Registered number: 11774969
Charity number: 1186986

Royal Pavilion and Museums Trust

(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 March 2026

Royal Pavilion and Museums Trust
(A company limited by guarantee)

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Royal Pavilion and Museums Trust
(A company limited by guarantee)

Reference and administrative details of the Company, its Trustees and advisers
For the year ended 31 March 2026

Trustees	Michael Bedingfield DL, Chair of RPMT Angela Smith PhD, Chair Finance & General Purpose Committee (resigned 12 September 2026) Atiya Gourlay (resigned 12 May 2025) Brad Irwin PhD, MBE (resigned 8 July 2026) Councillor Alan Robins Lord John Steve Bassam (resigned 1 May 2025) Sue Wilkinson (resigned 1 May 2025) David James Charles Anderson OBE (resigned 8 July 2026) Davinder Dhillon OBE, DL Jane Avard Weeks, Vice Chair of RPMT & Chair of Nominations & Remuneration Committee Rebecca Crook, Chair of RPMT Enterprises Ltd Shaun Romain James Alexander (appointed 1 May 2025) Timothy John Mellor Aspinall (resigned 31 July 2026) Councillor Susan Elizabeth Shanks Councillor Amanda Grimshaw BEM (resigned 18 December 2025) Andrew Edwards (appointed 1 May 2025) Victoria Louise Wallace, DL (appointed 5 November 2025) Councillor Alison Louise Thomson (appointed 4 February 2026)
Company registered number	11774969
Charity registered number	1186986
Registered office	4-5 Pavilion Buildings Brighton BN1 1EE
Patron	His Royal Highness The Duke of Gloucester
Chief executive officer	Hedley Swain
Independent auditors	Kreston Reeves Audit LLP Statutory Auditor 9 Donnington Park 85 Birdham Road Chichester West Sussex PO20 7AJ

Royal Pavilion and Museums Trust
(A company limited by guarantee)

Trustees' report
For the year ended 31 March 2026

The Trustees present their annual report together with the audited financial statements of the Company for the period 1 April 2025 to 31 March 2026. The annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the Company qualify as small under section 383 of the Companies Act 2006, the Group strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors Report) Regulations 2013 has been omitted.

The period 2025-26 represented the fifth full year of trading for the Royal Pavilion & Museums Trust (RPMT, also referred to as Brighton & Hove Museums (B&HM)). The Trust, although incorporated in February 2020, did not take on the running of the Royal Pavilion & Museums service until 1 October 2020. The original transfer date of 1 April was delayed due to the COVID pandemic. These financial statements show a consolidated position which includes the Trust and Royal Pavilion & Museums Enterprises Ltd, the Trading subsidiary, and the Royal Pavilion & Museum Foundation of the RPMT. The Foundation, the charity previously linked to the Royal Pavilion & Museums, has since 1 October 2020 had one corporate Trustee, the Royal Pavilion & Museums Trust, and is maintained due to an existing endowment fund.

Objectives and activities

a. Policies and objectives

a) The Objects of the Charity are:

1. The advancement of, including the advancement of public appreciation in, the arts, culture, heritage, and science, in particular (without limitation) by:
   - managing, operating, maintaining and improving the Royal Pavilion & Museums and their permanent collections, including by acquiring suitable objects for the collections;
   - preserving and safeguarding the land and the buildings of the Royal Pavilion & Museums; and providing for, or supporting, the establishment, maintenance, refurbishment and enhancement of other exhibitions and displays of collections in the Brighton and Hove area; and
2. The advancement of education, particularly (but not exclusively), in relation to heritage, culture and the arts; and
3. The maintenance and provision of land and facilities for recreation or other leisure time occupation for the general public in the interests of social welfare and with the object of improving their condition of life.
4. Brighton & Hove Museums (B&HM) shall mean the Royal Pavilion & Garden, Brighton Museum & Art Gallery, Preston Manor & Gardens, Hove Museum of Creativity, and Booth Museum of Natural History.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Objectives and activities (continued)

b. Strategies for achieving objectives

Vision and Mission

During 2025-6 we have been working on a new five-year strategy. Although still to be signed off we have a new purpose, mission and value.

Purpose: We exist to celebrate the people, stories and unapologetic spirit of Brighton & Hove and to explore and share histories, cultures and creativity from across the world. Loud, diverse, creative and proudly non-conforming.

Vision: To be one of the most daring museums in the world, five venues offering safe spaces for rebels, radicals and the relentlessly curious, where royal and riot, artist and activist all belong, sharing stories and ideas that inspire the world.

Mission: We unlock Brighton & Hove's stories through dynamic experiences that surprise, connect and inspire, while conserving and championing our collections and heritage, loved locally and treasured globally.

Our Values:

Curious – Sparks exploration, learning, and creativity.
Bold – Embraces ambition, risk-taking, and world-class aspiration.
Rebellious – Reflects Brighton & Hove's quirky, progressive, and unexpected character.
Kind – Highlights warmth, inclusivity, and respect for people and communities.
Fun – Keeps the museums engaging, playful, and memorable.

Strategic Framework

During 2025-6 we have been working on a new five-year strategy to cover the period 2026-31. However, for this year we worked to our existing strategy with the headline goals:

1. **We are open to the world.** Our venues belong to Brighton & Hove. Our welcome extends to the world. We actively reach out to schools, colleges, businesses, community and international organisations. We believe passionately that culture and creativity are for everyone, everywhere, every day.
2. **We innovate and inspire.** Brighton & Hove is a melting pot of creativity, culture and commerce. We harness the power of business, enterprise and technology to connect with new audiences and bring our stories to life.
3. **We listen and lead.** We are a purposeful organisation with a deep sense of responsibility to our people, partners, community and planet. We engage and empower diverse voices and make sustainability and social progress key pillars of our operations and activities.
4. **We connect people and spark curiosity.** Our buildings are alive with stories and our city a magnet for alternative thinkers and creative entrepreneurs. Our spaces are meeting points for families, friends, and collaborators. We love to inspire curious minds of all generations and backgrounds and provide a platform where new voices can be heard, and new ideas can be shared.

Objectives and activities (continued)

Brighton and Hove City Council Outcomes

Brighton and Hove City Council (BHCC) remain our most important stakeholder and partner. Although the independent status of the trust and the advantages this brings is recognised by all, we wish to ensure our work is closely aligned and delivering to the BHCC 2023-27 council plan "A better Brighton & Hove for all" and its outcomes:

Outcome 1: A city to be proud of

Investing in our city: B&HM is a major driver of Brighton & Hove's local economy, bringing hundreds of thousands of visitors and helping promote the city across the world. We manage, conserve and make accessible some of the city's most iconic and important buildings and open spaces. We work with the creative community across the city giving them the opportunity to contribute to our programmes and showcase their talents.

An accessible, clean and sustainable city: We are part of national debates about how we can make our buildings and gardens environmentally sustainable and are actively developing plans to reduce energy use. Booth Museum of Natural History is developing as a hub for debates on the environment and the climate emergency.

Outcome 2: A fair and inclusive city

An inclusive and fairer city: We work with schools and communities across Brighton & Hove, welcoming everyone to our sites. Our Culture Change programme addresses inclusivity and diversity in all we do.

A city where people feel safe, included and welcome: We are working closely with BHCC, Sussex Police and community partners to help ensure all our spaces, particularly the Royal Pavilion Garden, are safe and welcoming.

Outcome 3: A healthy city where people thrive

A better future for children and young people: Our programmes seek to work with all Brighton & Hove's schools, and our community programmes support a wide range of disadvantaged groups.

Outcome 4: A responsive council with well-run services

We work closely with BHCC delivering effective management of their resources and funding in the delivery of our service and maintenance of our buildings and gardens.

Arts Council England *Let's Create*

As an Arts Council England (ACE) National Portfolio Organisation (NPO) B&HM is committed to delivering on ACE's ten-year strategy "Let's Create" with its three outcomes: Creative People, Cultural Communities and A Creative and Cultural Country; and four investment principles: Ambition and Quality, Inclusivity and Relevance, Dynamism and Environmental Responsibility. Our Business Plan 2025-26 therefore aligned with these outcomes and investment principles.

Objectives and activities (continued)

c. Activities undertaken to achieve objectives

The year saw a number of important landmarks. After five years of only very limited public access we re-opened Preston Manor, initially on a three day per week schedule that has now been increased to four days per week. The Manor has had its interpretation refreshed with a new story line. The reopening was linked to a fundraising appeal to support important renovation works to the outside of the building. We are confident of reaching a target of c. £75k which will allow us to undertake work later in 2026.

In October we could finally fully re-open Brighton Museum & Art Gallery after the replacement of the museum roof. Most importantly this has led to a re-hang of our large Central Gallery with a new exhibition "Passion Power and Protest" drawing on our own collections to tell the story of what Brightonians are passionate about, what our collections say about changing power and how Brightonians have protested over the years.

Our major temporary exhibition for the year in Brighton was "The In Crowd: Mod Fashion & Style 1958-1966". At Hove Museum of Creativity our main exhibition was "Beside the Sea" showing photographs by Martin Parr and JJ Waller.

In the Royal Pavilion we have maintained our policy of offering immersive exhibitions to compliment the main visitor tour. For 2025 it was "Colour".

While Preston Manor reopened the Booth Museum of Natural History has temporarily closed so we can undertake a major refresh of the galleries and collection areas. The Museum will reopen in winter 2026-27.

We have now started in earnest our project to renovate and restore the Royal Pavilion Garden with major funding from National Lottery Heritage Fund (NLHF) and other sources. This has included a major community inclusion project in the Garden. The planned capital works continue to be dogged by inflationary pressures, and the team continue to work on a deliverable programme, working closely with BHCC, NLHF and others.

