

Agenda

Joint Museums Committee

Wednesday, 21 June 2017, 2.00 pm
The Commandery, Worcester

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اردو. اگر آپ اس دستاویز کی مشمولات کو سمجھنے سے قاصر ہیں اور کسی ایسے شخص تک آپ کی رسائی نہیں ہے جو آپ کے لئے اس کا ترجمہ کرسکے تو، براہ کرم مندر کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

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ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਸ਼ਹੂਰ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤੁਹਾਡੇ ਲਈ ਅਨੁਵਾਦ ਕਰ ਸਕੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਮਦਦ ਲਈ 01905 765765 'ਤੇ ਫ਼ੋਨ ਕਰੋ। (Punjabi)



DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have
a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests** **OR**
relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Joint Museums Committee

**Wednesday, 21 June 2017, 2.00 pm, The Commandery,
Worcester**

Membership: Mrs L Denham, Worcester City Council
Mrs L C Hodgson, Worcestershire County Council
Mr M Johnson, Worcester City Council
Ms K J May, Worcestershire County Council

Agenda

Item No	Subject	Page No
1	Named Substitutes To receive details of any member nominated to attend the meeting in place of a member of the Committee.	
2	Apologies/Declarations of Interest To invite any member to declare any interest in any items on the Agenda.	
3	Election of Chairman To elect a Chairman for the ensuing year. (The Museums Shared Services Agreement stipulates that the position of Chairman should be alternated between members representing different authorities. Therefore the Chairman should be a representative of Worcester City Council)	
4	Appointment of Vice-Chairman To appoint a Vice-Chairman for the ensuing year. (The Museums Shared Services Agreement stipulates that the position of Chairman should be alternated between members representing different authorities. Therefore the Chairman should be a representative of Worcestershire County Council)	
5	Confirmation of Minutes To confirm the Minutes of the meeting held on 15 March 2017 (previously circulated – pink pages)	
6	Annual Review 2016-17	1 - 20
7	Shared Service Hosting Review	21 - 28
8	Hartlebury Project Update	29 - 30

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP

To obtain further information or a copy of this agenda contact Simon Lewis, Committee Officer on 01905 846621, slewis@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's website at <http://www.worcestershire.gov.uk/cms/democratic-services/minutes-and-agenda.aspx>

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Item No	Subject	Page No
9	Hazardous Materials in Museum Collections	31 - 38
10	Finance Report	39 - 42
11	Performance and Planning 4th Quarter 2016-17	43 - 60
12	Work Programme	61 - 62
	Exclusion of Public and Press The Joint Committee will be asked to exclude the press and public from the meeting for the following item as it is likely that exempt information relating to the financial or business affairs of any particular person (including the authority holding the information) will be disclosed and the public interest in maintaining the exemption outweighs the public interest in disclosure.	
13	Museum and Art Gallery - Proposed Restructure	63 - 66

JOINT MUSEUMS COMMITTEE 21 JUNE 2017

ANNUAL REVIEW 2016-17

Recommendation

- 1. The Museums General Manager recommends that the Museums Worcestershire Annual Review for 2016-17 be approved.**

Background

2. The Shared Service Partnership agreement includes arrangements for regular reporting of performance, to include quarterly statements of progress in achieving the targets within the forward plan and a range of performance indicators.
3. A further requirement within the agreement is the presentation of an annual report or review to the Joint Committee at its annual meeting. This is intended to supplement the more detailed information on plans, targets and finances that form a part of every agenda, as well as providing a summary of the year's highlights for a wider audience.
4. The Partnership Agreement requires a copy of the Annual Review to be submitted to the Chief Executive of each member authority but the intention is also to circulate it to our key partners and stakeholders, as well as publishing the review on the museum website.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Iain Rutherford

Tel: 01905 361821

Email: irutherford@worcestershire.gov.uk

Supporting Information

- Appendix - Annual Review 2016-17

Background Papers

In the opinion of the proper officer (in this case the Museums General Manager) the following are the background papers relating to the subject matter of this report:

Museums Shared Service Partnership Agreement

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Museums Worcestershire

Annual Review 2016-17





In 2016-17 Museums Worcestershire continued to be

Visible We worked with national partners including British Museum, Arts Council England and Art Fund

Viable We secured more than £180,000 additional funding in grants and donations

Valued Our Suitcase Stories project delivered positive health outcomes at care homes for older residents across the county.



31% of our visitors say "visiting museums is an important part of who I am"

57% of our visitors want to learn something when they visit

51% of our visitors choose to visit us to spend time with their family and friends

Audience Finder research, funded by Arts Council England

All three museum sites were again awarded Full Accredited status by Arts Council England in 2017. Accreditation is a national measure of professionalism awarded to museums who meet a certain standard of visitor service and collections management.

Thank you to all our 100,000 visitors for supporting and enjoying our museums

Museum Futures Four Years On

Building a sustainable future for our venues

- First three phases of the Commandery development underway, supported by the Heritage Lottery Fund, Arts Council England, Worcester City Council and Worcestershire County Council
- Major audience research programme completed through Arts Council funded Audience Finder programme
- Installation of new Customer Relationship Management (CRM) system to build audience relationships and increase resilience
- New fundraising initiatives secure £160,000 for new developments

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*New interpretation at The Commandery
launching July 2017,
image GuM Studio*

Thank you to all of our funders, including those who have invested large grants to enable us to become a more resilient and sustainable organisation; those who have supported our exhibitions and events, and those who give whenever they can to support the museums they know and love.



Commandery Developments

The Commandery – It Happened Here is a programme to transform the Commandery as a visitor attraction. It will deliver the City's wish to see Worcester's role in the English Civil Wars being more widely recognised, with increasing international awareness of the visit of US Presidents Thomas Jefferson and John Adams in 1786.

Award winning exhibition designers GuM developed an exciting new master plan for the Commandery in 2016.

Support and funding for the first 3 phases has been secured, including grants from the Heritage Lottery Fund and Arts Council England. An updated income generation plan was approved in March 2017.

The work includes new displays on the Worcester's Civil War Story and improvements to the building fabric, lighting and heating. A new learning programme is also planned, supported by innovative use of near field technology.



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

Funding raised by
The National Lottery
and awarded by the Heritage Lottery Fund



Civil War Battle HQ & Historic Building

Museums Worcestershire and the Visitor Economy

Developments at The Commandery will support tourism by making the most of our unique **Civil War heritage**, and reflect Worcester City Council's corporate commitment to A Heritage City for the 21st Century.

Museums Worcestershire continues to lead work at **The Museum of Royal Worcester** on their exhibition interpretation following their successful stage 2 application to the Heritage Lottery Fund. This extends the existing partnership and support between the two museums and will offer long-term benefit to the heritage of the city.

The popular *Destination Exhibitions* at the Art Gallery & Museum continue to bring visitors into the city to see **World Class Art** from national partners and our collections. Each exhibition generates economic impact in the region of £0.5m.

Through a partnership with **Worcestershire County Council Highways**, heritage information features on new real-time information hubs, providing instant access to the city's history.

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A continuing partnership with the **Worcester News** reaches more than 21,000 readers every week, achieving almost £40,000 in equivalent advertising value over the year and providing access to 52 rarely seen objects from the collections.

£129,000 from **Arts Council England** supports two major advertising campaigns; City Treasures and County Treasures, raising awareness of the museum collections. The grant also funds a large scale audience research project; the purchase of a Customer Relationship Management System and a Fundraising strategy to build resilience.



Worcester City Art Gallery & Museum

You're just 2 minutes from a world of discovery

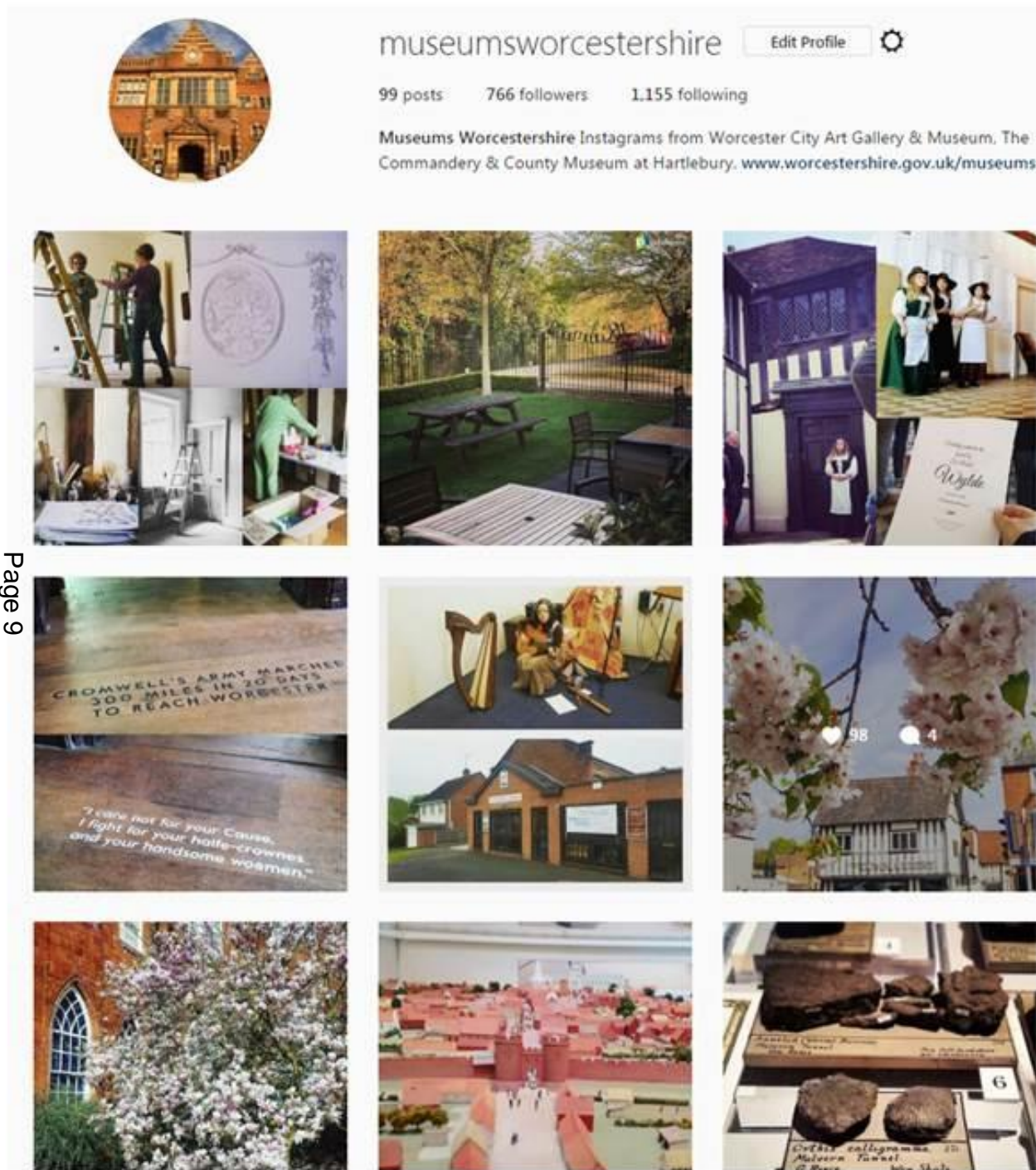
Opening Hours: Monday to Saturday
10:30am - 4:30pm

