

<b>Subject:</b>	<b>Royal Pavilion &amp; Museums – Transfer to RPM Trust</b>		
<b>Date of Meeting:</b>	<b>5 December 2019</b>		
<b>Report of:</b>	<b>Executive Director, Economy, Environment &amp; Culture</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Nick Hibberd</b>	<b>01273 293756</b>
	<b>Email:</b>	<b>nick.hibberd@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>(All Wards);</b>		

**FOR GENERAL RELEASE**

**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 Council budgets are under severe pressure and with the requirement for ongoing savings, it is more important than ever to ensure our culture and heritage are supported with enough resources for future generations to enjoy.
- 1.2 The purpose of moving the Royal Pavilion & Museums service to the Royal Pavilion and Museums Trust (RPM Trust) is to enable our museums services to be sustainable, resilient and able to deliver the current high standards for residents and visitors over the long term. We have a unique and highly-regarded museums service delivered by a dedicated professional team of people who are key to its future success.
- 1.3 Following an independent, detailed evaluation of the options, the Policy Resources & Growth Committee agreed in October 2018 to transfer the Royal Pavilion & Museums services to a standalone trust, on a 25 year contract. It was subsequently agreed at Policy & Resources Committee (P&R) that the preferred route was to develop the trust out of the existing Royal Pavilion and Museums Foundation - a long-established and successful fundraising charity supporting the service. The Foundation has since changed its name to the Royal Pavilion and Museums Trust (RPM Trust).
- 1.4 The strong track record of the RPM Trust will provide a sound basis for building on the successes of our museums service and our internationally-recognised collections and buildings such as the Royal Pavilion. The RPM Trust will be able to access new charitable income streams and operate outside of the constraints of annual local government budget setting.
- 1.5 This report notes the financial model that sustains the RPM Trust's delivery of the services; updates on the commitments made to staff; and seeks approval for the works required to the Brighton Museum and Art Gallery roof.

## **2. RECOMMENDATIONS:**

That the Committee:

- 2.1 Approves the legal agreements (the Services Contract and the Transfer Agreement) which will be put in place between the Council and the RPM Trust, and delegates authority to the Executive Director Economy, Environment & Culture to make minor amendments to the legal agreements and to make material amendments in consultation with group leaders;
- 2.2 Delegates authority to the Executive Director Economy, Environment & Culture to appoint 3 members to the board of the RPM Trust as nominated by the leaders of the three political groups;
- 2.3 Agrees that the Royal Pavilion & Museums service will transfer to the Royal Pavilion & Museums Trust on 1 April 2020;
- 2.4 Agrees that leasing the buildings to the RPM Trust will help to secure the promotion and improvement of the economic and social well-being of the area and that the Council should enter into leases based on the appended heads of terms (Appendix 6) and delegates authority to the Executive Director Economy, Environment & Culture to agree the final terms of those leases;
- 2.5 Delegates authority to take any other steps necessary to implement the transfer of the service to RPM Trust in consultation with group leaders;
- 2.6 Agrees to the Trust joining the Local Government Pension Scheme (LGPS) as an admitted body on an 'open' scheme basis.
- 2.7 Approves the amended IPR Policy appended to the Collection Schedule (Appendix 4);
- 2.8 Approves the proposal for the Council to carry out works to the roof of the Brighton Museum and Art Gallery and authorises the Executive Director, Environment & Culture to commence any procurements necessary to complete these works and agrees to a capital budget of £1.260m being included in the council's Capital Investment Programme;
- 2.9 Approves the indicative fee of £1.181m reducing to £0.691m per year for the fee term 1 April 2020 to 31 March 2025 subject to approval at Annual Budget Council in February; and
- 2.10 Agrees to make a cash flow facility of up to £0.500m available to the RPM Trust within the first five years of operation and to delegate authority to the Executive Director, Environment & Culture and the Executive Director, Finance & Resources to agree the terms and repayment period if called upon.

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

- 3.1 The P&R committee in October formally agreed the in-principle decision taken at the Tourism, Development & Culture Committee that the RPM service should transfer to the RPM Trust.

