

# Royal Pavilion & Museums Equality Action Plan 2015-18

## Updated February 2016

### Introduction

Equality and diversity is critical to the Royal Pavilion & Museum's vision for the organisation. The focus of the Royal Pavilion & Museums 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. The Royal Pavilion & Museums 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.

The Royal Pavilion & Museum's purpose is to inspire Learning, Discovery and Enjoyment through the city's collections and historic sites.

Equality and diversity is one of our four guiding principles. It is critical to the future sustainability of the Royal Pavilion & Museums and therefore it is at the heart of our strategic aims:

- 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.
- 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.
- 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. To tell stories appropriate to future generations the city needs to continue to collect material that is relevant to diverse communities.
- 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.

The strategic equality and diversity objectives which will be delivered through these aims are:

- A workforce that is representative of its community

- A workforce that has the knowledge and skills to promote equality and diversity and work with different audiences, groups and partners
- Audiences that are representative of our communities
- Programmes and services which are relevant and representative of our communities
- The involvement of communities and partner organisations through collaborative co-production of programmes and services
- Accessible services
- Collections development that better represent our communities
- Challenging and eradicating discrimination through programming and debate about issues of cultural diversity and equality
- Championing the role of museums in broadening and tackling inequality.

Through these strategic aims we strive to deliver Brighton and Hove City Council's corporate priorities of:

- Tackling Inequality
- Creating A More Sustainable City
- Engaging People Who Live and Work in the City
- A Responsible and Empowering Employer

As a local authority service the work of RPM follows the following equality policies:

- Equality and Inclusion Policy Brighton and Hove City Council
- Equality framework for Local Government
- Brighton and Hove City Council's recruitment and selection policy

We recognise that there can be no fair society if some groups remain disadvantaged because of their legally protected characteristics: age, disability, gender, race/ethnicity, religion and belief, sexual orientation or gender reassignment. We also know – from our data and research - that there are additional people and places facing disadvantage in our city and have identified these as 'social inclusion groups'

The current economic climate makes this simultaneously difficult and critically, more important than ever to achieve. At a time of recession and significant public spending reform we recognise that many of our most vulnerable groups will face additional challenges during the next few years.

The council recognises values and seeks to protect basic human rights as the basic rights and freedoms that belong to every person. Together with other statutory services in the city we adopted an 'Equality and Human Rights Charter' in 2010. This provides a framework for improving services in response to the diversity of communities in the city and progress and impact are reported to the City Inclusion Partnership.

RPM also contributes to the corporate action plan that underpins the council's Equality and Inclusion Policy. Its overall objectives link to the nationally recognised Equality Framework for Local Government and provide us with a robust framework for implementing and monitoring these actions.

### **Promoting equality and inclusion through better engagement between the council and communities, groups and individuals**

- We will engage with representative groups, networks and individuals to ensure that communities of interest, identity and place are given an opportunity to influence review, design and deliver services
- When we engage with communities we will identify which groups should be involved, consider how best to reach and engage with them and use a range of approaches and activities to ensure that engagement is accessible and appropriate for diverse communities
- We will make sure that our staff have the skills and confidence to engage with all communities in the city to ensure that engagement is appropriate and positive for everyone.
- We will work with communities to raise awareness and create opportunities for working on joint projects to improve community cohesion between 'protected characteristics' groups and to reduce inequality.

### **Promoting equality and inclusion through fair and accessible services**

- We will continue to improve the accessibility of our services and our facilities - including buildings, information, communication, appropriate use of different technologies and events – for service-users.
- We will develop and provide relevant and appropriate services to ensure that they meet the needs of individual users, targeting those who are most in need and who face additional barriers.
- We will develop and use a tailored approach for services to make sure that we identify specific needs and barriers and respond appropriately.
- We will ensure full compliance with our Equality Impact Assessment (EIA) procedure to ensure that we give due regard to the impact and potential impact on all people with 'protected characteristics' in shaping policy, in delivering services, and in relation to our employees – and so we can evidence this

### **Promoting equality and inclusion through improving the quality and breadth of information held and used**

- We will address gaps in our knowledge to ensure that we are prioritising key equality areas in our work; and we will use data and consultation from Equality Impact Assessments and service reviews to fill gaps and inform targeted work.
- We will enhance our data collection and analysis processes, working with our partners, so that we can effectively use equality data to improve services.
- We will collect, analyse and publish workforce data to meet our duties in the Equality Act 2010, and use the information to inform workforce policies and practices.
- We will use internal and external communications to ensure that we raise awareness and share information on equality and inclusion issues with staff, service-users, communities, partners and others.