In total we welcomed 326k visitors to our sites in 2025-26 of whom 210k visited the Royal Pavilion. These figures were 4% down on 2024-25.

Overall, the visitor economy has remained fragile and business conditions have been worsened by rising prices connected to worlds events. For the whole visitor economy and the cultural sector these remain difficult times. We have needed to rein back on expenditure and look for imaginative ways to raise funds. We were extremely grateful during the year to have received a major grant from Arts Council England which allowed us to reinflate reserves and undertake new entrepreneurial work.

d. Social investment policies

Our charitable objectives and strategic priorities commit us to delivering social benefit to the people of Brighton & Hove and beyond through everything we do.

e. Grant-making policies

The Trust does not under normal circumstances make grants to third parties. However as in previous years in 2025-26, we acted as the managing organisation for the South East England Museum Development Service, funded directly by Arts Council England that is a grant-making organisation. We also provide some minor support for students and international museums through our grants from the James Henry Green Charitable Trust.

Objectives and activities (continued)

f. Volunteers

The Trust is pleased to work extensively with volunteers. Volunteers contribute to the organisation working across a variety of roles including Community Engagement, Learning, Gardening, Collections Care, Research, Event Support and Conservation.

During 2025-26 we worked with 149 volunteers contributing 856.2 hours. We fully recognise the value volunteering brings to us as an organisation and the benefits it brings to those who volunteer.

g. Main activities undertaken to further the Company's purposes for the public benefit

The Trust manages:
The Royal Pavilion (Grade 1 Listed)
The Royal Pavilion Garden (Grade 2 Listed on Historic England's register of parks)
Brighton Museum & Art Gallery (Grade 2* listed)
Hove Museum of Creativity
Booth Museum of Natural History (Grade 2 Listed)
Preston Manor (Grade 2* Listed) and gardens.

The Trust also manages the King William IV Gatehouse (Grade 2* Listed), India Gate (Grade 2 Listed), Northgate House (Grade 2* Listed), all located on the RP estate, as well as 4/5 Pavilion Buildings (Grade 2 Listed), an off-site collections store, the Old Courthouse and Courtroom (Grade 2 Listed) and the Jaipur Gate (Grade 2 Listed) at Hove Museum of Creativity.

The Trust also operates in the virtual world through our website, and social media channels providing worldwide access to information about its rich and diverse collections, stories and resources.

We care for over 1million objects as part of our wide-ranging collections. These are multi-period and multi-subject. They include three collections Designated as being of national importance (World Art, Natural History and Decorative Arts). We also hold important collections of archaeology, Egyptology, fine art, fashion and textiles, social history, toys, musical instruments, early cinematography, and crafts.

Our sites are open to the public (subject to opening hours) and our collections are available for research and study. We operate a programme of public events and educational sessions (both formal and informal). We seek to research our collections and seek to make new knowledge available. We will loan objects to other museums. We will work with a series of partners and stakeholders to bring value to as many people as possible in Brighton & Hove and beyond.

h. Cultural Exemption

The Trust applies admission charges to three of its five venues. The Trust treats the sale of tickets for admission as exempt from VAT as it qualifies for cultural exemption.

Its eligibility is based on the fact the Trust:

- Is a non-profit making organisation.
- Applies any profits made from admission fees under this provision to the continuance or improvement of the facilities or in connection with the making of related cultural supplies.
- Is managed and administered on a voluntary basis by Trustees who have no direct or indirect financial interests in the activities of the organisation.

Objectives and activities (continued)

i. Education

The Trust supplies education in the form of Tours, Learning and Schools programmes. The Trust does not distribute any profit it makes from educational activity. All profits made from supplies of education are used for the continuance or improvement of such supplies.

Achievements and performance

a. Delivering Funding Agreements

During the period we successfully delivered our service level agreement with Brighton & Hove City Council (BHCC) and continued an ongoing positive and supportive partnership with the council.

We also successfully Delivered our National Portfolio Organisation (NPO) funding agreement with Arts Council England (ACE) including our separate NPO agreement to manage the Museum Development Service for SE England.

b. Key performance indicators

For the period under review our key performance indicators were as follows:

	Key Performance Indicators	25-26 Target	25-26 Achieved
No.	Visitors to the Royal Pavilion and Museums	355,000	327,154
%	Satisfaction levels of visitors to Royal Pavilion and Museums	94%	94%
No.	Children & Young People participating in formal learning activity on site	18,700	14,591
No.	Website sessions for the Royal Pavilion and Museums	1,000,000	922,727
£	Earned income	£6,266,825	£6,223,291
No.	Residents visiting Royal Pavilion and Museums	75,000	56,566

c. Summary review of activities

Gardens & Buildings

Following the completion of the new Brighton Museum & Art Gallery roof (primarily funded through a major £1.5m external grant from Government administered by ACE, with a further £500k provided by BHCC) other capital work in 2025-26 was relatively modest but did include renovations to the north face of the Royal Pavilion. The Royal Pavilion garden project continues to gain pace with our community engagement team now in place and detailed costings for the capital works being finalised. We have been undertaking a major fundraising drive to secure the match-funding required for the major grant from the National Lottery Heritage Fund. So far we have secured over half of the required £800k.

Following the completion of a major Mechanical & Electrical Survey of the Royal Pavilion we have instigated a programme of work to ensure the building remains sound and is no threat to staff or visitors. This included fire reviews, asbestos reviews and water reviews.

Recognising the long-term capital needs of the Royal Pavilion (major works were last undertake in the 1980s) work has begun on scoping a major programme of complete renewal.

Achievements and performance (continued)

Exhibitions and Displays

We are committed to providing an ongoing programme of exhibitions and events across our sites in order to deliver on our mission and maximise engagement with audiences.

Exhibitions April 2025-March 2026

Brighton Museum and Art Gallery
Brighton & Hove Albion: A First Year in Europe (19 October 2024 – 27 April 2025).
The In Crowd: Mod Fashion and Style 1958-1966 (10 May 2025-4 January 2026).
Ben Sherman: The Decades (10 May 2025-onwards).
Herbarium: Flore De Petersbourg (15 July 2025-11 January 2026).
Passion Power and Protest (October 2025 onwards).
Gender Stories (31 January 2026-12 April 2026).
The Sussex Lancers: Tailor-Made Leather Lovers (31 January 2026-12 April 2026).

Hove Museum of Creativity
Beside The Sea: Photographs By JJ Waller and Martin Parr (3 May 2025-14 September 2025).
Play Back Forward (4 October 2025-12 April 2026).

Royal Pavilion
Colour (21 March 2025-19 October 2025)
A Very Austen Christmas at the Royal Pavilion (22 November 2025-4 January 2026).
Dragons at the Royal Pavilion (28 March onwards).

Visitor numbers to our venues in 2025-6

Venue	Visits
The Royal Pavilion	210,318
Brighton Museum & Art Gallery	54,087
Hove Museum of Creativity	37,701
Booth Museum of Natural History	2,090
Preston Manor & Gardens	22,958

Achievements and performance (continued)

Learning and Engagement

Our main exhibitions are noted above. We continue to put great value in working with Brighton & Hove's diverse communities and providing a service to all of our local schools.

Schools and Formal learning

We continue to work closely with Brighton & Hove schools with the aim of offering all Brighton & Hove children the opportunity to benefit from our sites and their programmes. School visit numbers have remained steady and comparable to 2024-5. As part of this work we host a Teachers Ambassadors Group to offer us advice and insights.

The Learning and Engagement Team have been working with the BHCC Anti Racist Education Team and we jointly hosted and contributed to their annual anti-racism conference. We are also looking to work with school non-attenders due to race and racial bullying, creating classroom resources, training teachers to work with objects and training museum front of house staff on anti-racism. A new secondary school programme has gone live on our website – new sessions include 'Power to the People' and 'Empire by the Sea'.

Community partnerships

One of our partners Marlborough Productions have received a substantial sum from the National Heritage Lottery Fund to undertake a major programme of LGBTQ+ curating that will include a new version of the Queer the Pier gallery in Brighton Museum in 2027. Partly to mark this and our own temporary exhibition "Gender Stories" we held a "Queer Night at the Museum" to celebrate Brighton's rich LGBTQ+ community.

We have held public events to mark the anniversary of the death of George Floyd and to celebrate Windrush Day, in both cases working closely with community partners in the city.

Other key partners during the year have been our two local universities as well as University College London, Brighton & Hove Albion, and Brighton & Hove Buses.

We have formed a partnership with BHT Sussex (Brighton's prime charity supporting the homeless). Their main day centre is St George's Chapel which was once the chapel to the Royal Pavilion before being moved brick-by-brick to its new location in 1850.

Our proposed community engagement programme in partnership with Archaeology South East in Whitehawk continues to develop. Young people from the Crew Club (a youth club in Whitehawk) visited Brighton Museum to find out more about the Whitehawk prehistoric monument but also to experience the museum and talk to us about their aspirations. The partnership also includes Longhill School and the Wellesbourne Medical Centre which specialises in mental health.

We trialled a pre-Pride family picnic event in July, to create a safe and welcoming space for families to picnic, craft and enjoy the garden together. The event welcomed 350-400 visitors. Following on from the success of this event we will be exploring the idea with both Pride and BHCC outdoor events team to host the event annually during the City's Pride weekend.

In August as part of our public announcement for the forthcoming Brighton & Hove Albion Gallery we held a community football day in the Royal Pavilion gardens in partnership with the Albion Community Trust. We had several hundred young fans playing football as well as undertaking other activities.