Worcester City Art Gallery & Museum,
Foregate Street, Worcester WR1 1DT

FREE ENTRY

Arts Council England logo: Supported using public funding by ARTS COUNCIL ENGLAND

Museums Worcestershire logo: MUSEUMS WORCESTERSHIRE



Museums Worcestershire Digital Presence

Museums Worcestershire has been on Instagram for a year, with over 750 followers so far, and **high engagement** with up to 100 likes per post.

On the website from January-April **page visits have increased by 20%** in 2017 compared to the same period in 2016.

Regular short videos created for social media and the website have resulted in over 10,000 views during the past year.

Museums Worcestershire now has over 7000 Twitter followers.



"Visited the Commandery during their living history weekend in February... So much history... so much effort put into it by the staff and volunteers."

The Commandery

Admissions were up 10% as we welcomed visitors to our ever popular living history weekend, Oak Apple Day, and Battle of Worcester Weekend, produced in partnership with **Worcester Re-enactors**.

Schools figures increased by 4%. The Commandery Interpretation Team provide their **award winning education programme** for schools, and daily interactive workshops for our visitors.

The Battle of Worcester Society provided us with a successful series of evening lectures based around the English Civil War, which will be continued in 2017. The Drumhead Ceremony on Fort Royal saw record audiences as soldiers and officials processed from the Guildhall to the Commandery and then up onto Fort Royal Hill to commemorate the Battle of Worcester.

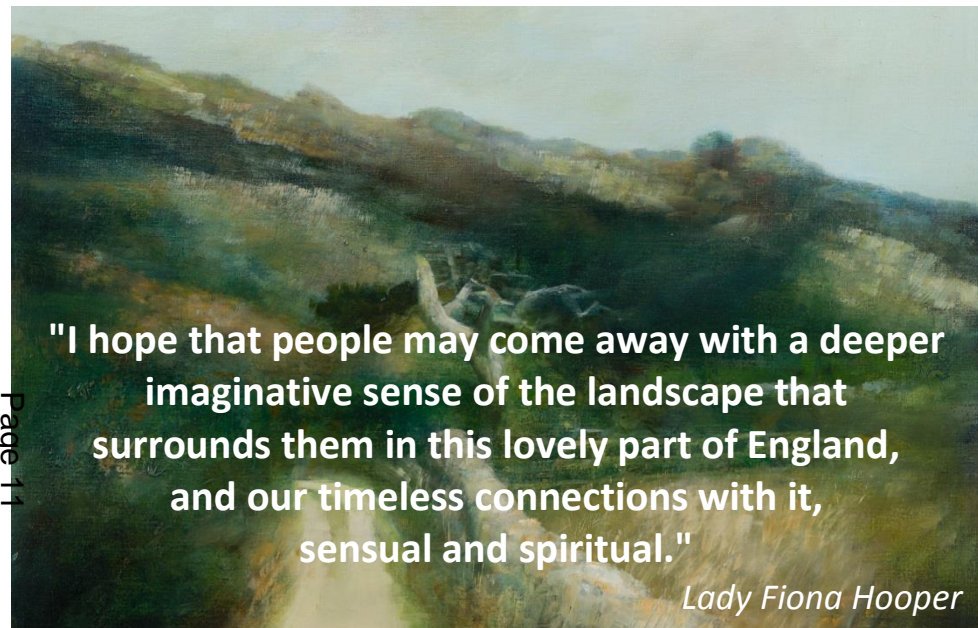
Friends of Fort Royal Park and Commandery Gardens gained funding for their *One World in our Park project*. This community driven project will record the rich local history of the park and celebrate it with a community celebration in 2017. All research and social histories gathered from the residents of Fort Royal will be made available at the Commandery in 2017.

Worcester Ambassadors helped fund the Commandery's 17th century garden project, working with local groups including Headway Brain Injury Support. Les Pearson of Worcester City Parks Departments leads a second group of garden volunteers in keeping our grounds beautifully maintained, in aspiration of gaining blue flag status for Fort Royal Park and Commandery Gardens in 2017.

Worcester Art Gallery & Museum

Overall a **3% increase in visitors** across the year to Worcester Art Gallery & Museum. DCMS-sponsored museums and galleries saw a decrease of 4.3%*.

**Source DCMS gov.uk*



"I hope that people may come away with a deeper imaginative sense of the landscape that surrounds them in this lovely part of England, and our timeless connections with it, sensual and spiritual."

Lady Fiona Hooper

SUMMER EXHIBITION Pirates, Pants and Wellyphants

Almost **1,000 visitors attended the opening day** with Nick Sharratt
78% of visitors enjoyed visiting the exhibition for over an hour.
6,000 children visited the exhibition

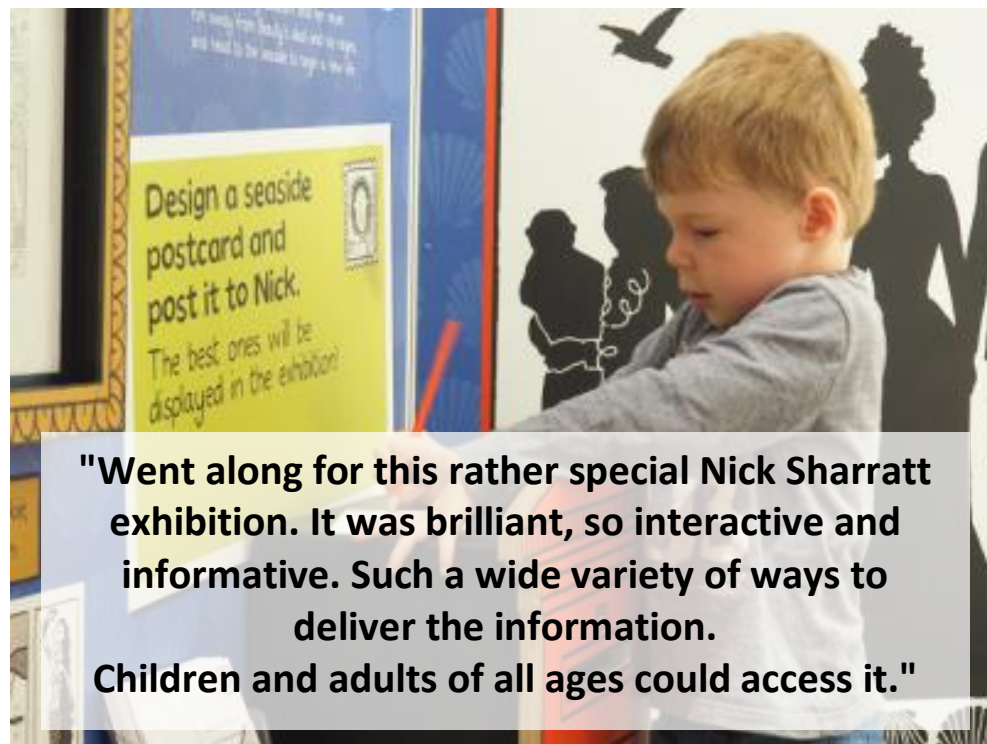
"The staff are always really friendly and welcoming, I appreciated the fact that I could let my little girl run around and enjoy herself without feeling I needed to keep her quiet."

SPRING EXHIBITION This Green Earth

24,000 visitors

54% of visitors came from **outside WR postcodes**
(an increase of 3% on the previous years' exhibition)

21% were **first-time visitors** to the Art Gallery & Museum



"Went along for this rather special Nick Sharratt exhibition. It was brilliant, so interactive and informative. Such a wide variety of ways to deliver the information. Children and adults of all ages could access it."

AUTUMN EXHIBITION Jeremy Deller 'The Battle of Orgreave'

88% of visitors came specifically to see the exhibition

For 49% of visitors it was their first visit to Worcester Art Gallery & Museum

Average dwell time was 1.5 hours

11% of visitors were 16-24

Visitors came from:



Open Gallery: Community Exhibition Space

We have created an exhibition space within the Worcester Art Gallery and Museum for **community groups** to display their arts and crafts. This opportunity has been greatly appreciated and utilised by the local community, with displays from groups such as St. Richards Hospice and Sight Concern.

Hartlebury

In partnership with **Hartlebury Castle Preservation Trust**.

The move from the old workshop to the new one is complete, freeing up space to be turned into a new visitor Café. The current project for the workshop volunteer team is the creation of a 2/3 scale model of a Gypsy caravan which will form part of the **new play area for toddlers**.

On May Day Bank Holiday the traditional May Day event attracted the **highest number of visitors** in a single day for the year. The event included maypole dancing, stalls and traditional games.

The appointment a **new Learning Resources Assistant** allows us to explore the options for diversifying the subjects we can offer in order to increase uptake from the education sector. Group visits are up by 13%.

The County Museum increased their **Visitor Attraction Quality Assurance Scheme** score this year from 77 to 80%. Full marks (5/5) were achieved in a number of sub categories including customer care, staff efficiency, content of visitor attraction and range/presentation of retail merchandise.