RPM's Equalities Action Plan 2015-18 has been produced following a review of the 2012-15 Plan. This Plan will be monitored and overseen by RPM's Equalities & Inclusion group, which is made up of staff representatives from each team, and community members from our Advisory Groups. The Equalities & Inclusion group will meet every 3 months throughout the lifetime of this plan to monitor progress, report on achievements, and work to identify barriers and solutions.

A full annual review of the Plan will take place at the end of each year, along with half-yearly reports on progress.

## Themed Action Plan

### Access

| <b>Aim</b>                                | <b>Actions</b>   | <b>Lead team</b>        | <b>Others to work with</b>  | <b>Timeframe, including milestones</b>                                  | <b>Evidence of success</b>   | <b>Named lead person</b>    |
|---|--|-------------------------|---|---|--|-----------------------------|
| Improved accessible signage & information | Ensure all sites are kept to standard<br>Ensure website is kept up to date with all necessary info | Marketing/Digital       | Dome Team<br>RP Estate Team<br>Site Leads   | Audit sites 15-16 (completed on RP Estate)<br>Implement changes 2016-18 | Improved signage in place<br>Website has all info                                  | Marketing Manager           |
|   | Ensure website continues to meet accessibility standards   | Digital/Marketing       | BHCC Press Office<br>AAG<br>Learning & Engagement   | Ongoing reviews throughout programme                                    | Website meets recognised standards<br>Website includes more accessible information | Digital Development Officer |
|   | Continue to ensure publically available digital content is not locked in proprietary formats       | Digital                 | Marketing   | Ongoing reviews throughout programme                                    | Accessible digital content   | Digital Development Officer |
|   | Targeted marketing   | Marketing               | All key projects e.g. Fashion Cities Africa, Gluck, Community & Youth Engagement projects<br>Site Leads | Implement for each project as planned                                   | Marketing reaches more diverse audiences   | Marketing Manager           |
| Improved access                           | Upgrade/replace induction loops  | Historic Premises       | Programming<br>Learning<br>Bookings   | Review all loops 2015 (completed)<br>Upgrade/replace 2016-18            | Repaired/replaced<br>Staff aware<br>Tested<br>In use                               | Historic Premises Manager   |
|   | Onsite daily access information across all RPM sites   | Marketing<br>Site Leads | Bookings<br>Historic premises   | Information kept up to date   | Customer satisfaction  | Marketing Manager           |
|   | Permanent call ahead system based on FED (local disability organisation) scheme                    | Bookings Team           | Visit Brighton  | Implement system 2016<br>Review annually                                | Enquiries answered<br>Customer satisfaction  | Bookings Manager            |

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|  | Access email service – continue to signpost to Visit Brighton for city wide info  | Bookings Team                                 | Historic Premises<br>Frontline<br>Site Leads  | Review annually  | Customer satisfaction   | Bookings Manager  |
|  | Develop standard response for access enquiries  | Bookings Team                                 | Historic Premises<br>Frontline<br>Site Leads  | Develop and implement 2016<br>Review annually                              | Customer satisfaction   | Bookings Manager  |
|  | Develop Equalities guidelines for gallery refits & exhibitions based on work done with Access Advisory Group on World Stories | World Art Programming/Community Engagement    | Access Advisory Group<br>Marketing<br>Collections<br>Museum Lab<br>Site Leads             | Guidelines developed 2016<br>Review annually                               | Guidelines in place<br>Better working practice across RPM   | Keeper World Art<br>Programming Manager<br>Community Engagement Officer |
|  | Continue to provide resources to assist disabled visitors.<br>Research good practice  | RPM Equalities group                          | Access Advisory Group<br>Programming<br>Fundraising<br>Community Engagement<br>Site Leads | Fundraise & implement as identified 2016-18                                | Tangible resources available to disabled visitors, e.g. walkers across all sites, portable fold-up chairs in BMAG.<br>Customer feedback | RPM Equalities lead   |
|  | Continue to provide audio described tours for the blind and partially sighted; continue to provide access to tactile objects  | Programming Learning & Engagement Collections | Fundraising<br>Marketing<br>Historic Premises<br>Site Leads                               | Develop tours alongside exhibitions.<br>Identify fundraising opportunities | Customer satisfaction   | Programming Manager   |

## Audiences

| <b>Aim</b>   | <b>Actions</b>   | <b>Lead team</b>      | <b>Others to work with</b> | <b>Timeframe, including milestones</b>   | <b>Evidence of success</b>   | <b>Named lead person</b>                 |
|--|--|-----------------------|----------------------------|--|--|--|
| Continue to develop and deliver a more robust and accessible volunteer offer | Continue to build links with community workers & neighbourhoods; ensure offers are accessible; accessible recruitment & induction; launch new offers; training for staff | Learning & Engagement | All teams                  | Staff training 2016<br>Accessible recruitment/Induction 2016<br>Continue to launch new offers ensuring they go to all contacts<br>Collate Equalities info after March 16 | Increase in numbers of new volunteers<br>More robust and embedded system across all staff teams<br>Staff feel more confident in working with volunteers<br>More diverse volunteer base | Volunteer, Learning & Engagement Manager |