## 3.2 RPM Trust Governance

### Articles

- 3.2.1 The formal legal structure of the Trust is a company limited by guarantee. At the Council's request the Trust agreed to amend its Articles of Association so that the Council will be a member of the company. The Articles give the Council the ability to veto any changes to the Charity's Articles or its name. The changes to the Articles will also mean that the Council will be able to nominate three Members to its board.
- 3.2.2 When the Council needs to attend a general meeting of the company and vote on resolutions, Policy & Resources will need to make the decision in advance and delegate to an officer so that that officer can attend the meeting and vote in accordance with the decision of Policy & Resources.

### Trustees

- 3.2.3 The Trust Board will consist of 16 trustees including three Members. Recruitment for new trustees and a Chair took place in November and the Board now has a diverse membership with the range of skills and knowledge required to manage the RPM Trust.
- 3.2.4 The Members who are nominated to the Board will formally take up their positions on the date the service transfers to the Trust, when the Articles will be changed, and in the meantime, strong informal links will be established with the Board and stakeholders.

### Four Tests

- 3.2.5 The October 2018 Policy, Resources & Growth committee report set out the following four tests that the service would need to resolve before officers could be satisfied that the project could proceed to implementation:
- 3.2.6 *'The income generation projections need to be fully modelled and a financial strategy developed to manage the uncertainty around future income to ensure the future model is capable of achieving a surplus position'*.  
The Finance Working group has carefully and rigorously modelled the first five years of Trust operation (a summary is set out as Appendix 1). Trustees have had the model independently validated. Transferring the service to a charitable company has quantifiable short-term costs but gives potentially substantial financial advantages in the medium and longer term.
- 3.2.7 *'That the independent charity would need to have the leadership capacity, skills and appropriate structure to manage a museum service'*.  
The RPM Trust's review and implementation of new governance arrangements demonstrates how this test is to be satisfied. The management structure is being strengthened by the recruitment of an additional senior finance post. A sole-purpose charitable trust whose primary function is to deliver the RPM service gives the greatest focus on stewardship of the very significant heritage assets in Royal Pavilion & Museum's portfolio.

3.2.8 *'That stakeholders and funders (especially Arts Council England) need to have confidence in the arrangements'*.

Art's Council England (ACE) meets monthly with officers and makes no objection to transferring the service to the RPM Trust under the current proposals. The Charity Commission will also need to approve the proposed governance arrangements.

3.2.9 *'That any proposed trustees would need to be confident that the terms on which the service contract would be offered provide a viable model'*.

The RPM Trust's trustees are engaged with the work of the Joint Project Board which gives them the opportunity to raise concerns about the transition. They are also carrying out their own due diligence exercise so that they are confident that they understand all the costs and risks of the service and to ensure that they can enter into the arrangements with confidence that they will be able to deliver the service with the funding available. The Trust have had the financial model independently validated.

### 3.3 **Legal work**

3.3.1 The relationship between the Council and the Trust is set out in the Services Contract (see Appendix 3). This document is very close to being finalised but the parties are still in discussions about some aspects of it and other non-material changes may be required prior to the transfer. The key terms of the Services Contract are set out in summary at Appendix 2. The Council will consider the Trust's Annual Service Plan, at it's the Tourism, Equality, Communities and Culture Committee in January 2020 and every subsequent January for the remainder of the term of the Services Contract. The terms on which the collection will be loaned to the RPM Trust are set out in a schedule to the Services Contract (this is currently a separate document but will ultimately form part of the Services Contract).

3.3.2 The heads of terms for the leases are attached at Appendix 6.

3.3.3 It is likely that the Council and the Trust will also need the following agreements:

- A back office support services agreement which sets out the terms on which the Council will provide HR, financial and other services to the Trust, along the model of current provision to existing third parties (schools, South Downs National Park).
- A pensions admission agreement (and associated documents), open to all staff and with a fixed contribution rate for the Trust.
- A loan agreement (if the Council makes cash flow available to the Trust).

### 3.4 **Finance / Pensions**

3.4.1 The Finance working group aims to develop a financial model that is sustainable over the long term, that maximises the benefits of Trust status, and which gives the council and Trustees confidence in the financial viability of the contract. A summary of the Model was provided to the Committee in October, which was presented to Directors through their Corporate Modernisation Delivery Board, and to RPM's existing Trustees, who have had the model independently

validated. The financial model, summarised at Appendix 1, has been updated from that reported to Committee in October for the proposed funding of the Museum and Art Gallery capital works, as well as to reflect the RPM Trust operating an 'open' admitted pension scheme.