"A wonderful county museum. Varied exhibits, atmospheric building, welcoming and friendly volunteers, café lovely and family friendly"



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"I really like this museum because you can dress up and it has so many interesting things! You can't go away from this museum without learning at least one new thing! The crafts are brilliant and I love it!"

Matilda, aged 8





Collections

57 items **newly acquired** this year for the collections of Worcester City and Worcestershire county museums

The majority of these are archaeological site archive deposits, reflecting the increased development work in the county and the associated research being uncovered.

We also welcomed into the collection items relating to the **Forsyth brothers' workshop** in Worcester, including plaster sculptures, drawings and plans. The brothers studied at Worcester School of Art and went on to become pre-eminent sculptors, creating work for Worcester Cathedral and the Perseus Fountain at Witley Court.

Collections Care

Some significant moves of collections were completed in 2016, in preparation for redevelopments at the museum sites.

As a result of these moves, objects can be **better cared for and are more accessible** for public and researchers to access, even when not on public display.

Sharing Curatorial Knowledge

More than 250 visitors attended talks and behind-the-scenes tours, discovering more about the significant museum collections of Worcester City and Worcestershire County councils.

For the first time we offered **skills sharing courses**, where delegates learned curatorial skills in active hands-on sessions. These were particularly popular with staff from smaller museums and added to Museums Worcestershire's position of **sector support and leadership**.

Members of the team also shared their expertise with a wider audience appearing as experts on episodes of *Flog It!* and *Bargain Hunt*.



Collection Development Projects

The **Bredon Hill Hoard** has been touring the county to conclude the Art Fund grant-aided project to conserve the Roman coin hoard and to share it directly with the communities that supported its acquisition. The hoard has been displayed at the Hive, the Almonry in Evesham and Broadway Museum and Art Gallery. The project has enabled Museums Worcestershire to share this important discovery across Worcestershire.

In January, we learnt that Worcestershire Archive and Archaeology Service (WAAS), in partnership with Museums Worcestershire, have received £74,900 from the Heritage Lottery Fund to bring the **Lost Landscapes of Ice Age Worcestershire** back to life. Over the next 18 months staff at WAAS and Museums Worcestershire will be delivering events and exhibitions celebrating over half a million years of the area's prehistory, from the time our ancestors arrived until the end of the last Ice Age 10,000 years ago.

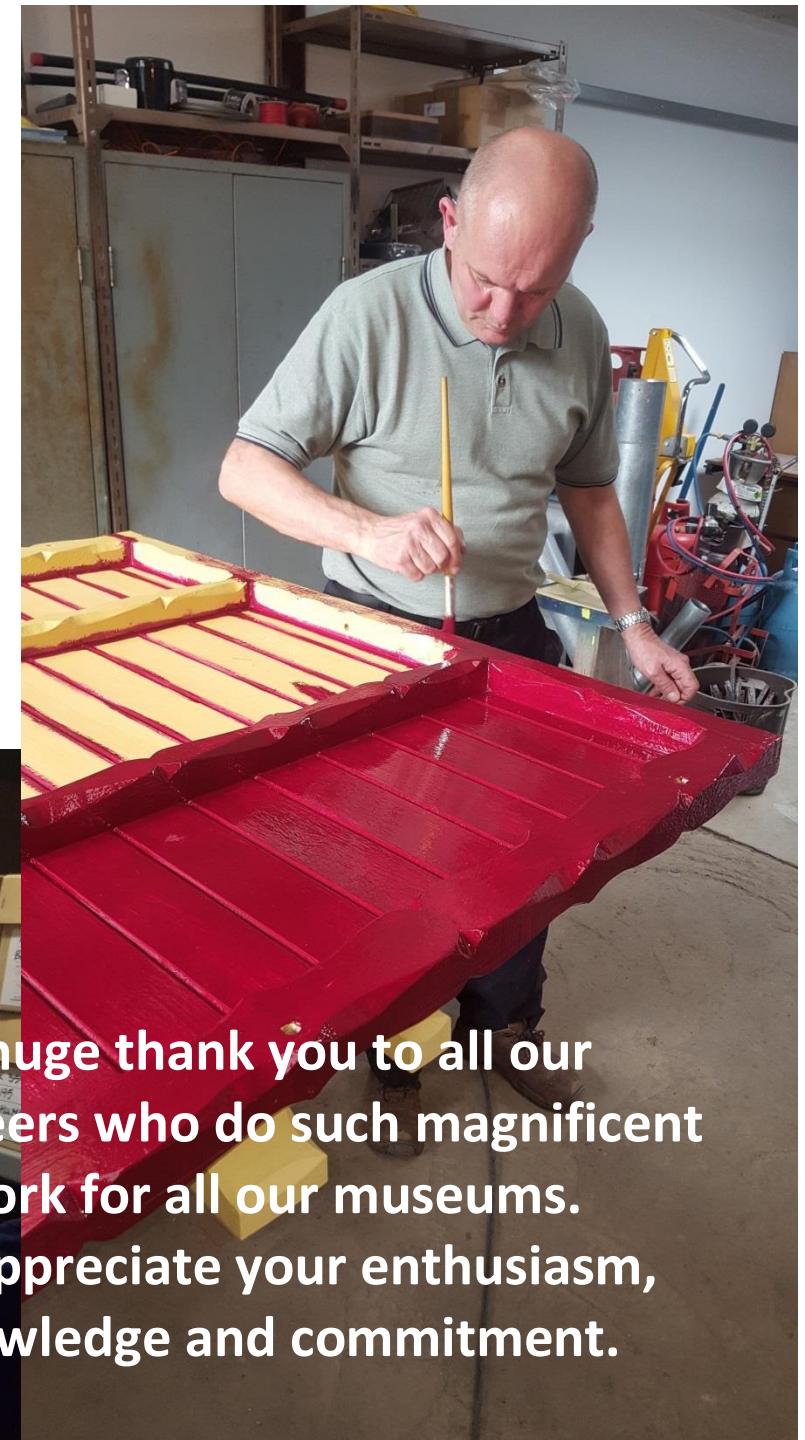
Volunteers

Museums Worcestershire enjoys the **enthusiasm and commitment** of 70 volunteers across its sites.

We have provided a selection of events for our volunteers over the last year from the wealth of knowledge within the Museums Worcestershire team and our partners at Hartlebury Castle. During the last year, we have provided a Vesta Tilley talk, a Collections Store tour and a History of the Bishops at Hartlebury talk to thank our hardworking volunteers for their time, to provide development opportunities and a chance for all of our volunteers to get together.

The **Worcestershire Cultural Volunteering website** has now recruited 80 volunteers from around the county since it started in 2015.

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A huge thank you to all our volunteers who do such magnificent work for all our museums. We appreciate your enthusiasm, knowledge and commitment.

Learning and Community

Suitcase Stories

A reminiscence, storytelling and music project for **people living with dementia** and their carers, Suitcase Stories has enabled adults living with dementia and their carers to relive memories from the 1940s, 1950s and 1960s using the art of storytelling and reminiscence through museum objects.

- 77 individual people living with dementia and their carers participated
- 73% of participants took part in 3 or more sessions
- 294 people attended the performances of the stories

Thanks to the following for funding Suitcase Stories:

Arts Council England, the Elmley Foundation, Worcestershire County Council, Wychavon District Council, Worcester City Council, Wyre Forest District Council, Bromsgrove and Redditch Councils, Malvern Hills District Council.



Our Strengthening Partnership with Sight Concern

Over the past few years we have been working with **Sight Concern**, a growing group of visually impaired adult students. In March, the group explored *David Cox and his Contemporaries*, and followed the visit with a painting workshop held in museum's Activity Space.

"I took up art when I lost my sight at 50. My first painting was after seeing 'Laura Knight' which we saw at Worcester City Art Gallery and Museum. And I am still painting today!"

Working with Home Educator Groups

The number of children who are home educated is on the increase, and recently we have forged a **strong partnership** with this network of families – some local, others county based, and some travelling from Gloucestershire to attend the sessions.

"The children thoroughly enjoyed the content and have been saying how interesting it was, and have enjoyed the activities. The parents were also very appreciative and have asked for more sessions."



