

Towards 2020: Culture Connects

Royal Pavilion & Museums Forward Plan 2012-15

Brighton & Hove City Council



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Introduction

The Forward Plan sets out the vision and ambitions for the Royal Pavilion & Museums (RPM), the services it provides to the community and the role it plays in supporting the visitor economy.

This plan has been developed in the context of supporting the delivery of Brighton & Hove City Council's corporate plans, priorities and cultural strategy, the 2020 Community Strategy and Arts Council England's five strategic goals for museums. The connections between the strategic priorities of these different plans are shown in appendix 2

The plan builds on RPM's key achievements since the last forward plan. These are highlighted in appendix 2

The work prepared by staff to inform the business plan activities (appendix 1) informs individual work plans that are prepared annually across the service, and form part of the corporate performance monitoring system. Further work and refinement of strategies will be undertaken to inform the RPM strategic plan 'Towards 2020 Culture Connects' (2013-2020) for Museums Accreditation which is the national standard which is set for the sector and administered through Arts Council England. Without Accreditation museums are unable to apply for many streams of external funding.

Vision ‘RPM a model for 21st-century excellence’

The focus of RPM over the next three years is to put in place the building blocks for a resilient organisation with an international reputation for excellent, inspiring and relevant social experiences through programming, digital innovation and learning, which maximises the city’s internationally significant collections and buildings. RPM will be renowned for co-production and collaboration, for reaching new and more diverse audiences and for inspiring a sense of shared ownership with its communities. This will be complemented by work on addressing strategic challenges: infrastructure improvements and developments to the Royal Pavilion Estate to enable the delivery of world class cultural opportunities; and the long-term sustainability, conservation and use of the collections and sites.

Purpose, Strategic Aims, Principles

RPM’s purpose is to inspire ‘discovery, enjoyment and learning’ through the city’s collections and historic sites. We do this through:

- **Connecting people with museums and changing lives:** we will deliver programmes, services, interpretation, displays and digital innovation through building connections with local communities, through co-production and through research using collections to explore stories which are relevant today. RPM will support the development of a confident, sustainable city by drawing on its distinct heritage, culture and identity to support appropriate city-wide initiatives e.g. South Downs National Park.
 - Programming – exhibitions, installations, performances and events
 - Learning and community engagement
 - Digital development
 - New ‘permanent’ gallery displays

- **Building a sustainable and resilient organisation:** The imperative is to create a business model resilient to the impacts of changes in public funding through growing earned income, creating innovative new income streams, developing our fundraising capacity, maximizing the use of our portfolio of buildings to address organisational challenges, and seeking economies of scale and new ways of working with appropriate partners. We seek to maximise digital potential to address sustainability challenges and create an entrepreneurial, diverse, and engaged work place culture with appropriately skilled staff.
 - Sustainable use of all resources- sites, collections and assets
 - Master plan for the development and refocussing of the sites

- Maximising income generation and fundraising
 - Digital potential
 - Workforce, volunteer development and succession planning
 - Developing and sustaining partnerships
- **Developing and caring for cultural resources (collections and buildings)** In order to maximise the public benefits and social outcomes from museum collections, improvements to access of stored collections are required both physically and virtually to ensure RPM maintains its Accreditation* standards. We need to build on the standards that will be provided at the Keep by the development of long term sustainable storage solutions for the reserve collections. To tell stories appropriate to future generations the city needs to continue to collect material that is relevant to diverse communities.
 - Accreditation standards
 - Building collection knowledge
 - Maintaining and presenting the collections and buildings
 - Developing the collections to maintain the contemporary record
 - **Exercising leadership** The RPM, as the lead for the Arts Council South East Renaissance Museums Development Programme and as a Major Grants Partner, will use its expertise and experience to support the development of the museum sector. With an ambition to be a 'model of excellence', we will champion the role of museums in broadening diversity and tackling in equality.
 - Leading Museum Development in South East
 - Supporting Museum Development through sharing our expertise
 - Developing and championing diversity
 - Developing dispersed leadership within RPM

Principles

Collaboration and partnership: co-production and working in collaboration with different community groups, communities of interest and partners to develop programmes and services

Creativity: creative and innovative responses to our work and challenges, encouraging risk as a way to drive change and development

Customer focus: to ensure excellence drives the services to customers and users and that the collections are used to the maximum of public benefit

Equality and diversity: our services are accessible to all, and we aim to promote cultural understanding and diversity through our work

Performance, monitoring and reviewing the plan

The Forward Plan is informed by continual processes of research and review, both internal and external. These processes occur across the Service as a whole, and in relation to individual projects: all outputs of research contribute to forward planning and build our capacity for sustained and targeted improvements to the Service. We are mindful of likely changes to the needs of audiences and gather evidence to support changes to the outcomes and outputs of the Service. The business planning process will continue to be supported by the corporate performance monitoring system through its structure of Commissioning Plans, Team Plans and Individual Performance Plans, linking in to Renaissance Planning and Action Plans.

Funding the forward plan and activity

This forward plan sets out the key activities which will be undertaken by RPM over the next three years. A key aim as outlined above is for RPM to build an economically sustainable organisation to minimise the impacts of changes in public funding.