The team have also been working in partnership with Sussex Wildlife Trust to install swift and bat boxes to the exterior of Hove Museum of Creativity. This will help support wildlife and biodiversity and education around these topics. There will also be public event linked to this. The team are producing bespoke workshops for the Gender Show for some of our targeted young people groups, these include Allsorts LGBTQIA+ charity, Young Carers and the Elysium Clinic (residential unit for children sectioned for eating disorders).

Achievements and performance (continued)

We have changed our Garden Greeter volunteer role to now also include devising and delivering pop up talks to the public. This has helped to diversify our volunteer recruitment – we have had younger people apply and more men! They will be supported by an experienced volunteer who will mentor them to be confident delivering talks.

Income Generation

Including Trading Company donations and funds generated directly by the Trust, the Trust's income has grown by 79% since 2021-22, while total salary costs have risen by only 4%. Over the same period, the Council's grant and NJC contributions to the Trust increased by 25%. Excluding BHCC contributions, earned income grew by 106%.

We continued to expand the organisation's Trading Company in 2025-26, achieving substantial growth in commercial events and venue hire, which now generate more than £500k a year. Retail activity, including audio-guide hire, generated more than £660k and a profit of approximately £240k. New cafés opened at Preston Manor, Hove Museum of Creativity and the Royal Pavilion, providing modest rental income. The Old Court House was also let to a group of local creative businesses, generating valuable income while supporting the city's creative economy. Following investment from Fidelity Insurance UK, brand licensing is beginning to generate a modest return, with new contracts signed for next year. Commercial filming and photography highlights included ITV's Grace at the Booth Museum and several UK and international television features on the Royal Pavilion. Overall, the Trading Company generated £1.4m of income in 2025-26, of which £489k will be donated to the Trust.

Admissions remained the Trust's principal source of core income, generating more than £3m. This was approximately £240k below target, reflecting the continuing challenges in the visitor economy and the partial closure of Brighton Museum & Art Gallery during its major roof restoration project. The Trust makes use of available tax relief schemes: Gift Aid on admissions and donations generated £140k, while claims of more than £100k were made for Exhibition Tax Relief relating to 2025-26 and earlier years. Guiding income also grew significantly, from £18k in 2023-24 to £88k in 2025-26, supported by a dedicated post funded through investment from Fidelity Insurance UK.

The fundraising team continued to run our patron and membership schemes, which generate income and provide an enhanced offer for audiences. We received £140k in unrestricted donations, while an appeal launched in autumn 2025 to fund repairs to the rear elevation of Preston Manor raised more than £20k. Our most significant corporate partnership was with Brighton & Hove Albion, with whom we worked closely to develop a new permanent gallery at Brighton Museum, due to open in summer 2026. Other grants and donations secured during the year included funding for the Bloomberg Philanthropies Digital Accelerator Project, graduate conservators, improvements to Preston Manor Kitchen Garden and support for the Garden team. A fundraising post supported by the National Lottery Heritage Fund focused specifically on the jointly managed BHCC and B&HM Garden project. Major grants for the project were secured in 2025-26 from the Wolfson Foundation and the Garfield Weston Foundation. We would like to thank both foundations formally for supporting this transformational project in the heart of the city.

A major contribution to the Trust's finances during the year was an £882k grant from Arts Council England's Museums Renewal Fund. Of this, £714k will replenish reserves and £68k was used to strengthen future financial resilience. The award was based on an application setting out the investment required. The Trustees would particularly like to thank Arts Council England for its continuing support as Brighton & Hove Museums completes its transition from a local authority service to a sustainable independent Trust during a challenging period for the sector.

Achievements and performance (continued)

Marketing, Communications & Digital

During 2025–26, Brighton & Hove Museums continued to strengthen its reach, digital presence and connections with new audiences. Social media saw particularly strong growth, with the combined audience across Facebook, Instagram, LinkedIn and TikTok increasing from 30,389 to 39,279 followers, a rise of more than 29%. TikTok grew by 60%, Instagram by 36%, LinkedIn by 32% and Facebook by 16%. Content generated approximately 4.63 million views and reach, around 150% more than the previous year, while engagement almost doubled, increasing by 98% to more than 393,000 interactions. Original content continued to showcase our collections, exhibitions, events and the people and stories behind our museums.

A major digital milestone was the successful introduction of Spektrix following the ticketing system tender, with the new system going live on 6 October 2025. Moving the purchase journey directly onto our website significantly improved the customer experience, particularly on mobile, while giving us greater control over content and access to Google Analytics data for the checkout journey. This marked the start of our wider focus on mobile and AI optimisation for the website.

Marketing campaigns across paid digital, organic social, out-of-home, local media and print supported major exhibitions and programmes including Colour at the Royal Pavilion, JJ Waller and Martin Parr: Beside the Sea, A Very Austen Christmas, The In Crowd and DRAGONS. We also trialled Spotify advertising for The In Crowd, achieving a 93% completion rate, exceeding the 90% industry benchmark. The DRAGONS campaign launched in March 2026 with bold, family-friendly creative across billboards, Sussex-wide station advertising and targeted digital activity in Sussex and London.

The Travel Trade programme also expanded significantly. We hosted major industry events including the UK Inbound AGM and ALVA Heads of Marketing event, welcomed familiarisation groups and developed new partnerships with agents and OTAs including Trip.com, Viator, Tripadvisor and Tiqets. Preston Manor proved particularly successful with group travel organisers, while new discount partnerships and an increased B&H Buses visitor discount helped drive additional footfall and sales.

During the year, we restructured our marketing team to reflect the growing importance of digital channels, particularly social media. This supported a new strategy focused on quality, consistency and engagement across our social media platforms.

We continued our organisational transformation by replacing legacy IT systems. With substantial support from a £150k Bloomberg Philanthropies Digital Accelerator grant, alongside internal funding, we upgraded almost all our digital systems in 2025-26. These included ticketing, retail, venue-hire management, digital marketing and data management.

Our retail stock control and back-office functions, moved to Shopify, while our ticketing and fundraising databases transferred to Spektrix in October. At the same time, we relaunched the website with integrated ticketing and moved our email communications to Dotdigital. This major project affected the Finance, Retail, Visitor Services, Marketing, Fundraising and IT teams, and more than 40 staff completed relevant training. Special thanks go to Mark Elliott, Head of IT; Rob White, Commercial Systems Manager; and Shaun Doyle, Head of Visitor Experience, for leading the project's delivery.

Achievements and performance (continued)

Museum Development and Sector Support

The financial year 2025-6 was the second year of a three-year contract for B&HM to deliver the professional Museum Development Service for South East England (MDSE) in partnership with Norfolk Museum Service. This role gives us an important leadership role and profile across the region. The service is completely funded by Arts Council England including a management fee. Our CEO is on the management board for the service and sits on the oversight board.

MDSE through its professional team provides training, data analysis and professional advice to museums of all types and sizes cross the region.

Stakeholder Relations

We work closely with our two most important external stakeholders Brighton & Hove City Council and Arts Council England, meeting regularly. We also play a full part in wider sector bodies including The National Museum Directors Council and the English Civic museums network. Locally we participate in the Brighton & Hove Destination Experience group and regularly participate in Visit Brighton events. This year our CEO was on the oversight board for a visual arts analysis for Brighton.

Collections

During the year, Brighton & Hove Museums continued to develop, share and improve its collections. We acquired significant new objects, increased public access through loans and exhibitions, and transferred items to organisations where they can be better used, displayed and interpreted. We also worked closely with private lenders, museums and community organisations to enhance our displays and support research and engagement.

Through acquisitions, collections review and loans, we aim to ensure collections remain accessible, relevant and actively used for the benefit of the widest possible audience.

Our National Archives funded project 'Archives Revealed' has significantly improved the preservation, discoverability, and public access to the Royal Pavilion archive, with over 700 architectural plans and key governance and financial records catalogued and now transferred to The Keep. For example, the Royal Pavilion Accounts and Requisitions (c. 1787-1850) previously difficult to locate and use, are now fully searchable online and available for public consultation, supporting research, engagement, and long term understanding of the site's history.

Achievements and performance (continued)

A major piece of work for the team in the last year is a revised Collections Policy which is now complete. Importantly this will now allow a structured review of all existing collections including consideration of disposals and maybe sales to help our overall business model. It will also help us create a truly dynamic collection whereby we can be acquiring new objects that help us deliver on our strategies while remaining sustainable by disposing of objects no longer deemed relevant.

In May 2025 the CEO and Dr Alexandra Loske attended a conference in China and gave papers about the Royal Pavilion

In Summer 2025 we published with Yale University Press an important new book on the Royal Pavilion: The Royal Pavilion Brighton, A Regency Palace of Colour and Sensation authored by our Royal Pavilion curator Dr Alexandra Loske.

Our collaborative PhD studying our important collection of export 18th century Chinese wallpaper continues.