3.4.2 A five year cash flow forecast has been produced as part of the financial modelling which suggest that the Trust should have sufficient availability of cash to fund its operations on a day to day basis. However, due to the risks associated to some of income sources of the Trust, it is recommended that a cash flow facility of up to £0.500m be made available by the council to the Trust for a period of 5 years in the event of temporary cash flow issues.

3.4.3 It is anticipated that the Trust will join the Local Government Pension Scheme (LGPS) as an admitted body on transfer. The pension scheme actuaries have reported on the pension position for the Trust based on known conditions and staff membership for both an 'open' and 'closed' admission arrangement, and provided estimates for contribution rates for both types of scheme. The offer of a closed scheme would mean the Trust would provide an alternative pension scheme for new employees, weakening the commitment to avoid a two-tier workforce. The financial model has been amended to relect the RPM Trust operating an 'open' scheme,

3.4.4 An open scheme would allow "new entrants" to join the LGPS in the future, i.e. in addition to the transferring staff, and therefore, the overall membership may increase in future years. This type of scheme would have a lower contribution rate (to the employer) because there will be greater contributions coming in from both the employer and employees in respect of new employees enrolled into the scheme. This effectively provides greater cash flows to the pension fund with which to generate investment returns before pensions become payable. However, over the longer term, the total employer costs of the scheme are significantly higher compared to a 'closed' scheme.

3.4.5 This report is recommending that the Committee approve the open pension scheme due to the non-financial considerations, particularly relating to maintaining similar conditions for all employees and maintaining stability of Trust employment relative to the council as Awarding Authority. When considering this recommendation, the Committee should note the impact on the financial model and potential additional cost to the council in supporting this option. More information is provided on this as part of the financial implications.

3.4.6 The council is currently seeking clarification on whether the Trust can become an admitted body on a pass-through arrangement, the key principles of which are summarised below.

- The letting authority retains the key pension risks associated with the outsourcing. This means that any pension surplus or deficit generated during the contract is retained by the authority. The contractor 'walks away' from the Fund on exit without paying any deficit or receiving any surplus.
- The contractor pays a contribution rate that is agreed in advance with the letting authority which applies during the full period of the contract. Typically the contribution rate is either fixed at a certain percentage of

pay, or is linked by pooling to the ongoing contribution rate payable by the letting authority.

- The contractor is normally liable for any pension costs that arise due to items over which it exerts full control e.g. excessive pay increases, or redundancy programmes where the staff involved receive enhanced pensions on early retirement. If this type of arrangement is not granted by East Sussex Pension Fund, then the Trust would be at risk of potentially large increases in employer contribution rates if the pension fund does not perform as anticipated.

### **3.5 Staffing and HR**

3.5.1 There has been a significant amount of engagement with staff throughout the process, attempting to give all staff an opportunity to engage, regardless of their working pattern.

3.5.2 Further staff engagement is planned as part of the TUPE process, subject to the outcome of this Committee. This will include one-to-one meetings with staff, and the opportunity to meet with the new employer.

3.5.3 Both parties will consult with staff independently. Closer to the point of transfer there may also be benefit in having a joint meeting where managers and HR from both the Council and the Trust are present to discuss issues and answer questions from staff.

3.5.4 In addition to keeping the local government pension scheme open to all, the Services Contract includes commitments to 'no worse' pay and conditions in order to avoid a 'two tier' workforce. New staff will be appointed on NJC terms and conditions.

### **3.6 Property**

3.6.1 A building maintenance strategy sets out where the various maintenance budgets sit now and then under the Trust. This has been agreed and aims to maximise the financial benefit to the Trust. Detailed condition surveys have been completed setting out the repair and maintenance priorities for each building. The council will retain its right to carry out repairs, but the obligation to maintain, repair and meet statutory compliance duties will sit with the Trust, which will become the responsible body for the safe management and operation of the buildings. A five-year and annual programme of planned maintenance works will be agreed between the Trust and the council.

3.6.2 In October, P&R agreed the reallocation of capital funds allocated to the Royal Pavilion as part of the RP Estate works to Brighton Museum & Art Gallery to support the repairs required to the roof as identified in condition surveys. The total project cost is estimated to be £1.259m. It has also been recommended that these repairs need to take place in the next year. It is recommended that the Council undertakes these works as the Council is not liable to pay VAT.

