewed the risks and concluded that the proposed two stage process would increase disruption for staff, result in the duplication of some costs and impact upon the resilience of the new entity. Moving directly to a single cultural Trust for the city would allow the long term vision to be achieved more quickly, create greater resilience, and limit the operational impact of having a second major transfer in a few years' time, as well as accelerating the full financial and service benefits of bringing together the RPM and BDFL.
- 3.14 Officers have also been working with the Shadow Board to establish the nature of the funding arrangement and explored whether a contract rather than a grant would be beneficial both financially, and in terms of protecting the Council's assets and quality of services. The initial assumption was that a 25 year grant would be provided to the new Trust. However, through a contractual arrangement the Council would be able to more clearly set out its requirements for managing the assets and collections, as well as specifying the expectations in terms of service quality to ensure the effective management of the whole museum portfolio. In addition, it has become clear that the VAT implications of a grant are likely to be financially disadvantageous to the new Trust in comparison with a contract.

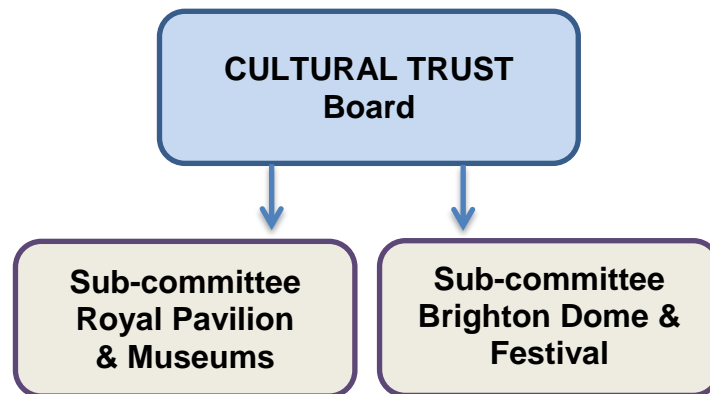
- 3.15 In September 2017, officers sought QC's advice in relation to awarding a contract rather than a grant, and the associated risks of doing so. The question of whether it is possible to award a contract directly to Brighton Dome & Festival, thereby accelerating progress towards the agreed outcome of a single operation was also revisited. QC's advice was therefore sought on the implications of the council entering into a contract (rather than a grant) for both a two stage process (establishing a new Trust which subsequently merges with BDFL) or moving directly to a single Trust that encompasses both RPM and BDFL, through the award of a contract directly to BDFL.
- 3.16 The QC's advice confirmed that there is a legal argument which would allow the Council to award a contract to BDFL without conducting a procurement. This argument is known as the "exclusive rights derogation". BDFL has a long term land interest in the Dome (an exclusive right) so is the only party able to deliver all the cultural services which encompass both the Royal Pavilion and Museums and the Brighton Dome and Brighton Festival, their assets, and collections. Counsel has advised that the risk of a procurement challenge to this approach from other providers is low.
- 3.17 A single stage process has the benefits of achieving the long term aim of a single entity by April 2018, whereas a two stage process would not achieve this for several years. A single entity on the Royal Pavilion Estate will have the advantages of joined-up services and joined-up programming, helping to raise the profile of the museums service further both nationally and internationally, creating a world class destination for the city. A single entity will also benefit from greater business efficiencies across management and support services.
- 3.18 Moving straight to a single entity will also minimise the costs and disruption that come with such a transfer. In a single stage process, legal fees would be minimised, staff would only TUPE once, contracts will only need to be novated once, and the RPM would be moving into an organisation which already has an infrastructure in place. BDFL has also shown it is capable of taking on a new service from the council (albeit a much smaller one), with the Music & Arts service transferring to BDFL in July 2017. Engagement will be needed with affected staff and trade unions.
- 3.19 Given all the reasons which have emerged in favour of awarding a service contract rather than a grant, together with the benefits of reunifying the Royal Pavilion Estate, whilst also establishing a single cultural Trust with the aim of safeguarding the future of arts, culture and heritage for the City, officers recommend that the Council moves straight to a single cultural Trust for the city that incorporates both RPM and BDFL. Whilst a procurement risk remains, it is considered low, and the single stage approach has significant advantages which outweigh the procurement risk. This approach is also supported by Arts Council England, which is the major funding partner for both RPM and BDFL.