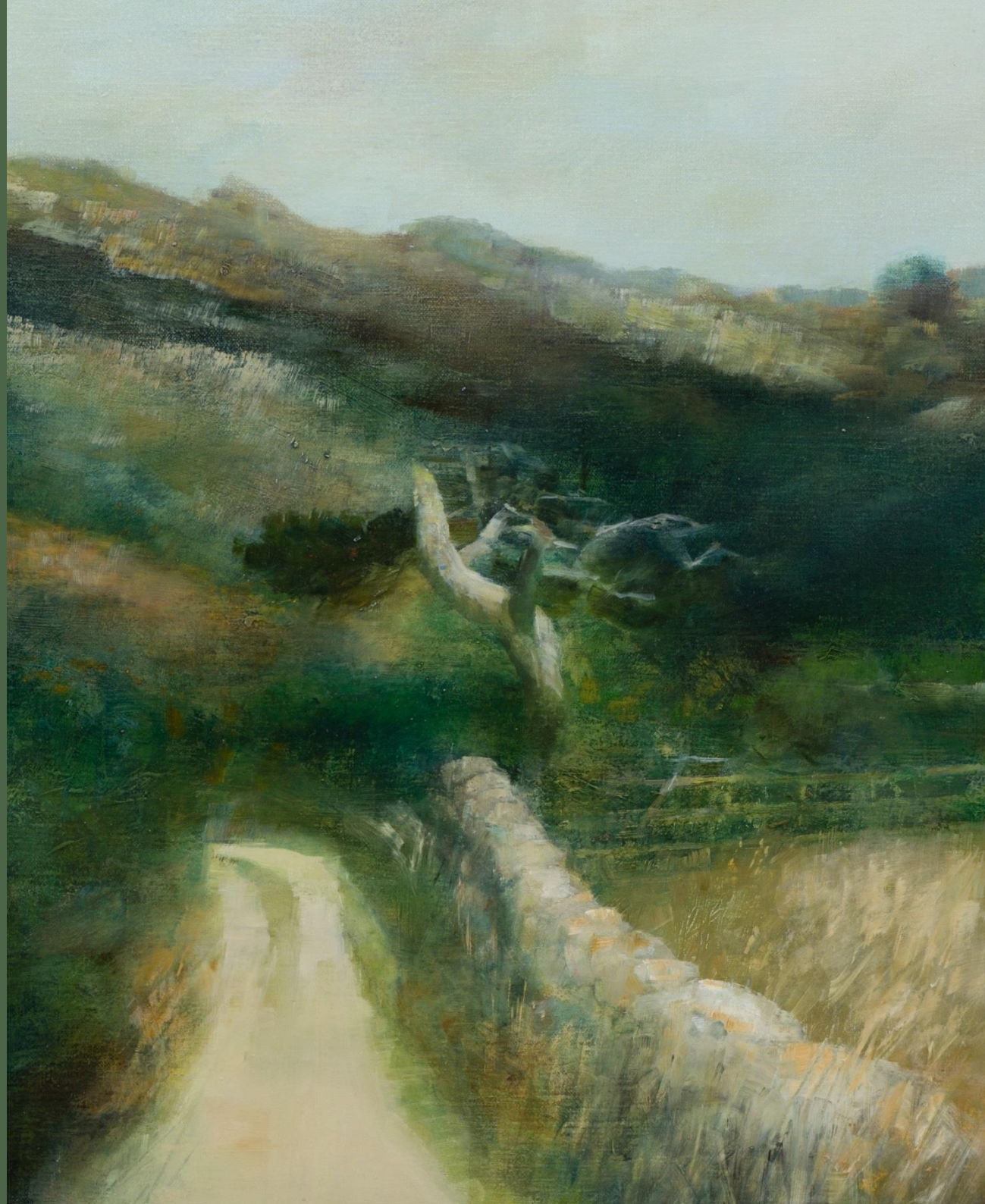
Looking Ahead

July 2017 sees the launch of brand new interactive displays on Worcester's Civil War Story at The Commandery

The Art Gallery & Museum stages a significant exhibition of works by Worcester's most famous artist, Benjamin Williams Leader

HLF-funded developments at Hartlebury see Hartlebury Castle Preservation Trust welcoming new visitor services in place including increased car parking and a new Café.

*Museums Worcestershire –
Visible, viable and valued*



**JOINT MUSEUMS COMMITTEE
21 JUNE 2017**

SHARED SERVICE HOSTING REVIEW

Recommendation

- 1. The Museums General Manager recommends that:**
 - a) the Joint Committee consider a reinstatement of the proposal to switch the hosting of the shared service; and**
 - b) the commencement of the process of internal secondment to the post of Museums General Manager from 1 August 2017 – 31 March 2018 be approved.**

Background

2. The shared service was set up in 2010 when the decision was made that Worcestershire County Council would act as host authority for the service.
3. In 2015 and following a workshop for elected members, it was proposed that the hosting should switch to Worcester City Council. The view of the City Council at the time was as follows:
 - The shared service had been successful, although further partners had not come on board
 - The City Council was now keen to focus on History and Heritage as a unique selling point of Worcester, to drive investment and economic development
 - They therefore wished to integrate their economic development support with history and heritage
 - The City Council had the majority of the assets in the shared service
 - Place Partnership had replaced the previous support from WCC property services
 - The financial challenges facing each council were different, Worcester City Council was in a position to invest in History and Heritage, which would increase their proportion of the shared service
 - The County Council had asked for an increase in the charge to Worcester City Council for hosting
 - It seemed logical therefore for the hosting arrangements to change and for Worcester City Council to be the host authority.
4. From a County Council perspective, two issues were seen as crucial to the debate:
 - The shared service was a county wide service and it also worked nationally
 - There were complex issues around WCC's agreement with the Hartlebury Trust

5. In March 2016 the Joint Museums Committee received a progress report on the proposal to change the hosting of the shared service, with particular reference to the work required to achieve a revised financial package. (Minute No. 264 refers)

6. In April 2016 a steering group was established to address these and other issues involved in any transfer. Formal project management arrangements were set up, including a project board of senior managers from both partner authorities and Museums Worcestershire to provide oversight.

7. The steering group identified the following principles to guide the work to complete the project:

- To be cost neutral
- To be achieved through a thorough examination of the issues
- To be true to the principles of partnership working through continued joint arrangements
- To achieve as far as possible a seamless move of the service
- To meet corporate objectives
- To reflect the work carried out in relation to Hartlebury in any future structure.

8. A key financial issue emerged from the discussions of the project steering group. The County Council required the delivery of the project to be fully cost neutral, in relation both to one off spending and ongoing revenue commitments, including recharges. Although the full financial appraisal was yet to be completed, implementing the change was calculated to attract significant one-off costs in relation to IT (estimate - £15K) and an annual revenue shortfall in hosting charges in the region of £25-30K. No agreement was reached on how to meet these costs.

9. As a result, the Joint Museums Committee recommended in September 2016 that the project be deferred for 12 months, in the light of the financial shortfall and also the workload of the service in relation to the Commandery, Hartlebury and other projects. (Minute No. 287) This report is therefore intended to prepare the ground for a decision on whether or not to proceed with a further review this year.

The Context

10. The partnership agreement for the shared service makes provision for a review of both the nature of the relationship between the two partner authorities and for models of service delivery. The scope of existing powers, whether held by each partner authority or delegated to the Joint Museums Committee, is set out in a chart as supporting information. In determining whether to revisit the work undertaken in 2016, or to change the scope of that review, the following developments need to be considered:

Hartlebury

11. Museums Worcestershire has been working with the Hartlebury Castle Preservation Trust (HCPT) since 2011 to support the move to acquire the house and estate and in so doing, secure the future and viability of the County Museum. This campaign has resulted in a successful bid to the Heritage Lottery Fund for £4.97 million to enable the acquisition and local management of the site.

12. The relationship between the County Council, the shared service and the preservation trust is governed by separate management and funding agreements. These set out the nature of support to be provided by the shared service to the project and the responsibilities of HCPT as the landlord and recipient of funds.

13. The impact of these agreements will introduce a new dimension to the work of the shared service as a result of joint decision making with HCPT and may affect the budget split between the two Councils. This will require corresponding amendments to the joint committee's delegated powers in due course.

Museum and Art Gallery/Guildhall

14. In February 2015 the City Council moved its office headquarters into the Museum and Art Gallery building. After the initial settling in period, the operational relationship on site has offered opportunities for closer integration and joint working; these are yet to be fully realised. In the meantime, improvements to the exhibitions and events programme, partnerships with national museums and an enhanced marketing drive have led recently to increases in visitor numbers. In the longer term a development plan is required for the City Museum and this has been flagged as a priority in the current service plan.

15. The City Council is also keen to see some aspects of museum practice and working methods extended to the Guildhall, to improve security and presentation. In addition the impending launch of a new weddings offer at the Commandery, following the completion of works, offers opportunities for collaboration with the Guildhall on income generation from weddings and corporate hospitality.

Corporate Objectives

16. In 2016-21 Worcester City Council launched a new City Plan for the next five years which includes as one of its key themes "A Heritage City for the 21st Century". The Commandery redevelopment is the first capital museum project that will help deliver this plan; the service is also engaged in ongoing marketing initiatives that help to meet the aim of putting Worcester on the map nationally and internationally and boosting the City's status as a heritage destination.

17. The City Council also wishes to develop greater joined up working to develop its heritage and cultural offer. This could include the expansion of marketing and events, as well as greater support for public art and other public realm projects, linked to the ongoing regeneration of the City Centre. How the museums service contributes to these elements could also be part of any forthcoming review.

18. Museums Worcestershire is helping to meet County Council objectives in relation to its work on the visitor economy and support for local attractions; support for skills development and volunteering; providing learning and leisure opportunities for children and young people; and delivering better health outcomes for older residents. Projects are delivered County wide and on occasion with other museums in the region.

Fundraising and profile

19. One of the objectives of the business case for a shared museum service was:

"A stronger countywide identity and branding, leading to higher profile and increased numbers of visitors"

20. This in turn was linked to the ability of the joint service to plan its capital needs strategically and to raise the grant aid necessary to be able to match visitor expectations.

21. This is one of the successes of the shared service to date. A strong identity and brand for Museums Worcestershire has enabled greater levels of fundraising (including strategic funding of £260K from the Arts Council for the first time) and the creation of new partnerships with national museums and collections e.g. the British Museum in 2017. In the light of new corporate priorities and the ongoing financial pressures, it follows that any change programme should enhance this fundraising effort and strengthen the existing profile of the service.

Support services

21. The partnership agreement sets out the arrangements for the payment of £10,500 from the City Council to the County Council to cover hosting charges. No allowance was made in 2010 for inflation.

22. In the light of funding pressures which have arisen since 2010, the County Council has sought additional recharges to cover costs. The two parties have failed to agree on mutually acceptable levels for hosting fees in the longer term.

Budget reductions

23. The County Council's requirement for savings has been greater in the shared services' first five years of operation, in turn changing the percentage contributions set out in the original agreement.

24. Looking ahead a further £95K reduction in operating costs is expected by the City Council in 2018-19 and 2019-20, as part of its medium term financial plan.

25. Museums Worcestershire has the following plans in place to address the shortfall:

- A new business plan for the Commandery demonstrating savings following a period of capital investment, agreed by the Joint Museums Committee in March 2017.
- The development of a consultancy "arm" to deliver fee income
- Following Arts Council funding to employ a fundraiser for two years, the development of a fundraising organisation independent of the shared service is an option to be considered.
- The launch of a new membership organisation in 2017.

26. Further work is needed to refine this savings plan for museums, as part of the review of the strategic plan which is due in March 2018.

27. In the early years of the joint service, several reviews into new and alternative delivery models were completed. These included an expansion of the service to include other local authorities and conversion to a charitable trust model. These were ambitions for the service set out in the original business case and designed to achieve a more viable and unified museum service for the whole County. Decisions were made not to proceed with these

proposals at the time. Meeting longer term plans for further savings may require another more fundamental look at new business models in future.

Succession planning

28. The post of Museums General Manager becomes vacant at the end of July following the retirement of Iain Rutherford. As head of the shared service the post has responsibility for all operational decision making, as well as implementing the decisions of the Joint Museums Committee. A decision on this appointment on a permanent basis, delegated to the Committee under the terms of the partnership agreement, is best made in the light of the wider discussion about the hosting of the shared service.