List of BH&M Acquisitions, Deaccessions and Loans for 2025

Key figures for 2025:

- 10 acquisitions added to the collection
- Objects transferred to 16 museums and community organisations
- 43 collection objects loaned to 16 exhibitions
- At least 477,566 people viewed Brighton & Hove Museums objects on loan at other venues
- 375 objects borrowed for temporary exhibitions at Brighton & Hove Museum sites
- 18 new long-term in loan items arranged from 6 lenders to support new displays

Achievements and performance (continued)

Acquisitions

Brighton & Hove Museums added 10 significant acquisitions through donation and purchase in 2025;

Acquisition Overview	Method
Outfit created by Adeju Thompson in 2015 and originally loaned to Brighton and Hove Museums for the Fashion Cities Africa touring exhibition 2016-2020.	Accessioned
Outfit created by Mai Atafo in 2015 and originally loaned to Brighton and Hove Museums for the Fashion Cities Africa touring exhibition 2016-2020.	Donation
Collection of photographic prints, album/artwork, depicting Brighton stencil graffiti, c1991-2006	Donation
Mixed media wall hung textile piece by Delaine Le Bas. This work was handstitched by the artist and includes references to prejudices she faced as a child as a member of the Romani community in Worthing. Delaine Le Bas was a Turner Prize nominated artist in 2024.	Purchased with support from The Contemporary Art Society
Amphora-like wooden vessel created by Ash and Plumb. The piece is made from English Oak, felled in Kent. Andrew (Dru) Plumb and Barnaby Ash are a married couple and creative partnership based in Brighton, with a studio near Newhaven.	Purchased with support from The Contemporary Art Society
2 x Jackets by international fashion designer Vivienne Westwood and Malcom McClaren.	Donation
12 Chinese objects & textiles that from part of the Darlington collection. The items belonged to Thomas Darlington, missionary in China between 1906 and 1926, and his daughter-in-law Nhte Roi Darlington. Originally presented in 2009, formally acquired in 2025	Donation
4 cabinets of Sussex insects collected in and around Ashdown Forest area.	Donation
87 further items for the Darlington Collection (textiles and objects) and archival material from China and Burma. Originally presented in 2023, formally acquired in 2025.	Donation
London 2012 Olympic Torch designed by Barber Osgerby. Owned by the late Gideon Meade who was a bearer in the 2012 Olympic Torch Relay when it passed through Chichester. Gideon was the founder of 'BLAGGS' - Brighton Lesbian and Gay Sports Society' - founded in 1997.	Donated to Brighton & Hove Museums by friends of Gideon Meade.

Achievements and performance (continued)

Deaccessions, Disposals and Transfers

Deaccessioning, Disposal and Transfer is a key part of good collections management. This year we have found a number of objects more suitable permanent homes including the following;

Achievements and performance (continued)

Recipient	Item details
Volk's Electric Railway	Photographic prints- which feature Magnus Volk and the Mayor of Brighton on the occasion of the railway's 50th anniversary in 1933, and a framed print of Brighton and Rottingdean Seashore Electric Railway (aka Daddy Long-Legs) jetty at Rottingdean c1896.
	Unaccessioned material
Brighton Wood Recycling	Furniture/Fittings- wooden dresser and mantlepiece in parts. Purchased originally as set dressing, unaccessioned/not part of the collection. Physical integrity compromised.
The Regency Town House; Brighton	Reproduction furniture- wash stand and mirror. Originally created/acquired as set dressing, unaccessioned/not part of the collection.
Stowe House	Furniture- table - originally from Stowe House and has been on long term loan.
Kent Battle of Britain Museum	Furniture and Fittings- fireplace surround (DA300239) and cocktail cabinet (H1988.16). Limited potential for display at B&HM; Better public access with another organisation- transferred to the Kent Battle of Britain Museum for use in their 1940s house display.
Met Film School Brighton	Projector - previously on loan to Met Film School. Limited potential for future display at B&HM; Greater relevance and better public access with transfer organisation.
Tram 53 Society	Model Tram – Unaccessioned. Greater relevance and public access with transfer organisation.
Rottingdean Heritage	Plan - depicting Rottingdean village in 1832 from a survey by Major S B G Parlby. Limited potential for display; Better public access with another organisation.
Take Shelter	WW2 items- helmets, replica gas masks, clothing, reproduction photographs, pamphlets, etc. Formerly used by B&HM Learning team. Unaccessioned. Limited potential for display; more immediate use and public access with Take Shelter, Downs Junior School, Brighton.
East Grinstead Museum	HA210163 (R2811/6) - Mesolithic flint flake. Forest Row. Frederick Paul Matthewman collection.
	HA221877 (R1545) - Possible Neolithic flint implement (could be natural object). Found in Ashdown Forest. Donated to Brighton Museum in 1914.
	HA230560 (R4552) - Bronze axe. Palstave, Type C. Found in Ashdown Forest. Purchased by Brighton Museum in 1942.
	All items are out of collecting area, greater public access will be provided by transfer organisation
Andrew Burston Upholstery & Furniture Restoration	2 x 1930s Armchairs- Poor condition, damaged. Physical integrity compromised and no potential for display with B&HM or other museums.
Shabitat	Cabinets, and parts of cabinets, originally purchased as set dressing, not part of the accessioned collection, in parts.
	No potential for use.
Brighton Dome & Brighton Festival	Bottle, Matchbox, Cigarette box- Items found in the redevelopment works to the Corn Exchange, Brighton in November 2017. Associated with the building's use as a military hospital during the First World War.
Newhaven Fort	Model of Colonel Boxall's armoured train made by Joseph Davey in 1895.
Brighton Toy & Model Museum	Model of Brighton Queen in a glazed mahogany case by 'Bassette-Lowke Ltd. Model Makers Northampton Eng.'
Horsham Museum & Art Gallery	33 wooden gingerbread moulds used in making Horsham gingerbread and two biscuit prints used by Richardson & Co. of East Street, Horsham.

Achievements and performance (continued)

Loans Out

Loans help us share our collections with wider audiences, supporting exhibitions, research and learning beyond Brighton & Hove.

In 2025-26, B&HM loaned 43 objects to 16 exhibitions in the UK and internationally. Based on visitor figures provided by borrowers, the objects lent were seen by at least 477,566 people.

List of Borrowing organisations and their exhibitions;

Borrower	Purpose
Royal Academy of Arts	Exhibition: Brasil! Brasil! The Birth of Modernism [28 January - 21 April 2025]
Tate Britain	Exhibition: Ithell Colquhoun: Between Worlds [Tate St Ives:1 February – 5 May 2025 , Tate Britain: 12 June – 19 October 2025]
Helena Griffiths	Exhibition: History of Horsted Keynes Weekend [8-9 February 2025]
Lighthouse	Learning/Event: African Style Archive Artist Residency [21-24 February 2025]
Museum Gunzenhauser	Exhibition: European Realities: Realism movements in the 1920s and 1930s in Europe [27 April - 10 August 2025]
Alphawood Exhibitions LLC / Wrightwood 659	Exhibition: The First Homosexuals [1 May - 1 August 2025]
Musée de Flandre	Exhibition: Brueghel & Van Balen, artists & partners [17 May-28 September 2025]
Towner Art Gallery	Exhibition: Sussex Modernism [23 May - 28 September 2025]
Bristol Museum & Art Gallery	Exhibition: Gender Stories [31 May—12 October 2025]
Pier Art Centre	Exhibition: Dreams of the everyday: paintings by Winifred Nicholson and Andrew Cranston [Saturday 21 June 2025 – Saturday 13 September 2025]
Rottingdean Heritage CIO	Exhibition: Edward Burne-Jones – The Flower Book [Fri 18th July – Sun 10th August 2025
Holburne Museum	Exhibition: Dreams of the everyday: paintings by Winifred Nicholson and Andrew Cranston [Friday 3 October 2025 - Sunday 11 January 2026]
Kunstmuseum Basel	Exhibition: The First Homosexuals [6 March - 2 August 2026]
The Charleston Trust	Exhibition: Robert MacBryde and Robert Colquhoun: Artists, Lovers, Outsiders [15 October 2025–12 April 2026]
London Transport Museum Ltd	Exhibition: Art Deco: Golden Age of Poster Design [21 November 2025 - 31 July 2027]
Tate Britain	Exhibition: Turner & Constable Rivals & Originals [27 November 2025 – 12 April 2026]

Objects were also loaned for research and conservation, in 2025-26, conservation and mounting work was carried out on 10 objects for display in Passion, Power, Protest at Brighton Museum.

We have a number of long-term loan out agreements in place which help to keep important objects on public display and available for research. In 2025-26, no new long-term loans were arranged.

Achievements and performance (continued)

Loans in

Borrowing objects enables us to create richer exhibitions, provide new perspectives and display material that would not otherwise be available to our visitors. During 2025, we borrowed 375 objects from private lenders and organisations for exhibitions including Colour: A Chromatic Promenade Through the Royal Pavilion, The In Crowd: Mods and Ben Sherman Decades.

We also arranged 18 new long-term loans from six private lenders for Passion, Power, Protest.
We continue to manage a number of significant long-term loan collections across our sites, including;

- Objects and furniture from the Royal Collection Trust, displayed at the Royal Pavilion.
- The Messel Collection, which includes mainly fashionable dress and accessories, loaned by a number of lenders, including the Estate of Anne, Countess of Rosse, and made available through the support of Martin Parsons, Victoria Messel, the Earl of Snowdon, and the Royal Borough of Kensington & Chelsea, Leighton House and Linley Sambourne House Museums.
- Artefacts and photographs on loan from The James Henry Green Charitable Trust.
- A collection of copperware, originally from Apsley House, the London residence of the Duke of Wellington, and on loan from the Trustees of the Museum of London.
- Artefacts on loan from the Trustees of the British Museum, and displayed in the Ancient Egypt Galleries at Brighton Museum.
- More than 210 objects on loan from 27 community members as part of the community-curated exhibition Queer the Pier at Brighton Museum.

There are many more lenders who continue to support B&HM through long term loans, and we are grateful to all our lenders for their continued support. Their generosity helps us share collections with audiences through exhibitions, research, learning and public engagement.

Our People

Staff

During 2025-26 B&HM employed 129 FTE staff and 171 contracted staff. The staff teams include visitor service staff, curators, conservators, technicians, historic building management, security, learning and community engagement, creative programming, marketing, retail, events management, development and fundraising, digital and ICT, finance and HR.

Following the finalisation of our new funding agreement with BHCC we did consult staff on changes to some terms and conditions, and most importantly exiting from nation NJC pay agreements. This did lead to industrial action from our GMB and Unison union members. The dispute was resolved in July 2026.

