

Agenda

Joint Museums Committee

Thursday, 19 March 2015, 10.00 am
The Randall Room, The Guildhall,
Worcester

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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
Thursday, 19 March 2015, 10.00 am, The Randall Room, The Guildhall, Worcester

Membership: Mr A N Blagg, Worcestershire County Council
Mrs L C Hodgson, Worcestershire County Council (Chairman)
Mr A C Roberts, Worcester City Council
Mr D Wilkinson, Worcester City 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	Confirmation of Minutes To confirm the Minutes of the meeting held on 27 February 2015. (previously circulated – pink pages)	
4	Commandery Development Proposals	1 - 2
5	Shared Services Review	3 - 6
6	Arts Council Grant Award	7 - 8
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To obtain further information or a copy of this agenda contact Simon Lewis, Committee Officer on 01905 766621, slewis@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's website.

Date of Issue: Tuesday, 10 March 2015

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4. COMMANDERY DEVELOPMENT PROPOSALS

Recommendation

1. The Museums General Manager recommends that:

- a) the draft proposals for investment at the Commandery be reviewed: and**
- b) Consideration be given to recommending to the City Council on how best to proceed to the next stage of realisation.**

Background Information

2. In 2012/13 Museums Worcestershire commissioned a significant body of research (funded by Arts Council England) into the potential of the English Civil War heritage to provide an overarching theme for the Commandery as a visitor destination. The research looked at the current visitor experience at the historic site from the perspective of existing and future visitors, evaluated pilot interpretation with these audiences, identified potential future markets for a Civil War product and quantified the wider Civil War history that exists in Worcester. Reports were presented at a Civic Presentation in April 2014.

3. In June 2014 the Joint Committee received a report on a four phase programme of development at the Commandery, following discussions with funding bodies including the Heritage Lottery Fund. (Minute no. 184 refers) An application to the HLF Our Heritage Fund was required for the first phase of this work which would see the reintroduction of the English Civil War as a theme in a significant section of the building.

4. Before this bid could be developed and submitted, the City Council requested a further study be completed, in the light of additional capital funds available internally. Such investment would clearly have a bearing on the scope and scale of the development programme.

5. On behalf of the City Council, Museums Worcestershire appointed the DCA team to work on proposals for the Commandery in the light of this new funding, supported by architects, exhibition designers and other specialists. The study will address display and interpretation, the visitor experience, building environment and services and links with other cultural developments in the immediate vicinity.

6. Draft proposals will be presented to Joint Committee members at the meeting, with a formal report to be presented to the City Council Cabinet to follow.

Contact Points

Specific Contact Point for this report:

Iain Rutherford, Museums General Manager
(01905) 361827/361821
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.

The Commandery phases of development 2014-19 outline

Agenda papers and Minutes of the meeting held on 26 June 2014

Joint Museums Committee

19 March 2015

5. SHARED SERVICE REVIEW

Recommendation

1. **The Museums General Manager recommends that:**
 - a) **the principle of a shared service review be approved; and**
 - b) **authority be delegated to the Head of Community and Environment (Worcestershire County Council and the Corporate Director – Service Delivery (Worcester City Council) to explore the issues set out in paragraph 6 a) - e) and to develop detailed proposals for further consideration by the Joint Committee.**

Background Information

2. Museums Worcestershire was established in April 2010 as a shared service managed by this joint committee, with delegated functions under powers provided by Section 101 of the Local Government Act 1972 and Section 20 of the Local Government Act 2000. The activities of the joint committee and the scope of delegated functions were set out in a shared service partnership agreement in the same year.
3. In its first five years of operation, the shared service has recorded some major achievements and developments in service provision. We have:
 - Launched our Museum Futures campaign to plan and raise funds for capital projects
 - Secured funding and managed three tranches of training opportunities for local heritage organisations under the Skills for the Future programme funded by the Heritage Lottery Fund
 - Secured funding for Museum Development and Museum on the Move for the period 2012-15
 - Worked with our partners the Hartlebury Castle Preservation Trust to secure a capital grant of £4.97 million from HLF in 2014
 - Increased grant aid and voluntary income from £3K to £235K in three years
 - Secured strategic funding support from the Arts Council on two occasions, a total of £261,600.

- Prepared the case for expansion to include other local authorities and devolution to a charitable trust
- Supported other local authorities planning a shared service approach
- Led the campaign for Citywide recognition of the value of Worcester's Civil War heritage
- Secured the acquisition of the Bredon Hill Hoard, the largest ever found in Worcestershire
- Managed museums that were visited by over 348,000 people over the last three years.

4. The original intention of both parties in moving to an arms-length operation was to prepare for the potential move towards charitable trust status. In its first three years the service devoted significant time to the exploration of the issues surrounding such a move, as well as a cost benefit analysis of an expansion of the service to include other local authority museums.