The Way Ahead

29. In 2016 the steering group was asked to develop plans for a switch in the hosting of the service, on the assumption that the existing delegation of powers to a joint committee remained in place as now.

30. The review process in 2016 did not allow for a thorough examination of the benefits to be achieved and as a result the review did not allow for a cost benefit analysis to be taken into account. In a future review this would assist in measuring the value of any transition costs. It is therefore recommended that the decision on hosting should be taken in the light of future ambitions for the shared service; these should be identified as part of the process for updating the strategic plan between now and March 2018.

31. The Joint Museums Committee is therefore asked to consider whether it wants to recommend the reinstatement of the hosting proposal and, if so, to confirm or amend the principles from last year as set out in paragraph 7.

32. The Committee is also asked to approve a recruitment process be commenced to secure an internal secondment to the post of Museums General Manager. This would be on a temporary basis until the 31 March 2018, with appropriate backfill arrangements funded from the existing establishment budget. Expressions of interest would be sought following this meeting, with a view to making an appointment in July to ensure a seamless handover.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Iain Rutherford

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Supporting Information

- Appendix - Museums Worcestershire – delegations and decisions 2010-17

Background Papers

In the opinion of the proper officer (in this case the Museums General Manager) the following are the background papers relating to the subject matter of this report:

Agenda papers and Minutes of the Joint Museums Committee on 9 March 2016 and 14 September 2016

Museums Worcestershire 2010-17 - delegations and decisions

Worcestershire County Council (host authority)

To hold contracts and act as employing authority
Provision of support services as required
Insurance
Ownership, transfer, insurance and disposal of collections
New fees and charges
Changes to opening hours
Revisions to Acquisition and Disposal Policies
Admission of new authorities to shared service
Hartlebury Property Budget

Joint Committee

Approval of policies for operating museums
Temporary alterations of fees and charges
Appointment and management of staff
Approval of capital and revenue budgets
Use of joint museum reserve
LGPS admitted body
Approval of annual report
Approval of business and development plan(s)

Worcester City Council

Provision of support services as required
Ownership, transfer, insurance and disposal of collections
New fees and charges
Changes to opening hours
Revisions to Acquisition and Disposal Policies
Admission of new authorities to shared service
City Museums Property Budget

JOINT MUSEUMS COMMITTEE 21 JUNE 2017

HARTLEBURY PROJECT UPDATE

Recommendation

1. **The Museums General Manager recommends that the progress made towards the completion of the Hartlebury Project be noted.**

Background

2. The County Council has been working in partnership with Hartlebury Castle Preservation Trust (HCPT) to secure the future of Hartlebury Castle. The principle behind the scheme is that HCPT, Worcestershire County Council and Museums Worcestershire will make the Castle, Hurd Library, collections of the Museum and Castle, as well as the Gardens, into an integrated visitor destination, that will benefit the local area and serve as a major attraction for visitors from around the UK and beyond. The scheme is intended to forge a sustainable and viable future for the County Museum as part of a wider offer.

3. The County Council entered into management and funding agreements in May 2017 to confirm the contribution of the Council and Museums Worcestershire, as the shared service operating the museum service on part of the site. The principles of these agreements were approved by this committee in February 2015. The agreements also include an operational schedule to establish the details of the services to be provided – this will be subject to an annual review and may require further decisions by the joint committee in due course. In addition the impact of the funding agreement will need to be assessed as part of the review of hosting, which features elsewhere on this agenda.

4. Work has now commenced on site to complete the first phase of the project and recent progress includes:

- Completion of a new car park for visitors
- Creation of an improved access road to the overflow car park
- Completion of a Bat House
- Work on a new café in the former museum workshop is underway
- The Bishops House scaffolding has been erected for repairs to external elevations, stonework and windows.
- Preparatory work to transform the Long Gallery into a new exhibition space is in progress
- Tree works have been completed to open up the views to the rear of the property.

5. Due to construction work on site it was not possible to use Hartlebury as the venue for this annual meeting; a tour of the property to view developments will be arranged at a future date.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Iain Rutherford

Tel: 01905 361821

Email: irutherford@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Museums General Manager) the following are the background papers relating to the subject matter of this report:

Agenda papers and Minutes of the Joint Museums Committee on 27 February 2015

JOINT MUSEUMS COMMITTEE 21 JUNE 2017

HAZARDOUS MATERIALS IN MUSEUM COLLECTIONS

Recommendation

- 1. The Museums General Manager recommends that:**
 - a) the work undertaken to protect staff working with museum collections containing hazardous chemicals be noted;**
 - b) the disposal for Health and Safety reasons of a fire hose from the Worcestershire County Council collection of early twentieth century firefighting equipment be noted;**
 - c) he be authorised to commission advice from a specialist asbestos testing company; and**
 - d) £5,000 be released from the Joint Museum Service's reserves to fund this work.**

Background Information

2. The historic nature of museum collections means that chemicals once freely used in manufacture and in pest control, but now banned from normal use, can frequently be found in museum objects. Examples include arsenic used on taxidermy specimens to protect them from insect infestation, and asbestos used in a wide variety of both domestic and industrial items as fire protection. Although presenting a hazard in some form, many of these objects tell valuable stories of Worcestershire's heritage.
3. The museum profession has invested and shared considerable knowledge on these hazards and Museums Worcestershire's curatorial team have stayed abreast of new research. Each activity is risk assessed and expert advice is regularly sought. Appropriate personal protective equipment is routinely used by staff and volunteers to handle collections.
4. The Control of Asbestos Regulations 2012 act requires museums to make a suitable and sufficient assessment of their collections to be carried out in order to determine the likelihood of asbestos being present. Examples of museum objects potentially containing asbestos include WWII gas masks, where the filter is often made from asbestos; insulation seals on washing machines and cookers; brake pads in industrial machinery and insulated wires on domestic appliances.
5. Museums Worcestershire sought advice from Worcestershire County Council's (now part of Place Partnership) Asbestos Officer and Risk Manager. Their advice was to create a

register of anything in the collection that could potentially contain asbestos, in preparation for more detailed testing and sealing or disposal. A significant portion of the collection has now been inspected by museum staff and items that may potentially include asbestos that is not degrading logged on a register. This register contains several thousand items.

6. During the inventory process, a fire hose from the Worcestershire County Council collection of early twentieth century firefighting equipment was identified as degrading, shedding asbestos dust. The Management of Asbestos in Museum Collections policy and the Museums Worcestershire Disposal Framework were immediately followed, resulting in the safe collection and disposal of this object by a specialist contractor.

7. The next stage of assessment needs additional expertise and testing to enable it to be completed accurately. The specialist contractor advised that this could be done over a series of day inspections by someone of his level of experience of working with asbestos.

8. It is proposed to use £5,000 of museums reserves to commission a specialist contractor to inspect the collection and dispose of any items that are considered an immediate hazard to health. Following this inspection, the asbestos register can be completed and a policy decision made on the protection to enable the object to be safely moved and displayed or the disposal for those objects where this is impossible.

Supporting Information

- Appendix - Museums Worcestershire Acquisition and Disposal Procedures

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Point for this report

Philippa Tinsley, Senior Curator

(01905) 25371

Email: ptinsley@worcestershire.gov.uk

Background Papers

In the opinion of the Museums General Manager the following are the background papers relating to the subject matter of this report:

Agenda papers and Minutes of the Joint Museums Committee, on 23 November 2015

Museums Worcestershire

Acquisition and Disposal Procedures

For the Worcester City and Worcestershire County Museum Collections

Collections Acquisition Procedure

Object offered to be donated to the collection

Collections Ambassador liaises with donor and collates information.

Documentation: contextual information, object photo.

Treasure found within Worcestershire

Curator of Archaeology reviews Portable Antiquities Service research.

Documentation: PAS statement, object photo, likely valuation.

Object filling a gap in the collection is available for purchase

Subject Curator researches object in detail and investigates funding.

Documentation: object research, potential grant funders.

Internal acquisition and disposal panel discusses the potential acquisition at quarterly meeting.

Based on the Collections Development Policy and the existing collection, panel makes decision:

- to acquire for either the Worcester City or Worcester County collections
- not to acquire for either the Worcester City or Worcester County collections
- to undertake further research

Panel made up of:

Senior Curator, Curator of Social History, Curator of Archaeology & Natural History, Collections Ambassador, Registrar
Majority decision; quorate meeting is 3