Income Generation

RPM has a long and successful track record in self-generated income, unusually for a local authority managed museum service. Its business model has always included approx 50% self-generated income, with income generated through the Royal Pavilion contributing x % to the overall service running costs. In the period of the last business plan, the RPM invested in infrastructural and systems improvements to ...blah, blah...

Fundraising and Royal Pavilion and Museums Foundation

RPM has a successful track record of raising funds from trusts, foundations and grant giving bodies. Over the period of the last plan (2008-12) it raised £4m. In addition to this the organisation was a partner in the South East Regional Hub, in the Museums Libraries & Archives Council's national Renaissance in the Regions programme 2003 -2012 and benefitted from £4.4m investment from Renaissance (many of the organisation's key achievements were made possible with this funding, see appendix 3)

As a partner in Arts Council England's new Major Grants programme (Renaissance) RPM will be able to deliver a programme of work which will improve the financial resilience of the organisation. Renaissance will also support much of the programming, improvements and innovations supporting the vision for the service as a 'model of 21st-century excellence.'

Appendix 1 table demonstrating links between RPMs strategic aims, Brighton & Hove City Council corporate priorities and Arts Council England's five goals for museums

RPM strategic objectives	Council Priorities	2020 community strategy	ACE five goals
Connecting people with museums, changing lives	<p>Tackling inequality</p> <ul style="list-style-type: none"> • Culture & Leisure opportunities for all • Children & Young people have the best start in life • Vulnerable adults supported to live healthy independent lives <p>Engaging people</p> <ul style="list-style-type: none"> • Reduce health inequalities • A council that is easy to contact & demonstrates it listens to residents • A resilient and vibrant community & voluntary sector • Improved collaboration between council and communities 	<p>Promoting enterprise and learning</p> <p>Improving health & wellbeing</p> <p>Strengthening communities and involving people</p>	<p>More People experience and are inspired by museums</p> <p>Every child and young person has the opportunity to experience the richness and inspiration of museums</p>
Building a sustainable and resilient organisation	<p>Creating a more sustainable city</p> <ul style="list-style-type: none"> • Protection & enhancement of the city's natural environment • A strong & low carbon economy <ul style="list-style-type: none"> • A low waste city • A healthier & higher quality built environment 	<p>Living within environmental limits and enhancing the environment</p> <p>Providing quality services</p>	Museums are sustainable and resilient
Developing and caring for cultural resources (collections and buildings)	<p>Creating a more sustainable city</p> <ul style="list-style-type: none"> • A healthier & higher quality built environment 		Excellence is thriving and celebrated in museums
Exercising leadership	Responsible & empowering employer		Leadership and workforce in museums are diverse and highly skilled

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Appendix 2 Key achievements since 2008

During the period of the last forward plan there have been a number of significant achievements in programmes, projects and service delivery. These include:

Collections and buildings care and development

- Improved standards of artefact storage, care and conservation
- Undertaking collections reviews in Natural Sciences, Archaeology and Local History
- Continuing improvements to the restoration and conservation of the Royal Pavilion including annual closed weeks to allow works such as carpet replacement; deep cleaning and repairs.
- Plans for improvements to the Royal Pavilion entrance hall
- New security control room for the Royal Pavilion estate

Programming, interpretation and gallery developments

- India hospital display at Royal Pavilion
- Completion of refurbishment of former bedroom of Prince Regent as a temporary exhibition gallery and the first two temporary exhibitions at the royal pavilion: 'Dress for Excess' and 'Princess Charlotte'
- First contemporary art installation at the Royal Pavilion
- The development of the new 'World Stories: Young Voices' Gallery (Brighton Museum & Art gallery)
- The development of two new Egyptology galleries (Brighton Museum & Art Gallery)
- Programme of exhibitions and events including award winning 'Chinese Whispers', and 'Land Girls'
- Development of learning programmes, community and outreach work examples include: new resources for schools and teachers and developing Arts Awards programmes for young people
- Exhibitions, special events
- Building Hove Museum & Art gallery's child-focused profile

- The Keep project which will provide state of the art storage for public records and 2 d museum material which will open in November 2013
- Establishing the Youth Forum to act as an advisory group and also creates and supports programming for young people, and being the first UK museum service to be awarded the National Youth Agency's Hear by Right Silver award
- Establishing Access Advisory Group to support new developments and service delivery to ensure that equal access is achieved

Digital/ICT/Systems

- Introduction of social media- Facebook, twitter, blogs with in excess of 3000 active followers
- Digitisation records for over 250,000 items in the collection
- New group and events booking systems to improve the customer interface which has seen a 40,000 increase in group visit numbers and improvements in call handling rates of 30%
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Income generation and fundraising

- Establishment of new fundraising team
- Modernisation of Friends of the Royal Pavilion and Museums as the charity which supports the organisation and rebranding as Foundation to support the Fundraising team in their work.
- Raising £3m from external sources for years 2009-12 and so far £3.5m for projects in years 2012-15
- Hosting of apprenticeships and diversity placements