3.6.3 The Heads of Terms for the leases are attached. The Council is leasing the properties at an undervalue. However this undervalue is less than £2m in each case so the disposals are permitted (see legal implications). The disposals will

help to secure the promotion or improvement of the economic, social or environmental well-being of its area for the reasons set out in this report (and previous reports relating to this transfer).

### **3.7 ICT systems & Information Governance**

- 3.7.1 Following the transfer of the service the RPM Trust will run its own ICT systems and Information Governance independent of the council (although access to HR and financial systems may be temporarily maintained for a smooth transition). On the Trust's behalf, the council has commissioned an ICT consultant who is advising on the design and delivery of the new ICT systems including new hardware, hosting, internet connectivity, telephony, antivirus, security, Office 365, software licencing, business continuity, backup and support.
- 3.7.2 The initial investigation by the council and the Trust's consultant has identified the need to address some historic weaknesses in the ageing underlying infrastructure. This is not unique to the RPM service. Funding to renew this infrastructure is being identified so that the ICT service can be transferred with resilient foundations.

### **3.8 Support Services**

- 3.8.1 The RPM Trust will buy HR and Financial services from BHCC in the short term. A separate Back Office Services agreement is being drafted as the requirements become clearer, similar to the arrangements the council already has with schools or with the South Downs National Park Authority.
- 3.8.2 The Trust is procuring its own ICT support.
- 3.8.3 At this stage, it is felt unlikely that the Trust would require any other services, but other services modelled on the current offer to schools (H&S; Safeguarding; Learning and Development) are being explored.

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

- 4.1 Previous options considered and rejected by this Committee included retaining the service in-house; transferring the service to the Brighton Dome and Festival Ltd; or creating a new Trust from scratch.

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

- 5.1 Arts Council England as a major funder and stakeholder has been kept updated during the process, and monthly meetings take place between RPM managers and the Arts Council. Their concern has been to ensure the focus is on the high quality delivery to the public of the funded activity programme during any change process, to have a properly resourced and skilled team, to address the actions needed to continue to meet the accreditation standard, and to ensure the service, which is of national importance, has a sustainable future. As applications for the next round of national portfolio organisation grants will commence in July 2020 it is important that the move to Trust to ensure this sustainable future has taken place prior to the commencement of the grant application process.

- 5.2 The GMB and UNISON Trade Unions attend the Joint Project Board to ensure that issues that relate to staff are considered. Union ballots in October 2018 showed the majority of staff were in favour of the move to RPM Trust.
- 5.3 To support the service during 2019-20 the Arts Council requested the establishment of a Museums Advisory Group. Two reports were presented and agreed at TDC (January and March 2019) outlining the role and composition of the Advisory Group, which includes, for example, independent senior level expertise in relation to collections, historic buildings and programming.
- 5.4 As key stakeholders, the confidence of staff in the proposals is of key importance. Regular Communication updates are being provided to the Royal Pavilion & Museums staff as the project progresses and formal consultation with staff and trade unions under the TUPE regulations will take place during the next phase of the project.

## **6. CONCLUSION**

- 6.1 As Council budgets come under increasing pressure, it has been necessary to look at ways to maintain a high quality service, and to protect and conserve and utilise the sites and collections for public benefit in the longer term, whilst meeting necessary savings targets. It is recognised that there are greater opportunities to raise income in the charitable sector and therefore secure the long term sustainability of the city's heritage and museum assets and develop more services and programmes to ensure they continue to contribute to the city's priorities.
- 6.2 Trust status provides 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. This will help to offset reductions in council financial contributions. The ambition is for the service to support the delivery of key city priorities through more exhibitions and changes to displays as well as the completion of the Royal Pavilion Estate improvements to attract visitors to the sites, and therefore to the city, to support the visitor economy.

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

### **7.1 Financial Implications:**

- 7.1.1 A detailed five-year financial model has been developed to identify the likely financial implications of the proposed transfer of the RPM service to a charitable trust. Consistent with previous modelling, the latest financial model suggests that there are favourable financial implications in the medium to long term from a transfer to trust compared to the service remaining under control of the council. A summary of the financial model has been provided at Appendix 1, which includes comments on some of the key assumptions made. The financial model's viability has been independent validated on behalf of the Royal Pavilion and Museums Trust.