Ensuring effective governance of the new Cultural Trust

- 3.20 Robust governance arrangements for the new charitable Trust will be key to ensuring that it is able to operate effectively and deliver the aspirations for the city, whilst also protecting the interests of the council. The aim would be to use the current corporate entity of the Brighton Dome and Festival Ltd, but change its purpose, its name, its Board, its structure and its business plan, to create a new

organisation which is fit for the purpose of managing a high profile and well-respected museums service, alongside Brighton Dome, Brighton Festival and the Music and Arts Service. The Board will initially have two sub-committees. One will have a focus on the Royal Pavilion & Museums, and will include the current members of the Shadow Board. The other will focus on the Dome, the Festival and Music and Arts service. Both parts of the Trust will retain their identities, and will share central support services.

Proposed governance structure:



- 3.21 The Shadow Board has been appointed to ensure the appropriate range of expertise and experience for the effective future management of the RPM. It is currently giving consideration to strengthening its membership in terms of diversity, and its expertise in museums and the management of heritage buildings.
- 3.22 The new Trust Board will have elected member representation, to be agreed annually at Full Council. It is currently anticipated that there will be cross-party representation through 3 elected member seats on the new Trust Board. The final governance arrangements will be presented to Policy Resources & Growth Committee for approval at the 25 January 2018 meeting.
- 3.23 The Shadow Board has played a key role in working with officers to develop the necessary legal and commercial agreements required to establish the new Trust and to undertake the due diligence necessary to ensure that the newly established Trust is legally robust, appropriately financed, and appropriately staffed.

Ensuring effective management of the Royal Pavilion, Museums, its assets and collections

- 3.24 Council Officers have been working with the Shadow Board to develop the Heads of Terms of the agreements between the new Trust and the Council. Together these agreements will aim to ensure that the assets, collections and services are effectively managed with appropriate oversight of the Council whilst allowing the new Trust the freedoms associated with independence.

- 3.25 The Trust will manage and operate the Royal Pavilion and Museums in accordance with the service agreement, in consideration of the payment of the fee, the licence to use the Collection and the leases and /or licences of the portfolio of assets that make up the Royal Pavilion & Museums. The service agreement, loan of the collection and leases of the properties will be interdependent.
- 3.26 It is proposed (subject to negotiation) that the agreement will be for a term of 25 years, with the ability for each party to terminate the agreement every 5 years provided in each case that the party terminating the agreement gives one year's notice to the other party.

Business Planning

- 3.27 It is proposed (subject to negotiation) that the Trust will be required to prepare a business plan which must be approved by the Council annually. The business plan will set out detailed programme proposals and financial forecasts for the following year including the Trust's proposals for the level of the admission charges, as well as ambitions and aims for the Trust for the following three years.
- 3.28 The Trust will also be required to exercise all the skill, care and diligence in the discharge of the Royal Pavilion & Museum services to be expected of an appropriately qualified competent provider of museum services. It will be required to ensure that the personnel engaged in providing the services are appropriately experienced and qualified and shall allocate sufficient resources as are necessary for the proper performance of an effective museum service. The Trust will be required to keep and retain records (for a period to be directed by the Council), to work closely with the Council in the performance of the services and ensure the reputation of the Council is not damaged by the way in which it provides the services.

Collections

- 3.29 It is key to the process that the City Council retains sufficient control over the assets and collections that are transferred to the new Trust in order to safeguard them for the future. Within the contract for services, a schedule will set out the terms on which the Trust uses the Council's museum collection. The Trust will adhere to the standards and codes of practice (or their successors) under which RPM currently operates. The Trust will be required to maintain the Museum Accreditation Standard.
- 3.30 The Trust will maintain, conserve and develop the collection, on behalf of the Council, in accordance with a suite of policies covering loans, acquisitions and disposals, just as the service currently operates. These policies are in the process of being updated and will come to Policy Resources and Growth Committee for approval. The Council will retain the responsibility for insuring the collection, which will remain in its ownership (where items are owned) or custodianship (where items are on loan), with the Trust taking out additional insurance where required. The Trust will be required to report on changes to the collection (including acquisitions, loans, disposals, deterioration) on a regular basis. Some items in the collection, and some properties (Preston Manor and Booth Museum) are in trust to the Council. Approval may need to be sought in

respect of the Council acting as trustee in relation to these, in accordance with the Council's constitution.

Maintenance

- 3.31 The Trust will be responsible for repairs and maintenance of the RPM portfolio of buildings, and will be required to plan and fundraise accordingly. There will be an obligation on the Trust within the leases to maintain the buildings, and the Trust will produce a plan for future maintenance requirements, linked to its financial plan, demonstrating how planned, reactive and major capital works will be deliverable, within the likely resources.