Over the summer of 2025 we moved to a new payroll provider which has involved integration of our HR and rota management system with the new provider software. The result is that staff changes now just have to be made in one place reducing vastly time spent checking and correcting payroll.

Achievements and performance (continued)

Key Staff Changes

Three long-standing members of staff left in December: Nicola Coleby who had held a number of key roles in the organisation over many years, Sandie Oxbow our data analyst after 26 years' service, Kate Richardson a member of the curatorial staff after 23 years and Tony Ball a member of our night security team left after 23 years' service. Caroline Sutton our Press and Communications manager left the organisation after ten years.

Our Historic Buildings Manager, Jo Hatwell, also left. Jo has made a major contribution to our work in the last few years, not least a more progressive and independent approach to heritage management from that under the council. We welcomed new members to our Programming team: Amber Arkell, Holly Holdcroft and Joanne Smith. Also, Saadia Khan, Archivist funded through the National Archives, and our National Heritage Lottery Funded staff, Beth Linfield-Smith (Garden Engagement Manager), Lynn Gayford (Garden Activity Co-ordinator), Jennifer Whittaker (Gardener) and Anna Edmonds (Garden Experience & Interpretation Officer).

It is with much sadness that we learnt that one of our long-term front-of-house, programming and events staff Jenny Ridland died on 3 October 2025. Many staff attended Jenny's funeral on 30 October, and a celebration of her life was hosted at the Royal Pavilion.

d. Investment policy and performance

The charity currently has no investment policy.

Financial review

a. Financial position at year end

The net movement in funds for the year was a surplus of £654,716 (2025: £621,149 deficit).

Net liabilities at the year ended 31 March 2026 were £360,439 (2025: £1,015,155).

At the year end, unrestricted funds totalled a deficit of £996,410 (2025: £1,652,922 deficit), of this £894,713 was designated (2025: £185,612) and there was an undesignated unrestricted fund deficit of £1,891,123 (2025: £1,838,534 deficit).

Restricted funds totalled £466,596 (2025: £468,392) and the permanent endowment fund totalled £169,375 (2025: £169,375).

b. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future.

For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

c. Reserves policy

The aim of Trustees in the long term to build unrestricted reserves to a level of 25% of planned expenditure over the following 12 months, however due to the ongoing impact of the pandemic this has not been achievable for 2025-26.

The level of free reserves at the end of 2024-25 were £nil and following a surplus in 2025-26 the level of free reserves remained at £nil.

d. Principal risks and uncertainties

The Trust maintains a strategic Risk Register which is reviewed by the Executive Board monthly and Finance and General Purposes Committee quarterly. In the opinion of the Executive Board there were no identifiable risks that need to be reported.

e. Financial risk management objectives and policies

The Executive Board has taken steps to ensure that financial risk is minimised by introducing robust internal controls and sound financial systems which are regularly reviewed. B&HM is supported by a £4million loan facility from Brighton & Hove City council as part of its transfer agreement. The facility is repayable from 2031 onwards over a ten-year period. To date B&HM has drawn on £3million of this facility as set out in disclosure note 17.

f. Principal funding

We are incredibly grateful to our principal regular funding from Brighton & Hove City Council and as a National Portfolio Organisation of Arts Council England. We would not be able to deliver on our charitable aims without their support.

Other main funding comes from ticket sales, commercial operations, and fundraising.

In 2025-26 we are also extremely grateful for additional project and programme funding from the DCMS/Arts Council Museum Estates and Development Fund, The James Henry Green Charitable Trust, the National Lottery Heritage Fund, Brighton & Hove Albion, Bloomberg Philanthropies Digital Accelerator Programme, Fidelity Insurance UK, and The National Archives.

Structure, governance and management

a. Constitution

Royal Pavilion and Museums Trust is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association.

b. Methods of appointment or election of Trustees

The management of the Group and the Company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum of Association. The charity is managed by a Board of Trustee. Trustees are appointed for a term of three years with terms renewable leading to a maximum period of nine years.

The board is made up of a maximum of sixteen trustees that include the CEO as a ex-officio trustee. Three elected councillors are nominated by Brighton & Hove City Council to serve as trustees. They serve on the same basis as other trustees (up to three periods of three years), as long as they remain elected members and are renominated annually by the council.

New trustees are recruited when considered necessary, either to replace a trustee who has retired or stood down, or to bring in additional skills and experience where a need has been identified. Recruitment of Trustees is the responsibility of the Nominations and Remuneration Committee a permanent sub-committee of the Board. Skills audits of the Board are undertaken on a regular basis to inform future recruitment. Recruitment is through an open competitive process. Potential trustees are short-listed using an agreed set of criteria and then a short-list is invited to interview. Recommended new trustees meet with the Chair of the Board of Trustees, prior to being appointed by resolution at a meeting of the trustees.

Structure, governance and management (continued)

c. Organisational structure and decision-making policies

The Trustee Board meets quarterly, usually in January, April, July, and October. The Finance and General Purposes Committee (FGP), Enterprise Board, Arts Council Oversight Board and Nominations and Remunerations Committee also meet quarterly and report to the main board.

The FGP has delegated responsibility on behalf of the Board of Trustees to ensure that there is a framework for reviewing financial strategy, accountability, and financial controls for B&HM. The FGP consists of no fewer than three Trustees appointed by the Board of Trustees and is attended by the CEO, COO, and external co-optees with appropriate financial skills and expertise.

The Nominations and Remuneration Committee has been established as a permanent sub-committee of the Board of Trustees. It is chaired by the Deputy Chair with two other trustees, and its remit, on behalf of the Board, is to be responsible for:

- Recruiting the Chair and Deputy Chair of the Board of Trustees.
- Recruiting trustees for the Board and sub committees of the Board.
- Recruiting the CEO.
- Salary for the CEO.
- Reviewing the performance of the Chair and Deputy Chair and CEO.
- Reviewing executive board salaries and capacity.

The Enterprise Board is made up of the directors of the Enterprise Company (see 4.6 below) and oversees the management of the company and advises on commercial activity.

The ACE Oversight Board monitors delivery of the Arts Council England strategic priorities and reports to the main board. It is chaired by a trustee with three other trustee members, one senior member of staff and one external specialist.

The trustees have delegated day-to-day decision making with key operational matters to the CEO and the Executive Board.

d. Policies adopted for the induction and training of Trustees

Trustees of the charity have been selected to ensure the appropriate mix of skills, knowledge and experience exists to make sure the charity is well governed and is run effectively and efficiently. Trustees are briefed on their legal obligations under charity and company law, the Charity Commission on public benefit, content of the Memorandum and Articles of Association, the committee and decision-making process, their responsibility to declare interests, the business plan and financial performance. Trustees are made aware of the indemnity provision and insurance in place for them as directors. Training for trustees is organised on a needs basis.

e. Pay policy for key management personnel

Senior staff are covered by annual external NJC pay negotiations. CEO salary is set by Trustees.

Structure, governance and management (continued)

f. Related party relationships

RPMT Enterprises Ltd is a private company limited by share capital. The Company was incorporated on 10 February 2020 under the Company Number 12451429.

The Royal Pavilion & Museums Foundation, the fundraising charity associated with the B&HM is governed by a trust deed established in 1972 as amended by the Charity Commissioner's schemes on 22 July 1991, 26 November 1998 and 31 December 2010. The charity formally changed its name from Friends of the Royal Pavilion, Art Gallery and Museums, Brighton to The Royal Pavilion and Museums Foundation. This change was approved by the Charity Commission in July 2010. The Royal Pavilion & Museums Foundation was incorporated into the new Royal Pavilion & Museums Trust on 1 October 2020.

Plans for future periods

In 2026-27 we will continue to deliver high-quality public programmes, deliver to our communities and schools and care for our buildings, gardens and collections. We hope highlights for 2026 will include:

- Several temporary exhibitions at Brighton Museum & Art Gallery: Wildlife Photographer of the Year, The Biba Look: Photography and Fashion, Making the Masked Singer and Magic Place.
- With ongoing funding from Bloomberg Philanthropies Digital Accelerator Funding deliver major improvements to our IT infrastructure including new ticketing, CRM, Stock control, collection management and Digital Asset management systems.
- An ongoing programme of exhibitions at Hove Museum of Creativity including Playing with Your Eyes by Alma Haser.
- A new exhibition Dragons at the Royal Pavilion as well as its traditional Christmas celebrations A Fairytale of Frost and Ice.
- Opening our new permanent Gallery Stand or Fall, in partnership with Brighton & Hove Albion and telling the story of the club's history and links to supporters and community.
- In partnership with BHCC undertake repairs and renovations to the East facade of the Royal Pavilion.
- Fully developing essential future plans for capital updates at the Royal Pavilion.
- Following a period of temporary closure reopening of the Booth Museum of Natural History.
- An extended offer at Preston Manor & Garden.
- Our Royal Pavilion Garden project is fully underway with community activities and capital works.
- Continuing to build our offer to local schools with a particular emphasis on building our Secondary school offer.
- A continued partnership with our two local universities including teaching, research and opportunities for students.
- Following implementation of a new collecting policy reviews into our collections to ensure relevance.
- Continuing to deliver in partnership with Norfolk Museum Service, Museum Development Services for South East England.
- An ongoing emphasis on building our commercial and enterprise operations including individual and corporate sponsorship, licencing, retail, events and catering.
- Continuing to play a leadership role in regional and national initiatives including the Sussex LVEP, The Gatwick Airport Economic Zone, The National Museum Directors Council and English Civic Museums Network.