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| Continue to develop a more diverse volunteer base  | Develop a targeted and tailored volunteer offer; work with Able & Willing, Brighton Housing Trust, Youth Engagement project, among others to create pathways in for volunteering opportunities | Learning & Engagement            | All teams  | Continue to develop opportunities<br>Deliver 2016-18<br>Analyse Equalities data 16-18                  | Equalities info on volunteers shows a more diverse representation  | Learning, Engagement & Volunteer Manager and Community Engagement Officer |
| Develop a cultural hub offer for volunteering in the city                                      | Develop joint working with Heritage Learning, arts organisations, and community/voluntary sector; Develop and launch offer   | Learning & Engagement            | All RPM teams<br>Heritage Learning<br>Dome<br>Fabrica<br>South East Dance<br>Volunteer Champions Group<br>BHCC | Establish partnerships 2016-17<br>Develop & launch offer 2016-17<br>Deliver 2016-18                    | Simplified access for people wishing to volunteer in culture & heritage<br>Increase in number of people volunteering in culture & heritage in city | Volunteer, Learning & Engagement Manager                                  |
| Continue to deliver a targeted Community Engagement (CE) programme                             | Deliver Early Years, Youth Engagement & Adult Programme.   | Engagement                       | All project leads/teams  | Deliver to agreed work plans; develop new partnerships & projects 16-18; collate Equalities data       | More diverse audiences engaged in RPM's CE programmes  | Community Engagement Officer  |
| Continue to develop & deliver a wide ranging offer to schools and other learning organisations | Deliver agreed schools/learning work plan<br>Work to ensure that disadvantaged children & families can access offers   | Learning                         | Programming<br>Collections<br>Site Leads<br>Engagement<br>Heritage Learning<br>Teachers Focus Groups           | Deliver to agreed work plan and timescales 2016-18   | More diverse audiences accessing schools programme   | Senior Learning Officer   |
| Suitable facilities provided for cultural & religious purposes                                 | Ensure project planning includes the provision of suitable facilities to address cultural and religious needs of groups worked with  | All project leads                | As needed  | Included within Project Management toolkit<br>All project leads to include in project planning 2015-18 | Groups feel their cultural needs were understood   | Head of Collections Interpretation & Learning                             |
| Continue to develop online content that appeals to a diverse audience                          | Blogs<br>Online collections<br>Staff training  | Digital                          | All teams  | Continue to implement plans 2016-18<br>Staff training in p/ship with MDOs                              | Customer satisfaction<br>More diverse blogs<br>Increased access to online collections  | Digital Development Officer   |
| Continue work to represent diverse cultures and under-   | To co-curate/co-produce temporary exhibitions with community groups  | Community Engagement Programming | Collections<br>Museum Lab  | Fashion Cities Africa exhibition 2016<br>Constable exhibition  | More temporary exhibitions and displays developed with   | Programming Manager<br>Community  |

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| represented communities in temporary exhibitions  |   |  |  | 2017 LGBT exhibition 2017  | community groups; community groups feel stronger sense of ownership of RPM   | Engagement Officer<br>Senior Keepers                    |
| Co-programme events   | Plan and deliver events in collaboration with community groups  | Programming Site Leads                       | Collections<br>Community Engagement<br>Museum Lab Site Leads | Deliver events alongside e.g. Fashion Cities Africa, and Gluck project & exhibition 16-18<br>Plan & deliver events in line with agreed programme of activity 15-18 | Customer satisfaction<br>Communities feel stronger sense of ownership  | Programming Manager<br>Museum Lab Manager<br>Site Leads |
| Continue to ensure that exhibitions and events appeal to different age groups.                                      | Provide varied exhibitions programming  | Programming Museum Lab Site Leads            | Community engagement<br>Marketing<br>Collections             | Include at planning stage of all exhibitions & events  | Data captured from events reflects diverse age ranges attending  | Programming Manager<br>Site Leads                       |
| Grow and diversify RPM's membership base  | Develop targeted membership campaign around specific exhibitions e.g. Fashion Cities Africa, Gluck                                    | Fundraising                                  | Programming<br>Collections<br>Site Leads                     | Campaign to run alongside Fashion Cities Africa project and exhibition 2016 - 17   | More diverse membership base   | Head of Fundraising                                     |
| Continue to deliver on RPM's wider Arts Council Leadership role in Audiences & Equalities, across the museum sector | Skills Sharing<br>Museum Development Networks<br>Host workshops<br>Host annual conference   | Major Partner Museum (MPM) Programme Manager | Museum Development Team<br>DMT<br>Key project leads          | Planned annual workshops and conferences 16-18<br>Skills sharing networks delivering 16-18   | RPM has excellent profile across sector in its leadership role   | MPM Programme Manager                                   |
| Improve data collection & equalities monitoring   | Review current data collection<br>Introduce robust Equalities monitoring for all projects<br>Analyse Equalities data to identify gaps | Equalities Lead                              | All project leads<br>BHCC Equalities Officer                 | Equalities data gathered for all service users over 16 2015 onwards<br>Annual Equalities report to analyse data and identify gaps                                  | Robust systems in place<br>Staff awareness<br>Improved method of identifying gaps<br>Capturing data of those engaged in projects | Volunteer, Learning & Engagement Manager                |