Staff

- 3.32 The knowledge and professional expertise of RPM's staff is vital to the running of the service, and staff numbers and experience are assessed as part of the accreditation process.
- 3.33 Under employment legislation (TUPE), existing staff will transfer to the Trust on their existing terms and conditions of employment and their continuity of service will be preserved. Staff transferring will retain access to the Local Government Pension Scheme.
- 3.34 Both staff and trade unions will be fully informed and engagement regarding the proposal to transfer the service, in line with best practice and legal requirements for a TUPE transfer. Information sharing will be undertaken with affected staff and trade unions, once final approval is given by Policy, Resources & Growth Committee. Both the Shadow Board and the Brighton Dome & Festival Board and executive have indicated their intention to recognise the existing trade unions as part of the new Trust arrangements.
- 3.35 The City Council will act as guarantor to enable the Trust to gain admitted body status within the Local Government Pension Scheme. The City Council will retain any accrued pension deficit at the point of transfer. The Trust will be liable for any deficit arising in the fund during the period of the contract, in respect of its employees and former employees (ie employees who retire or leave after the date of transfer). An indemnity will be provided by the City Council for any event that involves termination of the contract/concession, or an exit caused by all the scheme members having left the employment of the Trust, excluding any costs of early payment of pension including on the grounds of efficiency, redundancy and voluntary grounds.

Financial Model

- 3.36 Council officers have been working with the Shadow Board and officers from Brighton Dome and Brighton Festival to undertake due diligence on the financial model. The proposal is to provide a 25 year funding agreement with a fee agreed each year following the City Council's approval of the Trust's business plan.

- 3.37 The Integrated Service and Financial Plan reported to Policy, Resources & Growth Committee in December 2017 included savings totalling £0.392m from 2017/18 to 2019/20 for the Royal Pavilion & Museums budget. As previously approved by Policy Resources & Growth Committee, these savings will be deferred until the 2020/21 financial year to enable viable operation of the Trust.
- 3.38 In accordance with the report to Policy, Resources & Growth Committee, the funding for planned maintenance is being set at a level that will support the ongoing maintenance requirements of the Royal Pavilion & Museums. Although the planned maintenance annual allocation has usually been in the region of £0.400m, the council has spent an average of £0.594m and this figure, with inflation added each year, has therefore been used in projections to provide accurate comparisons. A building condition survey undertaken in 2015 identified a need of up to £1m spend per annum and it is assumed that the Trust will have the ability to fundraise for specific capital projects to support the core maintenance budget.
- 3.39 Officers from the City Council and BDFL, alongside the Shadow Board, are working together to develop a zero-based budgeting approach to the service budget, and conduct due diligence. This work will continue, with the expectation that a balanced budget will be developed and presented to the City Council prior to the start of the service contract.

Next Steps and Timetable

- 3.40 A further report will be brought to 25 January 2018 Policy, Resources & Growth Committee, which will outline the Heads of Terms of the legal and commercial agreements and to seek final approval to establish the new charitable Trust.
- 3.41 The current timetable seeks to establish the new Trust by 1st April 2018. However this timetable is currently under review to ensure that there is sufficient time to undertake full and proper information sharing and engagement with staff and trade unions on the transfer in accordance with council procedures. The final timetable for establishing the new Trust will be reported to Policy, Resources & Growth Committee on 25th January 2018.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 An options appraisal considering the governance model for the new Trust has been undertaken, with the involvement of the Shadow Board of the proposed Trust and senior officers of the Brighton Dome & Festival and resulted in the recommended route.
- 4.2 Previous reports to Policy, Resources & Growth Committee have described the options which were considered in relation to the decision to transfer the RPM into a charitable entity. These options have included:
- Remaining with the council. Keeping the service with the council could put museums at risk of having to reduce what they offer or closing through lack of funds.

- A management contract with a third party commercial organisation. This was thought the least financially sustainable of the options considered because, unlike Trust status, there would be no tax benefits and the council would have to pay a management fee to the contractor.
- Creating a 'mutual', Community Interest Company, or other form of social enterprise. This option has high risks because it is not a tested model for museums like Brighton & Hove's which have internationally recognised collections and operate on long timeframes. As a mutual, an organisation may only be awarded a contract for three years and does not attract taxable benefits.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Discussions have taken place throughout 2017 with the Shadow Board which has been established to set up the new Trust, Brighton Dome & Brighton Festival Board, as well as key stakeholders including Arts Council England and Heritage Lottery Fund, the staff and trade unions.
- 5.2 BDFL has agreed in principle (at its Board meeting on 12th December 2017) to the transfer, and to changing its charitable object and Board membership, in order to become fit for purpose. This includes extending its Board to include the current members of the Shadow Board set up for the new Trust, and recruiting further Trustees with Museums experience. It has also agreed to change its name, to reflect its new purpose of delivering the RPM services alongside management of the Brighton Dome and Festival. The BDFL management has agreed to recognise the GMB and Unison trade unions.
- 5.3 Meetings have been held with relevant trade unions. Staff and trade unions will continue to be engaged using the Council's agreed processes in relation to TUPE transfer. It is acknowledged that further information sharing and engagement with staff is required and this will be a key focus following the consideration of the heads of terms by Policy, Resources & Growth Committee on 25th January 2018.
- 5.4 Arts Council England has been consulted. Arts Council England is the national public body that supports a range of activities across the arts, museums and libraries. Its remit for the arts includes a wide range of visual, performing and literary art forms. It has funding responsibilities for regional museums and a development role across libraries and the wider museums sector. Arts Council England has encouraged the single step approach, and the creation of a charitable model for the RPM.
- 5.5 Officers are engaged in contracting other stakeholders, including those who have funded, donated or bequeathed items in the collection.