7.1.2 The financial modelling suggests that the net financial benefit of moving to a charitable trust would maximise future budget savings to the council, however one-off funding to support initial setup and transition would be required in the short term. It should be noted that the short term additional funding is partly due to an increased annual financial contribution to the planned maintenance of the RPM estate. This additional funding would be required under both in-house and transfer to trust scenarios to meet maintenance requirements identified in the completed condition surveys. The anticipated impact on council budgets over the first five years of operation are provided in the table below:

<b>Impact on Council Budgets</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Contribution to Charitable Activities	1,181	1,119	1,065	734	691
Contribution to Planned Maintenance	655	669	684	684	684
Funding of Museum roof works	1,259	0	0	0	0
Borrowing Repayment	0	60	60	60	60
<b>Total Council Contributions</b>	<b>3,095</b>	<b>1,848</b>	<b>1,809</b>	<b>1,478</b>	<b>1,435</b>
Funded From:					
Direct Service Revenue Budget	1,161	1,184	1,208	1,232	1,257
Planned Maintenance Budgets	481	491	500	510	521
BHCC Capital Receipt	500	0	0	0	0
Borrowing	759	0	0	0	0
Contributions (to)/from Reserves	194	173	101	(264)	(204)
<b>Total Funding</b>	<b>3,095</b>	<b>1,848</b>	<b>1,809</b>	<b>1,478</b>	<b>1,574</b>
<b>Remaining Budget Deficit / (Surplus)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(139)</b>

7.1.3 The table above identifies that budget savings will be achievable from year five once initial funding from reserves have been repaid. It is likely the annual savings after the initial five year funding period will increase as the RPM Trust becomes more financially independent. In addition to the financial implications in the table above, the transfer to RPM Trust will enable savings to be made by the council's various support services due to the Trust buying into these services, or reduced activity should the RPM Trust procure these services from elsewhere.

7.1.4 Previous financial modelling of the RPM Trust has been based on the adoption of a closed pension scheme (3.4 above), as this is the most financially advantageous and seen as a key driver in the council generating budget savings. High level calculations comparing an open and closed scheme have been carried out to determine the longer term financial implications of each scheme. Modelling of both schemes suggest that there could be an adverse financial impact of £0.231m over the first five year period should an open scheme be approved. Depending on a number of variables, it is estimated that the financial difference could range between £0.790m to £1.670m over a ten year period. This is because a new scheme would be likely to have an employer contribution rate of between 5% and 10% and savings would therefore accrue as LGPS staff leave the service to be replaced by new employees on the new scheme (at a comparatively lower employer contribution rate). Over time, this

annual variance increases as members leave the LGPS. The anticipated variance continues to increase each year beyond year 10 modelled above. The decision to operate an 'open scheme will therefore have an impact on the availability of funds the Trust holds and/or contributions required from the council and subsequent potential savings in the longer term.

- 7.1.6 The report seeks approval to a capital budget of £1.260m being included in the council's capital investment programme to carry out works to the roof of the Brighton Museum and Art Gallery. These works will be funded from a combination of capital receipts (£0.500m) and council borrowing (£0.760m). The capital receipts will be reallocated from £1.000m of capital receipts funds previously earmarked for the Royal Pavilion Estate capital programme. The council borrowing will be repaid over a period of 20 years, which has been assumed in financial model.
- 7.1.7 The report seeks agreement to make a cash flow facility of up to £0.500m available to the RPM Trust within the first five years of operation. As mentioned in the body of the report, a five year cash flow forecast has been produced and mitigations will be in place to reduce the risk the RPM Trust having cash flow issues. However, due to the potential risk associated to some of the Trusts income sources, it has been deemed appropriate and prudent to make a cash flow facility available to the Trust should it be required to meet temporary cash flow commitments. Any facility will be subject to Executive Director, Environment & Culture and the Section 151 Chief Finance Officer's approval and based on an assessment of the RPM Trust cash flow requirements linked to its business plan. If called upon, the facility will be managed by the council as part of its cash flow management.
- 7.1.8 It should be noted that, in accordance with the proposed legal agreements, the council will act as funder of last resort should the RPM Trust become insolvent to ensure continuity of the service and to meet pension fund obligations. The terms of the various legal agreements and current due diligence and independent validation processes will ensure that financial risks are minimised, and termination clauses will be in place to mitigate against this risk.