Trustees' report (continued)
For the year ended 31 March 2026

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, Kreston Reeves Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Michael Bedingfield

Michael Bedingfield
(Chair of Trustees)
Date: 15 October 2026

Independent auditors' report to the Members of Royal Pavilion and Museums Trust

Opinion

We have audited the financial statements of Royal Pavilion and Museums Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2026 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2026 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Independent auditors' report to the Members of Royal Pavilion and Museums Trust (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent charitable company has not kept sufficient accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report to the Members of Royal Pavilion and Museums Trust (continued)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the group and charity and the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase income or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as the allocation of funds. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent auditors' report to the Members of Royal Pavilion and Museums Trust (continued)

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves Audit LLP

Kreston Reeves Audit LLP
Statutory Auditor
Chichester

Date: 22 October 2026

Kreston Reeves Audit LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

Royal Pavilion and Museums Trust
(A company limited by guarantee)

Consolidated Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2026

	Note	Unrestricted funds 2026 £	Restricted funds 2026 £	Endowment funds 2026 £	Total funds 2026 £	Total funds 2025 £
Income and endowments from:						
Donations and legacies	3	**3,796,948**	**2,697,990**	**-**	**6,494,938**	4,250,583
Charitable activities	4	**3,550,365**	**-**	**-**	**3,550,365**	3,496,735
Other trading activities	5	**1,377,706**	**-**	**-**	**1,377,706**	1,283,005
Other income	6	**243,371**	**-**	**-**	**243,371**	226,103
Total income and endowments		**8,968,390**	**2,697,990**	**-**	**11,666,380**	9,256,426
Expenditure on:						
Raising funds	7	**963,875**	**-**	**-**	**963,875**	1,025,453
Charitable activities	8	**7,348,003**	**2,699,786**	**-**	**10,047,789**	8,852,122
Total expenditure		**8,311,878**	**2,699,786**	**-**	**11,011,664**	9,877,575
Net movement in funds		**656,512**	**(1,796)**	**-**	**654,716**	(621,149)
Reconciliation of funds:						
Total funds brought forward	18	**(1,652,922)**	**468,392**	**169,375**	**(1,015,155)**	(394,006)
Net movement in funds	18	**656,512**	**(1,796)**	**-**	**654,716**	(621,149)
Total funds carried forward		**(996,410)**	**466,596**	**169,375**	**(360,439)**	(1,015,155)

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 35 to 58 form part of these financial statements.

Royal Pavilion and Museums Trust
(A company limited by guarantee)
Registered number: 11774969

Consolidated balance sheet
As at 31 March 2026

	Note	2026 £	2025 £
Current assets			
Stocks	14	**194,504**	199,118
Debtors	15	**1,339,806**	833,837
Cash at bank and in hand		**2,342,344**	2,090,980
		3,876,654	3,123,935
Current liabilities			
Creditors: amounts falling due within one year	16	**(1,237,093)**	(1,139,090)
Net current assets		**2,639,561**	1,984,845
Total assets less current liabilities		**2,639,561**	1,984,845
Creditors: amounts falling due after more than one year	17	**(3,000,000)**	(3,000,000)
Total net assets		**(360,439)**	(1,015,155)
Charity funds			
Endowment funds	18	**169,375**	169,375
Restricted funds	18	**466,596**	468,392
Unrestricted funds	18	**(996,410)**	(1,652,922)
Total funds		**(360,439)**	(1,015,155)

Consolidated balance sheet (continued)
As at 31 March 2026

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Michael Bedingfield DL
(Chair of Trustees)
Date: 15 October 2026

The notes on pages 35 to 58 form part of these financial statements.

Royal Pavilion and Museums Trust
(A company limited by guarantee)
Registered number: 11774969

Company balance sheet
As at 31 March 2026

	Note		2026 £		2025 £
Fixed assets					
Investments	13		**1**		1
			1		1
Current assets					
Debtors	15	**1,275,725**		803,576	
Cash at bank and in hand		**1,959,106**		1,810,012	
		3,234,831		2,613,588	
Current liabilities					
Creditors: amounts falling due within one year	16	**(1,254,963)**		(1,301,049)	
Net current assets			**1,979,868**		1,312,539
Total assets less current liabilities			**1,979,869**		1,312,540
Creditors: amounts falling due after more than one year	17		**(3,000,000)**		(3,000,000)
Net liabilities excluding pension asset			**(1,020,131)**		(1,687,460)
Total net assets			**(1,020,131)**		(1,687,460)
Charity funds					
Restricted funds	18		**466,596**		468,392
Unrestricted funds	18		**(1,486,727)**		(2,155,852)
Total funds			**(1,020,131)**		(1,687,460)

Company balance sheet (continued)
As at 31 March 2026

The Company's net movement in funds for the year was £667,329 (2025 - £(619,747)).

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Michael Bedingfield

Michael Bedingfield DL
(Chair of Trustees)
Date: 15 October 2026

The notes on pages 35 to 58 form part of these financial statements.

Royal Pavilion and Museums Trust
(A company limited by guarantee)

Consolidated statement of cash flows
For the year ended 31 March 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Net cash (used)/generated in operating activities	20	**251,364**	(173,596)
Cash flows from financing activities			
Cash inflows from new borrowing		**-**	1,000,000
Net cash provided by financing activities		**-**	**1,000,000**
Change in cash and cash equivalents in the year		**251,364**	**826,404**
Cash and cash equivalents at the beginning of the year		**2,090,980**	1,264,576
Cash and cash equivalents at the end of the year	21	**2,342,344**	2,090,980

The notes on pages 35 to 58 form part of these financial statements

Notes to the financial statements
For the year ended 31 March 2026

1. General information

The charity is a private company limited by guarantee incorporated in England and Wales. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

The registered office and principal place of business of the charity is:

4-5 Pavilion Buildings
Brighton
BN1 1EE

The financial statements have been prepared in £ sterling, its presentational and functional currency, and amounts have been rounded to the nearest £1.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Royal Pavilion and Museums Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The subsidiaries included in the consolidation are Royal Pavilion and Museums Foundation (RPMF), a subsidiary by virtue of the Charity being the Corporate Trustee of RPMF; and RPMT Enterprises Ltd a subsidiary by virtue of share capital owned.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held for 12 months from authorising these financial statements. Financial models have been produced to forecast the financial position of the Trust.

The Trust is in a net liability position but after reviewing the financial models in place, the finance facilities and headroom available, the renewed five year BHCC terms and ACE grant, the Trustees conclude that there is no change to the assumption that the Trust can operate as a going concern.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities upon the completion of the relevant performance-related conditions. Other grants that are not subject to performance-related conditions are credited to the Consolidated statement of financial activities as the grant proceeds are received. Grants received prior to the revenue recognition criteria being satisfied are recognised as a liability.

2.6 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2. Accounting policies (continued)

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.11 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Pensions

The group's employees are members of the local authority's defined benefit pension scheme. The scheme is a multi employer scheme of which Royal Pavilion and Museums Trust is a 'pass through' member. As such, the burden of any future funding deficit is borne by the local authority, and is not therefore the responsibility of the group. Therefore, as required by FRS102, the group accounts for this scheme as if it was a defined contribution scheme. The amount charged to the Statement of financial activities incorporating income and expenditure account represents contributions payable to the scheme in respect of the accounting period.

2. Accounting policies (continued)

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2.14 Redundancy and termination benefits

It is the charity's policy to recognise termination benefits when they become committed, by legislation, by contractual obligation based on business practice, custom or a desire to act equitably, to make payments (or provide other benefits) to employees when it terminates their employment. Termination payments do not provide the charity with future economic benefits therefore it is their policy to recognise them as an expense in the Statement of Financial Activities immediately.

3. Income from donations and legacies

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Grants and donations	3,796,948	2,697,990	**6,494,938**	4,250,583
Total 2025	2,968,235	1,282,348	4,250,583	

4. Income from charitable activities

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Maintenance & advancement	3,550,365	**3,550,365**	3,496,735
Total 2025	3,496,735	3,496,735	

Notes to the financial statements
For the year ended 31 March 2026

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Sales in the trading subsidiary	1,332,445	**1,332,445**	1,244,443
Other income	45,261	**45,261**	38,562
	1,377,706	**1,377,706**	1,283,005
Total 2025	1,283,005	1,283,005	

6. Other incoming resources

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Other activities	243,371	**243,371**	226,103
Total 2025	226,103	226,103	

Notes to the financial statements
For the year ended 31 March 2026

7. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Fundraising costs	72,546	**72,546**	55,403
Costs of raising voluntary income - wages and salaries	51,387	**51,387**	109,739
Costs of raising voluntary income - NI	6,354	**6,354**	10,936
Costs of raising voluntary income - pension costs	9,131	**9,131**	20,276
	139,418	**139,418**	196,354
Total 2025	196,354	196,354	

Other trading expenses

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Cost of sales	299,335	**299,335**	354,265
Administration expenses	141,468	**141,468**	202,078
Cost of sales staff costs	383,654	**383,654**	272,756
	824,457	**824,457**	829,099
Total 2025	829,099	829,099	

Notes to the financial statements
For the year ended 31 March 2026

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total 2026 £	Total 2025 £
Maintenance & advancement	7,348,003	2,699,786	**10,047,789**	8,852,122
Total 2025	7,367,429	1,484,693	8,852,122	

9. Analysis of expenditure by activities

	Activities undertaken directly 2026 £	Support costs 2026 £	Total funds 2026 £	Total funds 2025 £
Maintenance & advancement	9,614,066	433,723	**10,047,789**	8,852,122
Total 2025	8,221,991	630,131	8,852,122	