6. CONCLUSION

- 6.1 Arts and culture contribute to the health and well-being of the city, help to build diverse communities and improve our quality of life. Great art and culture can inspire learning, boost our local economy and enhance our national and

international reputation – bringing vibrancy to our city and contributing to economic growth.

- 6.2 Commitment to and investment in the long term future of the Royal Pavilion & Museums will help to safeguard the critical role that arts and culture plays in the future success of the city. Recent research undertaken by Arts Council England has identified that for every £1.00 of GVA generated by the arts and culture industry, an additional £1.30 of GVA is generated in the wider economy through wider indirect and induced multiplier impacts of the industry. This research has also identified that for every job supported by the arts and culture industry, an estimated additional 1.77 jobs are supported in the wider economyⁱ.
- 6.3 Establishing a single new cultural Trust for the city will safeguard the Council's heritage assets and museum collections and provides opportunities for further development of services across both the Royal Pavilion Estate and the whole museum portfolio for the benefit of residents and visitors.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The Council's annual fee and maintenance contribution to the Trust will be met from a combination of the Royal Pavilion and Museums service budget, Property and Design maintenance budgets and savings from central support services. All three budget areas have been projected in line with savings and other assumptions from the latest budget proposals. The detailed financial implications will be included within the report to the Policy, Resources & Growth Committee on 25th January 2018.
- 7.2 As explained in the main body of the report, the £0.392m savings identified for the Royal Pavilion and Museums service in the Integrated Service and Financial Plan will be deferred until the 2020/21 financial year, at which point the funding requirement for the Trust is expected to reduce.
- 7.3 Council officers will continue to work with the Shadow Board and officers from BDFL to undertake due diligence of the financial model, in order to develop a balanced budget for the Trust within the resources available.
- 7.4 Pension implications are referred to within the main body of the report. It is anticipated that there will be a significant increase in the employer pension contribution rate for staff who will transfer to the Trust and remain within the Local Government Pension Scheme (LGPS). Council officers are currently working with representatives of BDFL, the Shadow Board and the LGPS to review risk-share and funding options, to reduce the impact of increased costs in the early years of the Trust.
- 7.5 A sum of £0.295m has been allocated from the Modernisation Budget for this project, to cover one-off set-up costs.

Finance Officer Consulted: Steven Bedford

Date: 02/01/18

Legal Implications:

7.2 Leading Counsel has advised in relation to the procurement and state aid risks of transferring the Royal Pavilion and Museums to the Trust (in a one stage approach) under a contract for services. The Council is required to undertake a procurement in compliance with the European procurement regime and the Public Contracts Regulations 2015 if it is awarding a 'public services contract'. However this is subject to a limited number of exemptions which are contained in the regulations. Leading Counsel has advised that awarding the contract to the Trust would meet one of tests in Regulation 32 namely that the service can only be supplied by a particular economic operator for the following reason: "the protection of exclusive rights, including intellectual property rights". This is known as the 'exclusive rights derogation'. It is satisfied because BDFL is the only party that can deliver all the cultural services in BHCC's area having regard to BDFL's long term land interest in the Dome. Leading Counsel's view is that there is a procurement risk but it is low.

7.3 Leading Counsel has also advised that the proposals did not amount to state aid.

Lawyer Consulted:

Alice Rowland

Date: 29/12/2017

Equalities Implications:

7.4 A full equalities impact assessment is not required but equalities issues have been considered during the project, including in trustee appointments, shadow board meetings and communications.

Sustainability Implications:

7.5 None directly related to this report. The Trust will be expected to conduct its business in line with environmentally sustainable business practice and will be required to develop an Environmental Impact Assessment and Action Plan.

Any Other Significant Implications:

None

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms

None

Background Documents

1. Report to Policy, Resources and Growth Committee (Royal Pavilion & Museums), 19 January 2017.

ⁱ <http://www.artscouncil.org.uk/economic-contribution>