*Finance Officer Consulted: Steven Bedford*

*Date: 25/11/2019*

## 7.2 Legal Implications:

- 7.2.1 The RPM Trust is company which is limited by guarantee. The Trust is in the process of becoming registered with the Charity Commission. Its members are currently its directors (known as its trustees). Once the Articles are amended the Council will also be a member of the company. The company will have a board of 16 trustees, of whom 3 will be members of the Council. The Council cannot have greater representation than this without the company becoming 'a local authority influenced company' for the purpose of S68 of the Local Government and Housing Act 1989 which would have implications for the Council's accounting framework.
- 7.2.2 To comply with Charity Commission guidance, Members who are nominated to sit on the Board need to be aware that they will not be able to take part in

decisions the RPM Trust board takes which relate to the RPM Trust's contract with the Council.

- 7.2.3 The legal implications relating to the procurement and state aid risks were set out in the report to PRG committee in October 2018. Leading Counsel has advised and concluded that the risk that there is legal challenge to the Council directly awarding a contract (i.e. without undertaking a procurement) is low. He also confirmed that entering into a contract with a charitable trust will not amount to state aid.
- 7.2.4 The council is under an obligation when leasing its buildings to achieve the best consideration reasonably obtainable (s123 Local Government Act 1972). However the Secretary of State has issued a general consent: Circular 06/03: Local Government Act 1972 general disposal consent (England) 2003 which allows the Council to dispose of land for less than best consideration provided that the undervalue does not exceed £2m and the authority considers that the disposal will help it to secure promotion or improvement of the economic, social or environmental well-being of its area. The undervalues in respect of the leases referred to in this report do not represent an undervalue of more than £2m and the reasons why the authority considers that the disposal meet the well-being test are set out in the body of the report.
- 7.2.5 The Council was appointed as the sole corporate trustee of the Booth Museum and Stanford Museum and Public Park (Preston Manor). Officers are considering whether any further steps are required in respect of these undertakings prior to the transfer in order to comply with the Council's legal obligations.

*Lawyer Consulted:*

*Alice Rowland*

*Date: 26.11.2019*

### 7.3 Equalities Implications:

- 7.3.1 An Equalities Impact Assessment has been completed and recently reviewed, covering Governance; Staff; service users, and ICT systems. It is attached as Appendix 7.
- 7.3.2 No changes are proposed to the service itself, but the project is an opportunity to review the RPM's equalities and inclusion policies and practices. The RPM Trust is committed to protecting the terms and conditions of staff. Staff are represented on the project Board. The ambition is to set up a Community Panel to ensure that citizens are involved with key decisions.
- 7.3.3 Continuing compliance with the equalities duty has been incorporated into the contract, and will be monitored by council staff.  
The recent review and recruitment of Trustees has ensured that there is a diversity of representation on the board. The contract with the Trust will ensure that the service delivers where applicable on the Council's priorities. In line with Arts Council goals, the service increasingly delivers programmes and services in collaboration with communities and citizens of protected characteristics.
- 7.3.4 No changes to concessionary pricing are proposed as part of this transfer to Trust, and Fees and charges proposals include a section on Equalities which

considers the balance between income generation and access. A charity group rate is offered. Resident adults are offered half price admission at Preston Manor and the Royal Pavilion and free admission at Brighton Museum. All resident children enjoy free admission at all sites. Brighton and Hove schools don't pay admission. All students of the City's universities or higher education colleges are eligible for admission at Resident rate regardless of whether their residence is within the City. The Royal Pavilion has an Annual free day and Brighton Museum hosts monthly free community days. Those that access RPM via the community engagement programme do not incur entrance fees for the duration of their time working with us; e.g. the development of new galleries, specific projects such as Museum Mentors, youth engagement, early years, etc, therefore many of those priority groups are able to access RPM without incurring any cost. All volunteers have free entry to RPM sites, in line with Policy.

#### 7.4 Sustainability Implications:

The service will continue to work on improving its environmental sustainability which it reports on as part of its agreement with Arts Council.

## **SUPPORTING DOCUMENTATION**

### **Appendices**

- 1 Financial Summary
- 2 Summary of key contract terms
- 3 Draft Services Contract
- 4 Draft Collection Schedule
- 5 Draft Transfer Agreement
- 6 Heads of Terms for Leases
- 7 Equalities Impact Assessment

### **Documents in Members' Rooms:**

None