Notes to the financial statements
For the year ended 31 March 2026

9. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Maintenance & advancement 2026 £	Total funds 2026 £	Total funds 2025 £
Staff costs	6,185,996	**6,185,996**	5,762,102
Materials, collections and conservation	493,948	**493,948**	220,035
Computer costs	255,906	**255,906**	259,863
Payments to other bodies	209,919	**209,919**	66,638
Rent, rates and utilities	622,113	**622,113**	690,457
Establishment costs	26,185	**26,185**	19,433
Security costs	120,444	**120,444**	72,034
Cleaning	106,078	**106,078**	125,139
Repairs and maintenance	1,337,316	**1,337,316**	782,257
Advertising	206,583	**206,583**	158,844
Postage and stationery	1,706	**1,706**	3,380
Sundry expenses	47,872	**47,872**	61,809
	9,614,066	**9,614,066**	8,221,991
Total 2025	8,221,991	8,221,991	

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Maintenance & advancement 2026 £	Total funds 2026 £	Total funds 2025 £
Telephone costs	10,997	**10,997**	30,345
Audit and accountancy fees	27,285	**27,285**	22,949
Insurance	75,339	**75,339**	74,808
Legal and professional costs	138,050	**138,050**	302,603
Consultancy costs	124,029	**124,029**	124,491
Travel and subsistence	13,214	**13,214**	12,816
Subscriptions	26,317	**26,317**	24,308
Bank charges	4,463	**4,463**	4,703
Postage and stationery	3,748	**3,748**	3,046
Sundry expenses	10,281	**10,281**	30,062
	433,723	**433,723**	630,131
Total 2025	630,131	630,131	

10. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £20,725 (2025 - £19,725), and preparation of financial statements, which are provided by a fellow group entity of the auditor, of £6,560 (2025 - £6,250).

11. Staff costs

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Wages and salaries	**5,231,697**	4,950,086	**4,931,708**	4,733,330
Social security costs	**597,061**	433,498	**560,754**	413,456
Contribution to defined contribution pension schemes	**807,764**	792,225	**760,406**	756,267
	6,636,522	6,175,809	**6,252,868**	5,903,053

During the year expenditure of £37,226 was recognised in relation to voluntary redundancies agreed in the period (2025: £7,058), this is included in wages and salaries above.

£Nil of this is an accrued liability at the balance sheet date (2025: £7,058).

11. Staff costs (continued)

The average number of persons employed by the Company during the year was as follows:

	Group 2026 No.	Group 2025 No.	Company 2026 No.	Company 2025 No.
Employees	**216**	222	**216**	211

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2026 No.	Group 2025 No.
In the band £60,001 - £70,000	**1**	2
In the band £70,001 - £80,000	**1**	1
In the band £90,001 - £100,000	**1**	1

In 2026, Royal Pavilion and Museums Trust consider their key management personnel to be:

H Swain, Chief Executive Officer; C Tapping, Director of Collections & Conservation; A Thomas, Chief Operating Officer and Deputy Chief Executive and C Evans, Head of Engagement (Resigned April 2025).

The four key management personnel received total aggregate remuneration of £323,236 (2025: £372,056), made up of salaries of £245,932 (2025: £286,532), employers national insurance £34,575 (2025: £34,521) and employers pension contributions of £42,729 (2025: £51,003).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2025 - £NIL).

During the year ended 31 March 2026, expenses totalling £283 were reimbursed or paid directly to Trustees (2025 - £165).

Notes to the financial statements
For the year ended 31 March 2026

13. Fixed asset investments

Company	Investments in subsidiary companies £
Cost or valuation	
At 1 April 2025	1
At 31 March 2026	1
Net book value	
At 31 March 2026	1
At 31 March 2025	1

Notes to the financial statements
For the year ended 31 March 2026

13. Fixed asset investments (continued)

Principal subsidiaries

The following were subsidiary undertakings of the Company:

Names	Company number	Charity registration number	Registered office or principal place of business	Principal activity	Class of shares	Holding
RPMT Enterprises Ltd	12451429		4-5 Pavilion Buildings Brighton BN1 1EE	The principal activity is that of operation of the cafes and shops in the historical buildings run by RPMT.	Ordinary	100%
The Royal Pavilion and Museums Foundation		275242	4-5 Pavilion Buildings Brighton BN1 1EE	The principal activity is the advancement of arts, culture and heritage through acquisition of suitable objects and works of art.	N/A	-%

Notes to the financial statements
For the year ended 31 March 2026

13. Fixed asset investments (continued)

	Included in consolidation
RPMT Enterprises Ltd	Yes
The Royal Pavilion and Museums Foundation	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
RPMT Enterprises Ltd	1,377,706	888,319	489,387	490,318
The Royal Pavilion and Museums Foundation	-	-	-	169,375

14. Stocks

	Group 2026 £	Group 2025 £	Company 2025 £
Finished goods and goods for resale	**194,504**	199,118	-

15. Debtors

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Due within one year				
Trade debtors	**480,346**	311,339	**424,108**	290,664
Other debtors	**275,625**	142,732	**267,782**	141,715
Prepayments and accrued income	**583,835**	379,766	**583,835**	371,197
	1,339,806	833,837	**1,275,725**	803,576

16. Creditors: Amounts falling due within one year

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Trade creditors	**485,428**	287,241	**461,747**	259,957
Amounts owed to group undertakings	**-**	-	**222,219**	569,600
Other taxation and social security	**286,710**	505,550	**194,402**	215,753
Other creditors	**12,139**	5,607	**12,139**	5,607
Accruals and deferred income	**452,816**	340,692	**364,456**	250,132
	1,237,093	1,139,090	**1,254,963**	1,301,049

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Deferred income at 1 April 2025	**85,318**	112,159	**-**	65,822
Resources deferred during the year	**129,464**	85,318	**64,479**	-
Amounts released from previous periods	**(85,318)**	(112,159)	**-**	(65,822)
	129,464	85,318	**64,479**	-

17. Creditors: Amounts falling due after more than one year

	Group 2026 £	Group 2025 £	**Company 2026 £**	Company 2025 £
Concessionary loan	**3,000,000**	3,000,000	**3,000,000**	3,000,000

The Charity has a £3,000,000 loan facility with Brighton & Hove City Council. No further amounts are available to be drawn under the facility.

On 11 December 2025, the charity agreed with Brighton & Hove City Council (BHCC) to amend the terms of its existing loan. Under the revised agreement, the loan is now not repayable until 2031.

Notes to the financial statements
For the year ended 31 March 2026

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Balance at 31 March 2026 £
Unrestricted funds				
Designated funds				
Museum Objects Acquisition reserve	59,584	-	(25,367)	34,217
Royal Pavilion fund	27,102	-	(27,102)	-
JHG Botswana	56,459	12,000	(21,561)	46,898
JHG Designated	41,167	-	(41,167)	-
Julian Crampton legacy	1,300	-	(1,300)	-
ACE reserves	-	813,598	-	813,598
	185,612	825,598	(116,497)	894,713
General funds				
General funds	(1,838,534)	8,142,792	(8,195,381)	(1,891,123)
Total Unrestricted funds	(1,652,922)	8,968,390	(8,311,878)	(996,410)
Endowment funds				
Endowment Funds	169,375	-	-	169,375

Notes to the financial statements
For the year ended 31 March 2026

18. Statement of funds (continued)

Restricted funds				
ACE South East Museum Development	15,883	297,061	(312,944)	-
Robertson Bequest	13,329	-	-	13,329
Garden Project	-	363,251	(363,251)	-
JH Green	-	111,569	(81,875)	29,694
Graduate conservation fund	74,385	50,000	(50,467)	73,918
Museum renewals 2025	-	68,250	(68,250)	-
B&H Albion Gallery	22,900	299,749	(299,749)	22,900
Fidelity	14,751	71,000	(85,751)	-
Graham Loder legacy	23,776	3,007	-	26,783
Jack Thompson Hove Museum	120,028	-	(3,509)	116,519
Bloomberg	-	125,000	(42,419)	82,581
JH Green Culture Change	90,664	-	(90,664)	-
M Pel Fellowship	1,303	-	-	1,303
MEND - BMAG Roof	23,707	1,203,573	(1,203,573)	23,707
Additional funds	67,666	105,530	(97,334)	75,862
	468,392	2,697,990	(2,699,786)	466,596
Total of funds	(1,015,155)	11,666,380	(11,011,664)	(360,439)

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Unrestricted funds					
Designated funds					
Museum Objects Acquisition reserve	59,584	-	-	-	59,584
Royal Pavilion fund	27,121	-	(19)	-	27,102
JHG Botswana	54,459	2,000	-	-	56,459
JHG Designated	77,897	80,000	(116,730)	-	41,167
Julian Crampton legacy	21,307	-	(20,007)	-	1,300
	240,368	82,000	(136,756)	-	185,612
General funds					
General funds	(1,399,843)	7,892,078	(8,256,126)	(74,643)	(1,838,534)
Total Unrestricted funds	(1,159,475)	7,974,078	(8,392,882)	(74,643)	(1,652,922)
Endowment funds					
The Graham Loder Endowment	169,375	-	-	-	169,375

Notes to the financial statements
For the year ended 31 March 2026

18. Statement of funds (continued)

Restricted funds

ACE South East Museum Development	15,434	280,000	(279,551)	-	15,883
Robertson Bequest	13,329	-	-	-	13,329
Garden Project	27,312	53,219	(155,174)	74,643	-
Graduate conservation fund	50,000	50,000	(25,615)	-	74,385
Learning appeal	1,822	-	(1,822)	-	-
B&H Albion Gallery	-	22,900	-	-	22,900
Fidelity	28,848	93,500	(107,597)	-	14,751
Graham Loder legacy	7,509	16,267	-	-	23,776
Jack Thompson Hove Museum	133,585	-	(13,557)	-	120,028
JH Green Culture Change	232,837	-	(142,173)	-	90,664
M Pel Fellowship	1,992	-	(689)	-	1,303
MEND - BMAG Roof	-	669,435	(645,728)	-	23,707
Additional funds	83,426	97,027	(112,787)	-	67,666
	596,094	1,282,348	(1,484,693)	74,643	468,392
Total of funds	(394,006)	9,256,426	(9,877,575)	-	(1,015,155)

18. Statement of funds (continued)

Designated Funds

Museum Objects Acquisition Reserve - funds transferred to the Museum Service at time of merger of Brighton & Hove councils in 1996. The Director of Service designated the fund to support collections display, conservation and care.