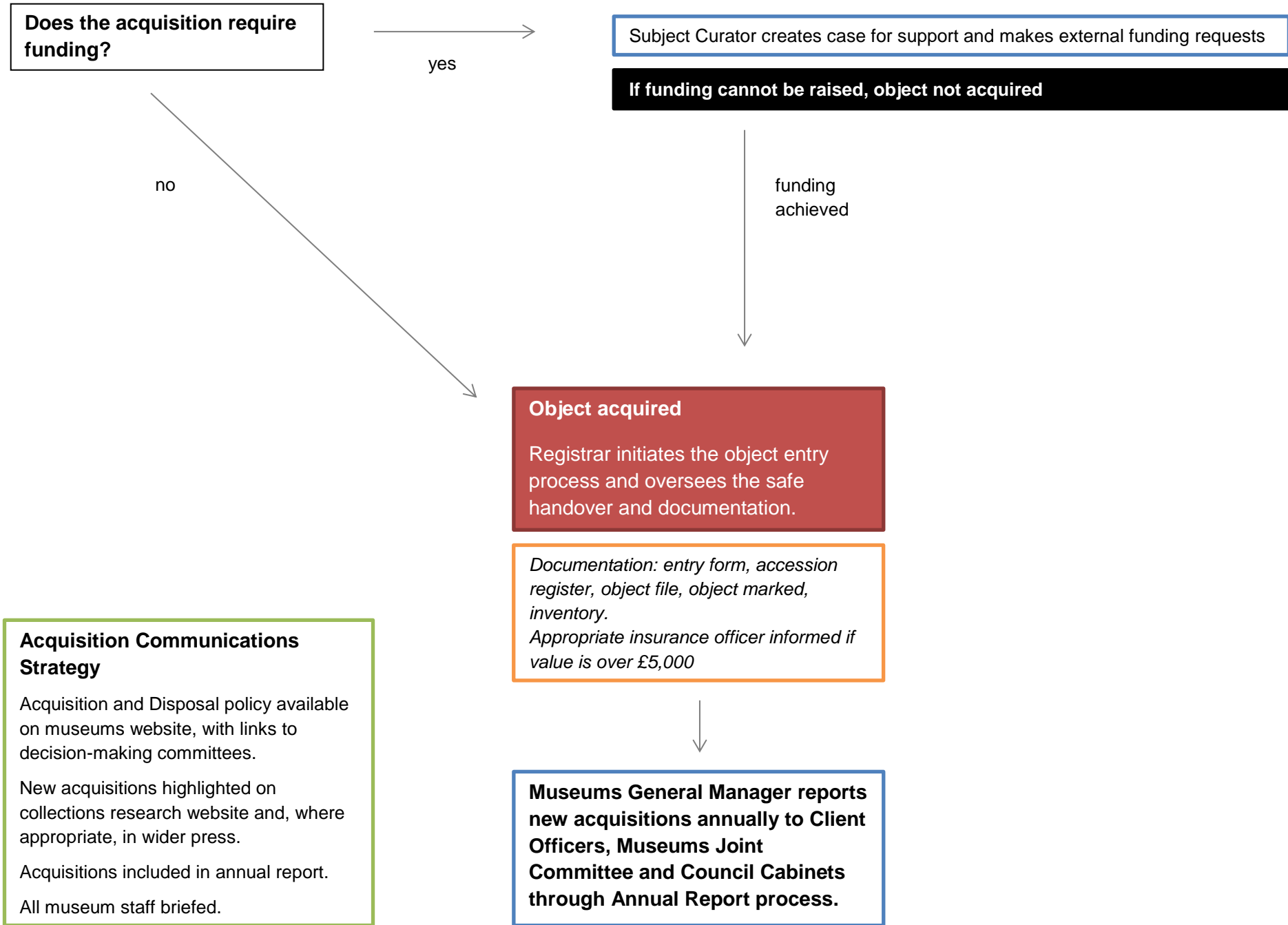
Documentation: meeting minutes

If decision made to acquire

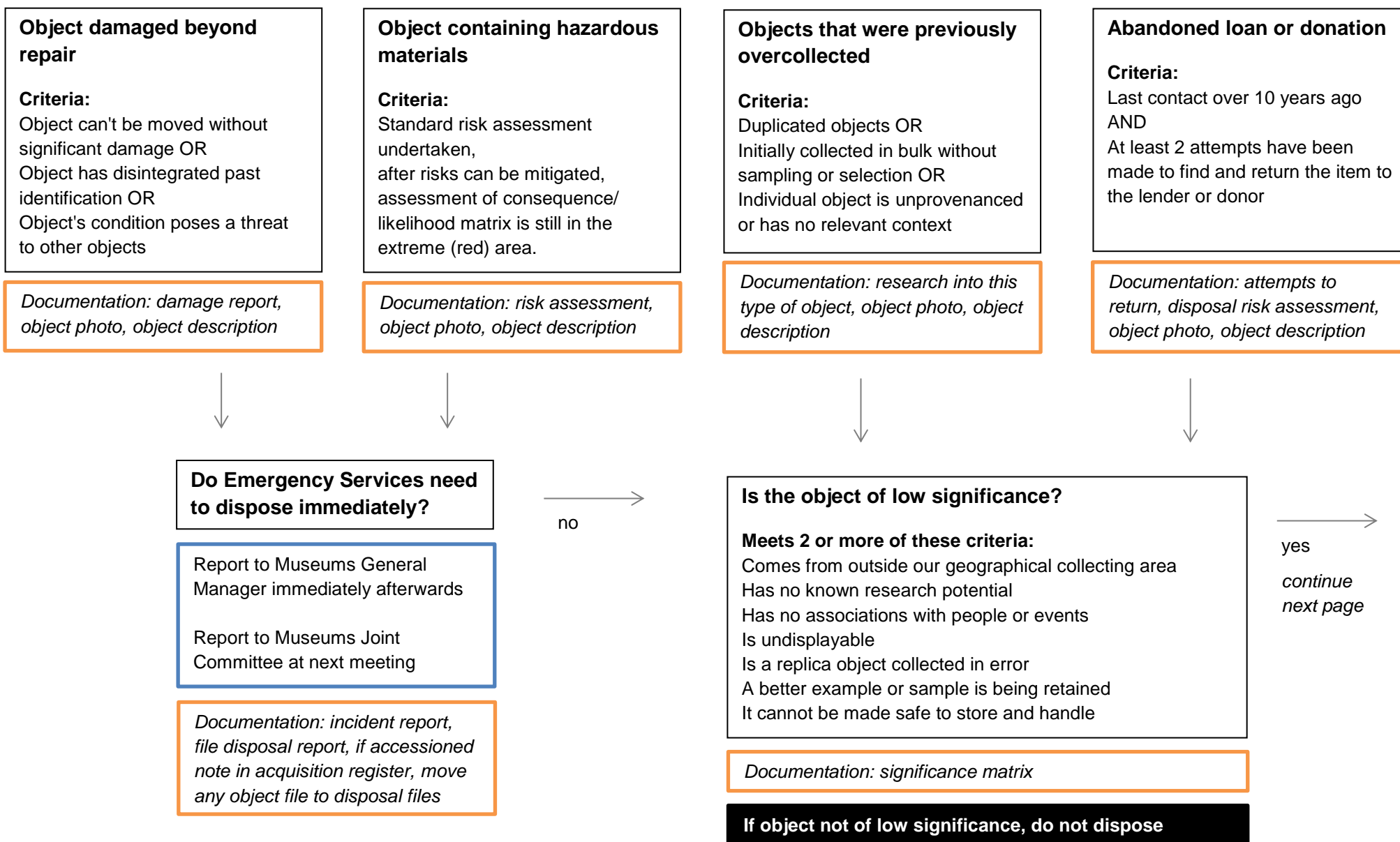
Treasure process completed

Curator of Archaeology reviews valuation and investigates funding.

continue next page



Collections Disposal Procedure



Does a decision need to be made immediately for health & safety reasons?

Discuss with another member of curatorial team, consider if any other options are available

Dispose via professional waste disposal

Report to Museums General Manager immediately afterwards

Report to Museums Joint Committee at next meeting

Documentation: incident report, file disposal report, if accessioned note in acquisition register, move any object file to disposal files

Disposal Communications Strategy

Acquisition and Disposal policy available on museums website, with links to decision-making committees.

Series of collections care articles about rationalisation included on collections research website.

Disposals included in annual report.

All museum staff briefed about issues and specifics.

no

Documentation: check any legal restrictions for this type of and specific object and whether object is accessioned

Curator makes recommendation to internal acquisition and disposal panel.

Panel makes decision to endorse recommendation or not based on museum professional standards and ethics

Panel made up of:

Senior Curator, Curator of Social History, Curator of Archaeology & Natural History, Collections Ambassador, Registrar

Majority decision; quorate meeting is 3

If panel do not agree with recommendation, do not dispose

Documentation: meeting minutes

Panel make recommendation for best outcome for disposed object

Offer to another museum

Offer to education staff for handling

Offer to another educational, charitable or community organisation

Return to donor

Donate to St Richard's Hospice charity shop

Special hazardous material disposal

Other professional waste disposal

Burial

Use house clearance service to mitigate costs of disposal

Recommend 3 priorities, following Museums Association disposal guidelines

Allocate resources required

continue next page

Is the object accessioned?

no

Museums General Manager takes disposal recommendation to Local Authority museum client officer

If client officer does not agree with recommendation take back to internal panel to review outcomes

if client officer approval given

Dispose via recommended outcome

*Documentation: file disposal report, move any object file to disposal files
Disposal files in year order*

yes

Museums General Manager takes disposal recommendation to Museums Joint Committee

Committee approves, or not, disposal from the collection

Panel made up of:

Two councillors from Worcester City Council and two from Worcestershire County Council

Majority decision, chair has the deciding vote

If committee do not agree with recommendation, do not dispose

Documentation: meeting minutes (public domain)

if Museums Joint Committee approval given

Joint committee recommend disposal to Worcester City Council or Worcestershire County Council cabinet.

Decision made by member delegated decision or at cabinet meeting.

If cabinet do not agree with recommendation, do not dispose

Documentation: meeting minutes or record of member delegated decision (public domain)

if Cabinet approval given

Dispose via recommended outcome

Museums Association guidelines:

Priority 1, another accredited museum; Priority 2, remain in public domain

Documentation: file disposal report, note in acquisition register, move any object file to disposal files. Disposal files in year order

JOINT MUSEUMS COMMITTEE

21 JUNE 2017

FINANCE REPORT

Recommendation

1. The Treasurer recommends that the financial position of the Joint Museums Service as detailed on the report be noted.

Background

2. This report provides financial information on the following:
 - a) 2016-17 Outturn
 - b) Subjective analysis
 - c) Explanation of major variances
 - d) Surplus/deficit split
 - e) Budget 2017-18

(a) Table 1 : 2016/17 Outturn

	2016/17 Budget	Projected 2016/17	Variance	Variance %
	£'000	£'000	£'000	%
Hartlebury Operations	207	210	3	1%
Joint Museums Collections Team	141	137	-4	-3%
Worcester City Museum & Art Gallery	179	167	-12	-6%
Commandery	105	113	8	7%
Grants	-	-	-	
Joint Museums Management Team	250	255	5	2%
Total Joint Museum Service	882	882	0	0%

(b) Table 2 : Subjective Analysis 2016/17

	Budget	Projection	Variance	%
	£000	£000	£000	
Employees	836	857	21	2%
Premises	8	10	2	19%
Transport	11	8	-3	-30%
Supplies & services	150	137	-13	-9%
Transfer to reserve	0	13	13	
Income - Sales	-62	-57	5	-10%
Income - Admissions	-34	-39	-5	14%
Income - Other	-27	-47	-20	75%
Transfer from reserve	0	0	0	
Total	882	882	0	0%

(c) Explanation of major variances

3. The salary variance, in the main, is due to the retention of a Property Manager at Hartlebury working on the transfer. This is predominantly offset by the income at Hartlebury.
4. "Purchases for resale" at the City Museum and Art Gallery and Commandery was underspent by £5k. In addition, the valuation of stock held at year end meant a reduction in supplies outturn of £2k. The remaining variance on Supplies was on purchases for exhibitions.
5. Additional income came from Education (£3.4k), Archaeology collections (£4k), Roya; Worcester salary recharge (£2.3k), Ironbridge Museum, Expert Eye project (£3.7k) and Hartlebury Museum (£6.6k).