## Workforce

| Aim   | Actions   | Lead team                        | Others to work with   | Timeframe, including milestones  | Evidence of success   | Named lead person                           |
|---|---|----------------------------------|---|--|---|---|
| Continue to develop a more skilled and diverse workforce                                      | Continue to deliver Workforce Development programme for staff; extend opportunities beyond front of house staff   | Learning & Engagement            | Visitor Services<br>Retail<br>All project leads/teams<br>Site Leads | Launch new programme April 2016<br>Review annually<br>Develop shadowing opportunities              | Number and range of staff participating; diversity of roles available<br>Follow on evaluations show career progression within and outside RPM | Volunteer,<br>Learning & Engagement Manager |
|   | Continue to implement RPM's diverse Learning & Development Plan   | Learning & Engagement            | All   | Agree new plan by March 2016<br>Deliver priorities annually<br>Review annually                     | Staff more skilled across a diverse range of subject areas  | Learning, Engagement & Volunteer Manager    |
|   | Deliver as a partner on British Museum's Learning Museum to provide Apprenticeship to local young person following targeted recruitment processes.                          | Learning & Engagement            | All   | Deliver as per requirements starting March 2016  | Young person from disadvantaged background recruited and working for RPM; Contributes to workforce diversity                                  | Learning, Engagement & Volunteer Manager    |
| Ensure equalities issues within front of house teams continue to be identified and recognised | Continue dedicated frontline staff briefings to discuss. Develop a focus group to look at equalities issues, sharing peer knowledge. Share good practice across other teams | Visitor Services<br>Retail       | Other teams as appropriate  | Staff briefing by end April 2016<br>Ideas<br>Establish focus group 2016<br>Implement ideas 2016-18 | Frontline equalities issues addressed<br>Staff feel more valued   | Retail & Visitor Services Manager           |
| Oversee and implement RPM's Equalities Plan   | RPM's Equalities & Inclusion group review achievement. Report to be included in Arts Council reporting.   | RPM Equalities & Inclusion Group | All teams<br>Advisory groups  | Quarterly meetings/reviews<br>Annual review<br>Reports on achievement for stakeholders             | Actions achieved<br>Barriers & solutions identified<br>Equalities group to include external reps  | Volunteer,<br>Learning & Engagement Manager |

## Collections

| <b>Aim</b>  | <b>Actions</b>  | <b>Lead team</b>                   | <b>Others to work with</b>                              | <b>Timeframe, including milestones</b>   | <b>Evidence of success</b>   | <b>Named lead person</b>                              |
|---|---|------------------------------------|---|--|--|---|
| Collect objects to reflect the diversity of our local communities             | Establish Collecting Advisory Panel that has both staff & community representation  | Collections                        | Community Engagement Programming Advisory Groups        | Establish pilot group for Fashion Cities Africa in 2015-16<br>Evaluate model 16-17<br>Roll out model 16-18 | Collections are more diverse and representative of our local communities | Head of Collections, Interpretation & Learning        |
| Continue to highlight stories/connections re diversity in permanent galleries | Develop specific initiatives e.g., trails and guides in response to exhibitions/projects e.g. Limbless Hospital, Gluck, Fashion Cities Africa | Programming Collections Museum Lab | Workforce Development Community Engagement Volunteering | On-going   | More diverse stories told  | Programming Manager Senior Keepers Museum Lab Manager |

## Decision Making & Governance

| <b>Aim</b>   | <b>Actions</b>  | <b>Lead team</b> | <b>Others to work with</b>                    | <b>Timeframe, including milestones</b> | <b>Evidence of success</b>  | <b>Named lead person</b> |
|--|---|------------------|---|--|---|--------------------------|
| To incorporate community groups & advisory groups into decision making processes | To develop a system that allows for community input into decision making through consultation with current advisory boards. | Leadership Team  | Learning & Engagement Programming Collections | To establish model by April 2017       | More diverse perspectives in decision making Community/advisory groups feel more ownership of RPM | Helen Graham             |