Royal Pavilion Fund - Ringfenced reserves for use for capital works and improvements to the fabric and presentation of the building.

JHG Botswana - Sum set aside for loan of objects to The Khama III Memorial Museum, Botswana as an outcome of the Making African Connections: Decolonial Futures for Colonial Collections project 2019-21. Object loan deferred due to COVID and travel restrictions.

JHG Designated - Underspends on Annual J H Green Budget accrued over a number of years due to success in finding partnership funding for projects from elsewhere.

Julian Crampton Legacy - Bequest from the late Professor Julian Crampton, former Chair of the Royal Pavilion & Museums Foundation which RPMT has designated for staff training and development.

ACE Reserve - Grant from Arts Council 2025 Museum Renewals Fund £813,598 allocated for reinflation of Reserves, additional £68,250 restricted for project work to build financial resilience.

Endowment fund

The Graham Loder Endowment - Bequest from former Member Graham Loder received in April 2010. The capital sum of £169,375 must be retained to generate investment income. The resulting income from the interest is restricted to the purchase of contemporary art and craft and is shown as a separate restricted fund. No purchases on behalf of the fund were made in 2024-25 or 2025-26.

Restricted funds

ACE South East Museum Development - Arts Council England National Portfolio Organisation funding for South East Museum Development Service to deliver annual business plan as agreed by the Museum Development Coordination Group.

Robertson Bequest - The Robertson Charitable Trust made a charitable donation of £65,000 to the Royal Pavilion & Museums, Brighton & Hove in 2005, in memory of Charles and Barbara Robertson. The grant is held "on trust to apply the capital and income to meet the cost of conserving, displaying and purchasing (or contributing to the purchase of) items held or to be held as part of the 20th Century Decorative Art Collections maintained by the Brighton Museum".

Garden project - In 2019 RPMT was awarded development funding from the National Lottery Heritage Fund (NLHF) to restore and enhance the Royal Pavilion Garden. In January 2024 a further £4.3M grant was approved by the NLHF for the project delivery. In both instances BHCC is the grant recipient with project funds drawn down from BHCC for Trust related delivery elements. Additional funding support is also being provided by BHCC as well as fundraising initiatives led by RPMT.

JH Green - Underspends on Annual J H Green Budget accrued over a number of years due to success in finding partnership funding for projects from elsewhere. The funds should be expended in line with the JHG Charitable Trust's charitable purposes and trustees made aware of how it is being used. Supplemented annually by £100,000 annual grant from the JHG held Endowment.

Graduate Conservation Fund - 3 year pledge to support 2 graduate conservator traineeships and associated training and material costs.

18. Statement of funds (continued)

Museum Renewals 2025 - Grant from Arts Council 2025 Museum Renewals Fund £68,250 restricted for use on specific project work to build finacial resilience. Remainder used to reinflate reserves.

Fidelity - Donation towards increasing income generation capacity across visitor engagement, corporate support and retail licensing opportunities.

The Graham Loder Legacy is the income from interest on the endowment fund and is restricted to the purchase of contemporary art & craft.

Jack Thompson Hove Museum - Jack Outhwaite Thompson Legacy bequeathed to the Art Fund for the benefit of Hove Museum in 2003. The legacy funds are restricted to use by Hove Museum for acquisitions and/or care of its collections.

JH Green Culture Change - National Lottery Heritage Fund project to new digital content with volunteers for bring your own device (BYOD) tours of Brighton Museum and Preston manor.

M Pel Fellowship - Research project to fully document the objects that have a connection to Martin Battersby, an important benefactor to the collections.

Learning Appeal - Donations raised through a former fundraising campaign 2015-2016 to help children visit museums.

The Pagoda Conservation Fund comprises donations to our Pagoda Restoration appeal. This funding is to be used for the restoration of two porcelain pagodas at the Royal Pavilion.

Tomkinson Piano Restoration – Donations raised through an appeal towards the restoration of the Tomkison piano at the Royal Pavilion.

BMAG Roof - Arts Council England on behalf of the Department for Digital, Culture, Media and Sport (DCMS), will provide Royal Pavilion & Museums Trust with a restricted grant of up to £1,463,769 towards the costs of the Agreed Capital Project Plan to replace the BMAG roof. The grant is provided by Grant in Aid Capital. In March 2024 the grant was formally novated to BHCC due ACE to requirements of security over the lease. The grant is now treated as a pass through grant from BHCC to RPMT who are delivering the project.

Bloomberg - Bloomberg Digital Accelerator Grant for £150,000 towards improvements to digital infrastructure. £125,000 received July 2025 & £25,000 due July 2026.

Additional funds
Wear It Out/Queer Looks - Funding to research, source and acquire LGBT* costume for the RPMT collection.

The Painting Conservation Fund - Represents income generated specifically from the sale of the Public Catalogue Foundation (East Sussex) catalogue. Money is restricted for use on painting conservation work.

Confidential Garden Donation - Donation given by long term garden volunteer towards the costs of an Assistant Gardener post to support the day to day maintenance of the Royal Pavilion Garden.

Imperial War Museum grant - £30,000 grant from Imperial War Museum for Artist Commission and associated programme 23/24.

Headly Trust - £81,706 payable over 3 years to fund a PT Conservation Assistant and PT Assistant Curator Fine & Decorative Art.

18. Statement of funds (continued)

Art Fund Reimagine Grant - Grant of £44,008 to support partnership working with B&H Secondary schools.

Camilla Dinkel Donation - £17,000 Donation in memory of former staff member John Dinkel to be used for restoration project in the Royal Pavilion potentially replacement of Music Room Carpet.

National Treasures Grant - £5,000 from the National gallery towards delivery of NGs bicentenary celebrations 2024.

Windrush Day - Grant from Dept of Levelling Up Housing & Communities of £17,700 to support Windrush Day 24 and the collection and celebration of local Windrush migration stories and development of school resources. A second round of Funding £20,000 was awarded for 2025 which the same DAF is used for.

Royal Pavilion Roof Appeal - Public appeal August 2024 to raise funds to support repairs to one of the Royal Pavilion roof domes and banqueting room canpoy.

Yale Book - Patron Donation to fund Curator time and event for launch of Yale Book on the Royal Pavilion.

Gender Show Grant - Grant for Community Engagement work to inform the Gender show. The show is a touring exhibition collaboration between Bristol, Liverpool and Brighton Museums.

Preston Repairs - Individual giving campaign launched in Summer 2025 to raise funds to repair the rear elevation of Preston Manor. Work to be undertaken Summer 2026.

SDNP Downs to Sea - Grant from South Downs National Park of £15,000 to document Herbert Toms photography of dewponds on the south downs and to develop a new dewpond diorama for display at the Booth.

PM Kitchen Garden - Individual donation to support the clearance and development of Preston Manor Kitchen garden to bring it into commercial and public use.

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2026 £	Restricted funds 2026 £	Endowment funds 2026 £	Total funds 2026 £
Current assets	3,240,683	466,596	169,375	**3,876,654**
Creditors due within one year	(1,237,093)	-	-	**(1,237,093)**
Creditors due in more than one year	(3,000,000)	-	-	**(3,000,000)**
Total	(996,410)	466,596	169,375	**(360,439)**

Notes to the financial statements
For the year ended 31 March 2026

19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £
Current assets	2,486,168	468,392	169,375	3,123,935
Creditors due within one year	(1,139,090)	-	-	(1,139,090)
Creditors due in more than one year	(3,000,000)	-	-	(3,000,000)
Total	(1,652,922)	468,392	169,375	(1,015,155)

20. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2026 £	Group 2025 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**654,716**	(621,149)
Adjustments for:		
Decrease / (increase) in stocks	**4,614**	17,711
Decrease/(increase) in debtors	**(881,100)**	245,747
Increase in creditors	**473,134**	184,095
Net cash provided by/(used in) operating activities	**251,364**	(173,596)

21. Analysis of cash and cash equivalents

	Group 2026 £	Group 2025 £
Cash in hand	**2,342,344**	2,090,980

22. Analysis of changes in net debt

	At 1 April 2025	Cash flows	At 31 March 2026
	£	£	£
Cash at bank and in hand	**2,090,980**	**251,364**	**2,342,344**
Debt due after 1 year	**(3,000,000)**	**-**	**(3,000,000)**
	(909,020)	**251,364**	**(657,656)**

23. Pension commitments

The pension cost charge represents contributions payable by the group to the fund and amounted to £806,933 (2025: £792,225). Contributions totalling £86,750 (2025: £85,800) were payable at the balance sheet date and are included within creditors.

24. Operating lease commitments

At 31 March 2026 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2026	Group 2025	Company 2026	Company 2025
	£	£	£	£
Not later than 1 year	**100,254**	157,628	**100,254**	157,628
Later than 1 year and not later than 5 years	**369,161**	369,161	**369,161**	369,161
Later than 5 years	**1,322,690**	1,368,300	**1,322,690**	1,368,300
	1,792,105	1,895,089	**1,792,105**	1,895,089

25. Related party transactions

During the year one director, M Woodward, provided consultancy services to the Charity totalling £1,500 (2025: £Nil). The balance outstanding at the year end was £Nil (2025: £Nil).

26. Controlling party

The trustees who are also the directors control the charity.