(d) Surplus/deficit split

6. Under the terms of the agreement, as the variance to budget was within 5%, £13,015 was transferred to the Joint Museum Reserve (value at 31.03.17 = £56,475.06)

(e) Budget 2017-18

7. There has been a £1,725 increase since the November report due to employee inflation. The changes year on year are for inflation on Pay and Insurances and include an income target for Hartlebury (removed in 2015-16).

	2016/17	2017-18	Change
Employees	£836,264	£853,490	£17,226
Premises	£8,200	£8,200	£0
Transport	£11,090	£11,470	£380
Supplies & Services	£150,049	£151,630	£1,581
Sales Income	-£61,900	-£61,900	£0
Admissions Income	-£34,400	-£78,400	-£44,000
Other Income	-£27,000	-£27,000	£0
Total	£882,303	£857,490	-£24,813
Worcester City Contribution	£486,040	£493,030	£6,990
Worcester County Liability	£396,263	£364,460	-£31,803

8. There is a recharge from the County to the City of £10,580, for the hosting of the service.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Caroline Brand, CFC Finance Manager

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Email: cbrand@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Children, Families and Communities) there are no background papers relating to the subject matter of this report.

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JOINT MUSEUMS COMMITTEE 21 JUNE 2017

PERFORMANCE AND PLANNING 4TH QUARTER 2016-17

Recommendation

1. **The Museums General Manager recommends that the performance and planning information provided for the 4th quarter 2016-17 be noted.**

Background

2. The attached service plan and reports give an account of progress in delivering the work programme against existing service priorities and targets. Details are provided in the right hand column.
3. This report also provides data showing a summary of performance against indicators from the 4th quarter, by comparison with last year.
4. Some of the key points to note from the 4th quarter are:

- The exhibition "David Cox and his Contemporaries", which opened on 11 February, drew a strong and enthusiastic response from visitors to the Museum and Art Gallery. This provided evidence once again that a destination exhibition, supported by a strong marketing campaign, delivers results at this venue. Although a detailed breakdown of the visitor profile is not yet available, the following entry in the visitor book gives a flavour of the response to this exhibition, which closed on 3 June.

"As expected, my journey by train from East Barnet has been well rewarded by this stunning show....congratulations to all who worked to present these paintings in such a wonderful way"

- At the Commandery, the success of the Living History weekend during February half term helped to deliver increased numbers in the final quarter even though the final weeks in March saw the start of the building project. Since then public access has been maintained, working with contractors to limit the number of rooms closed to the public as far as possible.
- The situation at Hartlebury is a longer term issue as a result of the impact of refurbishment project and the uncertainties surrounding the programme. As a consequence the number of events has been substantially reduced from 80 to 44 for the year, with a corresponding reduction in visitor numbers.
- However both sites will see an improvement in their offer by early next year so the situation is a temporary one (with potential for significant growth in numbers and income from 2018 onwards as a result of the capital investment). Overall the service ended the year in the 4th quarter with visitor numbers up by 5.6% on the same period last year.

- Retail spend per head improved most at the Commandery, where a refurbishment of the existing shop and a stock review has seen an increase since the Autumn. Overall the increased level of earned income as a % of subsidy for the year is an encouraging sign that the fundraising strategy is having an impact, in spite of the lower figures for the 4th quarter due to the factors specific to each site mentioned above.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Iain Rutherford

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Email: irutherford@worcestershire.gov.uk

Supporting Information

- Appendix 1 - 2016-17 Performance summary report
- Appendix 2 - 2016-17 Service Plan

Background Papers

In the opinion of the proper officer (in this case the Museums General Manager) there are no background papers relating to the subject matter of this report.

Museums Worcestershire Performance Indicators - Users

2016/2017 figures as at 31st March 2017

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2015	Apr-Jun 2016	Jul-Sep 2015	Jul-Sep 2016	Oct-Dec 2015	Oct-Dec 2016	Jan-Mar 2016	Jan-Mar 2017	2015/2016	2016/2017
1	Number of visits in person	23,712	22,493	30,541	30,545	19,956	20,391	21,987	23,238	96,196	96,667
a	City Museum and Art Gallery	14,907	13,950	18,428	18,708	12,345	13,363	14,204	15,695	59,884	61,716
b	The Commandery	3,666	4,054	6,123	6,340	3,391	3,154	3,871	4,204	17,051	17,752
c	County Museum, Hartlebury	5,139	4,489	5,990	5,497	4,220	3,874	3,912	3,339	19,261	17,199
2	Website Usage										
a	Number of virtual visits via website (page views)	63,006	42,096	59,351	52,644	54,186	42,921	36,495	58,401	213,037	196,062
b	Sessions generated by first-time visitors to website	--	8,949	--	11,936	--	10,007	--	12,405	--	43,297
3	Organised events and exhibitions	67	29	71	58	32	37	30	30	200	154
a	City Museum and Art Gallery	17	15	13	14	11	16	13	13	54	58
b	The Commandery	30	7	22	23	6	13	8	9	66	52
c	County Museum, Hartlebury	20	7	36	21	15	8	9	8	80	44
4	Number of visits by children/young people	2,383	2,270	2,597	2,189	2,905	2,877	2,433	2,174	10,318	9,510

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Museums Worcestershire Performance Indicators - Finance & Quality

2016/2017 figures as at 31st March 2017

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2015	Apr-Jun 2016	Jul-Sep 2015	Jul-Sep 2016	Oct-Dec 2015	Oct-Dec 2016	Jan-Mar 2016	Jan-Mar 2017	2015/2016	2016/2017
1	Retail spend per head (based on turnover from retail outlets)										
a	City Museum and Art Gallery	£0.45	£0.69	£0.40	£0.06	£0.63	£0.64	£0.53	£0.47	£0.48	£0.44
b	The Commandery	£0.63	£0.73	£0.40	£0.42	£0.67	£0.80	£0.69	£0.79	£0.53	£0.64
c	County Museum, Hartlebury	£0.67	£1.07	£1.02	£0.66	£0.97	£0.89	£0.69	£0.78	£0.89	£0.84
2	Cost per visit or usage (net expenditure divided by physical visits or usages total)										
a	City Museum and Art Gallery	£5.43	£4.06	£3.44	£4.64	£5.06	£5.18	£4.44	£4.83	£4.53	£4.67
b	The Commandery	£17.28	£13.28	£8.48	£9.84	£15.85	£17.70	£12.28	£14.79	£12.83	£13.19
c	County Museum, Hartlebury	£7.47	£7.90	£6.89	£8.53	£11.06	£10.73	£11.78	£13.29	£8.23	£9.79
3	Level of earned income as percentage of subsidy										
a	City Museum and Art Gallery	20.11%	33.45%	22.12%	11.18%	22.16%	20.92%	29.67%	17.63%	16.10%	20.80%
b	The Commandery	40.62%	45.63%	58.34%	63.45%	39.42%	40.10%	54.10%	43.70%	34.59%	48.22%
c	County Museum, Hartlebury	29.34%	36.17%	40.87%	39.27%	17.25%	19.82%	34.00%	30.18%	21.87%	31.36%
4	Museums Libraries and Archives Council's Accreditation Scheme										
a	City Museum and Art Gallery	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
b	The Commandery	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
c	County Museum, Hartlebury	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Direction of travel in respect of West Midlands Regional Museum Council's Fast Forward benchmarking scheme										
a	City Museum and Art Gallery	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
b	The Commandery	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.90
c	County Museum, Hartlebury	4.60	4.60	4.60	4.60	4.60	4.60	4.60	4.60	4.60	4.60
6	Heart of England Tourist Board Quality Assurance scheme										
a	City Museum and Art Gallery	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
b	The Commandery	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
c	County Museum, Hartlebury	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2016-17

4th quarter progress

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
To create compelling, high quality destinations, exhibitions and events.	Curate an exceptional programme of exhibitions at Worcester City Art Gallery, attracting visitors to the city and encouraging participation for local families <i>Targets:</i> <i>30% of visitors to spring exhibition coming from outside the city</i> <i>10,000 visitors to summer exhibition</i> <i>Significant loans brought in from 3 major museums</i> <i>50 local artists worked with</i>	Destination: <i>This Green Earth</i> Family: <i>Pirates, Pants and Wellyphants</i> Challenge: <i>Jeremy Deller</i> Collection: <i>Divided Loyalties</i> Local creative: <i>Society of Artists</i> Local creative: <i>Crafted for You</i>	June 2016 Sept 2016 Oct 2016 Nov 2016 Jan 2017 Jan 2017	<i>Jeremy Deller: the Battle of Orgreave</i> on loan from Tate Sept-Nov 88% visitors came specifically to see the exhibition, with main visitor motivations to learn something and be intellectually stimulated. 58% visitors from WR postcodes, and particularly brought visitors from across the Midlands and South East to Worcester, 3% from abroad. 49% were first time visitors to the gallery. Visitor dwell time averaged 1 hour. Visitor voluntary donations doubled from autumn slot in 2015.
	Objects for new Hartlebury Castle displays identified	Exhibition designs complete Loan paperwork to HCPT complete	March 2017	Exhibition design work progresses. Discussions with HCPT on the

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	What	What	By when	
				loan of objects currently displayed in café. Options for objects for lobby area under discussion.
	Commission and install a new Civil War section and research room at The Commandery and a city Civil War trail from the site <i>Target:</i> <i>45 minute visitor dwell time</i>	Designer appointed Trail designed Research room open Installation tender commissioned	April 2016 Sept 2016 Sept 2016 Dec 2016	Additional funding from Heritage Lottery Fund secured. Design for Civil War section complete and in process of procurement.
	First series of behind-the-scenes workshops undertaken <i>Target:</i> <i>30 paying attendees</i>	Collections Centre meeting room set up 2017 programme of day schools and enquiries events	May 2016 Dec 2016	22 paying attendees for skills sharing workshops and 18 for basement tour workshops. Shared expertise and hands-on work welcomed by smaller regional museums. 2017 programme extended to cover other subject skills; publicised and booking being taken.
To develop heritage	To respond to key drivers and	Real-time and static heritage	July 2016	Research and writing for info

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
marketing and related tourism opportunities in the City and County	priorities of our funding Councils by working with partners across Worcester to increase the profile of heritage and maximise opportunities to improve the visitor economy in Worcester	information points Work with Worcester Cathedral to provide reciprocal guides and create a group tour package	March 2017	points completed Real-time information points now carrying MW exhibitions information Static heritage information points no longer going ahead, another partner withdrew funding making project unviable Completed
	To continue to lead on raising the profile of Worcester – The Civil War City	Review and report actions to stakeholders present at Civic presentation in April 2014 Embed in Commandery relaunch marketing strategy	May 2016 March 2017	Stakeholder newsletter distributed November 2016 Stakeholders invited to tour of new display spaces December 2016 Completed
	Increase the reach of our venues through joint marketing initiatives <i>30% of visitors to spring exhibition</i>	Promote This Green Earth to Ashmolean Museum visitors Attendance at tourism	June 2016 March	Exhibition included in Ashmolean e-newsletter and sent to their 25,000+ enews

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	<i>coming from outside the city</i>	exhibitions with Worcester Heritage Partnership and Visit Worcestershire	2017	subscribers Achieved
	Support Museum of Royal Worcester with their Heritage Lottery Funded improvements	Undertake research for new gallery designs Oversee installation of new china store	June 2016 Dec 2016	New china store installed and collection safely moved. Considerable increased storage capacity achieved.
To improve health, volunteering and learning opportunities in local communities	Skills development programme	Work with Skills for the Future steering group to develop skills development programme research for future trainee/apprenticeship opportunities	Dec 2016	Project Enquiry Form submitted to HLF for next round of funding – First round application deadline October 13 th 2016 UPDATE – full submission cancelled due to capacity and resources. Research into similar programmes has started.
	Improve out of term educational offer for the Commandery and Hartlebury	Improve quality and uptake of out of term activities and attract new visitor groups for the Commandery Develop 'back pack' offer for Commandery family visitors	April 2017 April 2017	Backpack activities produced and currently in pilot stage. To be reviewed and expanded if successful. Half term activities modified to

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	Develop curriculum based learning offer at Commandery and Hartlebury	Trial new schools sessions with pilot schools at Commandery for full new offer	April 2017	improve quality and uptake. Review required in order to assess areas of improvement. Team of new casual Interpretation Assistants recruited at Hartlebury to develop and deliver new programmes
	Community loans development Access development for groups	Successful fundraising for county wide care home project following on from evaluation Develop and trial 'Autism Friendly Openings' at MAG and develop resources	March 2017 Aug 2016	Fundraising element complete – successful funding bids to ACE and Elmley Foundation. Project to be completed by end of March 2017 Delayed until Jan 2017 due to Open Gallery project at MAG
	Work with GRT community to develop new project at Hartlebury	Work with Stourport High School to develop new project with GRT community, with new project, exhibition or event as final product.	Oct 2016	Still awaiting response from school – will push to continue discussions during Autumn term

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	Widen volunteer and work experience offer	<p>Work with HCPT to merge with Hartlebury volunteers</p> <p>Test new recruitment methods through colleges and WCC work experience database</p> <p>Trial new county volunteer pass scheme with <i>Learning Worcs</i> group</p>	<p>April 2017</p> <p>Oct 2016</p> <p>April 2017</p>	<p>HCPT Volunteer Coordinator now in post. Planning meetings happening regularly to successfully merge the volunteer groups.</p> <p>Research into this has commenced – developing plan to do wider research policy for volunteers for MW and identify gaps</p>
To maintain responsible guardianship for our collections	City collection documentation backlog	Phase 1 inventories complete and available publicly on website	Dec 2016	Complete 11 collection inventories now available online
	Collection highlights digitised	100 objects from across the stored collections digitised for access online	Dec 2016	<p>150 objects digitised and accessible with interpretation online.</p> <p>85 (to end Dec) published in Worcester News weekly article.</p>

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	Insurance and heritage assets review: Phase 1 collections re-valuation	Oil paintings, city collection Transport, county collection	Jan 2017 March 2017	Oil paintings re-valuation complete
	County collection move of social history from SHIC store to collections centre complete	All collection integrated into shelving layout and accessible	May 2016	Complete
	New space for archaeology deposits created	New shelving installed Archive from Hive site excavations deposited	June 2016 March 2017	Complete
To secure a viable future for our museum sites through new ways of working	To continue with the Museums Futures programme to ensure sustainable solutions for all venues through product development and organisational resilience <i>Target: £50,000 from unrestricted giving</i>	Develop first stage of 10 year horizon development plan for museum properties Active sustainable fundraising programme CRM system fully functioning supporting marketing and fundraising strategies	January 2017 October 2016 December 2016	Brief prepared for potential HLF bid. Funding still required to deliver plan. Programme in place and some successes so far. Membership scheme being formulated Art Gallery & Museum Membership scheme launched May 2017

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
		Programme of audience research across city sites	March 2017	Complete Audience Finder programme in place and surveys taking place across all venues First reports received Completed
	New hosting arrangements for Museums Worcestershire at Worcester City Council	Work with the steering group for shared service hosting to implement plans	March 2017	Project deferred by Joint Committee until September 2017
	Develop new working methods at Hartlebury as part of next phase of development	To work with Hartlebury Castle Preservation Trust to provide interim solutions for catering and events at Hartlebury	July 2016	New Café building on track to be ready Autumn 2017. An integrated annual programme of HCPT and County Museum events is now being delivered. Our first jointly delivered event, Heritage Open Days weekend, was very successful (636 visitors). HCPT have appointed Activities Officer to work with Museum staff to deliver on-site programme of activities.

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	<p>Develop audience reach by focussing marketing resources on product development at Hartlebury and The Commandery, and headline exhibitions at the Art Gallery & Museum</p> <p><i>Target: 20% year-on-year increase in visitors to the Commandery</i></p> <p><i>Visitor target for This Green Earth: 19,000</i></p> <p><i>Visitor target for Pirates, Pants and Wellyphants: 13,000</i></p> <p><i>Visitor target for Crafted for You with Society of Artists: 10,000</i></p>	<p>Implement Blue Sail marketing strategy at Hartlebury</p> <p>Rebrand and relaunch of Commandery</p> <p>Segmenting and targeting of exhibitions programme at Art Gallery & Museum to increase audience reach</p>	<p>March 2017</p>	<p>Branding exercise underway</p> <p>Website review taken place</p> <p>New brand created</p> <p>Launched and implemented as part of Commandery developments</p> <p>This Green Earth 25,000 visits</p> <p>Pirates, Pants and Wellyphants 13,500 visits</p>
	<p>Increase attendance to Commandery Events by 10%</p>	<p>Commandery Events Team, working with external partners to develop and undertake.</p> <p>Tie in with Citywide and National projects and Heritage City developments</p>	<p>February 2017</p>	<p>30% increase in visitors for August Bank Holiday Battle HQ event</p> <p>Living History event - Increase of 12% in visitors from last year plus increase of 41% in admissions takings</p>

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
				Presence at Worcester Foodie Festival
	Increase uptake of Commandery Learning by 10%	Update and revise Commandery Learning offer and target new school audiences.	Dec 2017	
	Raise the academic profile of the Commandery	Talks and Tours Programme in partnership with external collaborators. New library opened	April 2017	Third successive run of talks continue to attract an academic audience. Library books and furniture installed. Library near completion.
	Ensure visitor facilities, hires and retailing contribute to the visitor offer and venue sustainability <i>Increase income from all sources by 12%</i>	Install EPOS systems across City venues Support with improved systems, exhibitions and customer service training. Refresh and restock	April 2017 April 2017 July 2016	Deferred to April 2018 due to possible changes to Museum hosting and difficulties with IT support Customer Service Training planned for 3 rd and 10 th July in time for launch on 29 th , all Commandery staff signed up for both of the days.

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
		Commandery shop, linking with Events and new offer		<p>Stock refreshed, new display furniture sourced, increase of 15.7% April – July 2016</p> <p>Admissions 10% increase Schools 4% increase Shop 6.5% increase Lower than expected mainly due to the delay in the new developments and new launch date of July 2017</p>
	<p>Develop the Commandery as a venue for Weddings and Civil ceremonies and increase private hires</p> <p><i>Target: 5 weddings in year 1 rising to 20 by year 3</i></p>	<p>Recruit Wedding/Events organiser</p> <p>Complete Wedding Package for Marketing</p> <p>Launch New Wedding/Events package</p>	<p>July 2016</p> <p>Sept 2016</p> <p>May 2017</p>	<p>Internal experience utilised. Action plan in place.</p> <p>Due to Commandery project delays the wedding and hire package delayed. New launch date October 2017.</p>

JOINT MUSEUMS COMMITTEE 21 JUNE 2017

WORK PROGRAMME

Recommendation

- 1. The Joint Committee is asked to note its future work programme and consider whether there are any matters it would wish to be incorporated.**

Background

2. In order to allow the Joint Committee to manage its future work programme, a list of anticipated items has been set out below:

September 2017

Museum Hosting
Museum and Art Gallery Development Plan
Performance and Planning Report – 1st quarter
Finance – 1st quarter monitoring report

November 2017

Commandery Development – phase 3
Hartlebury progress report
Financial Planning Report
Performance and Planning Report – 2nd quarter
Finance – 2nd quarter monitoring report

March 2018

Strategic Plan 2018-21
Service Plan 2018-19
Performance and Planning Report – 3rd quarter
Finance – 3rd quarter monitoring report

June 2018

Annual Review
Performance and Planning Report – 4th quarter
Finance – 4th quarter monitoring report

3. The Joint Committee should consider whether there are any matters it would wish to be incorporated into the above programme.

Contact Points

County Council Contact Points

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Specific Contact Points for this report

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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