5. In the event, a decision was made not to proceed with these initiatives and for the remaining period until now, Museums Worcestershire has concentrated at a strategic level on making the case for investment in its sites, on securing strategic funding from the Arts Council and on making a cultural shift towards marketing and the visitor economy as a key driver of activity. This approach was confirmed in the new strategic plan for the period to 2018, approved by this joint committee in November 2014. (Minute no. 202 refers)

6. Over the course of five years, the service has had to respond to financial and other pressures which have had an impact on the terms of the original partnership agreement. These factors include:

- a) The reduction in funding from both Councils, in particular the pace and timing of changes.
- b) Pressures on support services at the host authority
- c) The impact of new management arrangements at Hartlebury
- d) Shared premises with Worcester City Council at the Museum and Art Gallery
- e) Collections management and storage pressures.

7. The partnership agreement states that "The Joint Committee shall from time to time review the operation of this Agreement and the means by which the functions (or any of them) delegated to the Joint Committee are performed ...". It is proposed therefore that the committee approve in principle a process of review to address the issues set out at paragraph

6. a)-e).

Contact Points

Specific Contact Point for this report:

Iain Rutherford, Museums General Manager
(01905) 361827/361821
Email: IRutherford@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:

Museums Shared Service Partnership Agreement

Agenda papers and Minutes of the meeting held on 17 November 2014

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6. ARTS COUNCIL GRANT AWARD

Recommendation

- 1. The Museums General Manager recommends that:**
 - a) the allocation of partnership funding as set out in the report be approved; and**
 - b) he be authorised on behalf of Museums Worcestershire to develop agreements with its partners in accordance with Arts Council guidelines.**

Background Information

2. In 2013 the Arts Council awarded Museums Worcestershire a strategic funding grant under the umbrella title of "Strengthening Museums and the Visitor Economy".
3. The programme had a number of strands and it enabled the service to commission some major reports on Heritage and Tourism as well as research at the Commandery. In addition it allowed for the production of a marketing plan for the Commandery and a fundraising strategy for the service.
4. In order to take forward the recommendations in these reports, a further application to the Arts Council has been made, concentrating on the "resilience" priority.
5. Earlier this month, the Arts Council announced that Museums Worcestershire was one of 19 museums in the Midlands to receive funding, a grant award of £129,100 in total. The funds are to be spent over two financial years.
6. The funds will be directed towards the following Museums Resilience programme:
 - Development of internal fundraising skills and capacity including the appointment of a fundraising post
 - Investigating audience needs in relation to the Museum and Art Gallery collections
 - Development of our joint working with the Elgar Birthplace Museum on collections and marketing.
 - Increasing marketing capacity within the service, including a post to be shared with the Hartlebury Castle Preservation Trust
 - Investment in a customer relationship management system.

7. This grant will help to transform Museums Worcestershire's ability to plan capital projects more effectively, to raise funds to secure improvements in the service, to develop our relationships with partners and customers and to contribute towards the City's ambitions to be a Heritage City. There will also be a financial benefit from increased admissions as a result of enhanced marketing of events and exhibitions.

8. A condition of the grant award is that £20k needs to be found in partnership funding, spread over two financial years. In addition the service in its role as lead applicant needs to enter into partnership agreements with the Elgar Birthplace and Hartlebury Castle Preservation Trust. Guidelines on the form of agreement required are provided by the Arts Council.

9. The shared service has a reserve of £17K currently and it is proposed that £10K is committed to be able to take up the grant offer in April. Making this budget decision relating to the use of end of year surplus funds is one of the joint committee's delegated functions. Funds from the revenue budget in 2016-17, or from reserve funds, will need be set aside to meet the balance of partnership funding required in the following financial year.

Contact Points

Specific Contact Point for this report:

Iain Rutherford, Museums General Manager
(01905) 361827/361821
Email: IRutherford@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:

Arts Council Resilience Fund application 2015-17

7. HERITAGE MARKETING REPORT

Recommendation

1. **The Museums General Manager recommends that the progress made in delivering museums and heritage marketing projects be noted.**

Background Information

2. Service marketing has focussed on our individual venues' events and exhibitions programme. The exhibition 'World War One: In the Words of Worcestershire People' has received glowing accolades from both public and press and has attracted in the region of 21,000 visitors.
3. The Living History in Worcester event at The Commandery attracted record attendance with 2,000 people visiting over two days of activities. Increased marketing activity saw the event promoted on telephone boxes around the city and distributed via Berrows Journal to targeted postcodes.
4. 2015 events programmes have been produced and distributed for all venues.
5. Work is beginning on implementation of the Marketing Strategy for Hartlebury commissioned as part of the HLF development grant.
6. The Art Gallery and Museum is looking to encourage visits from young families through a new programme of parent and toddler sessions based around poetry and art. The associated marketing strategy is to build audiences for the 2016 summer exhibition 'Pirates, Pants and Wellyphants' which focuses on the work of children's illustrator and author Nick Sharratt.
7. Nationally Museums Worcestershire is a key partner of the county's Magna Carta 800th campaign and played a significant part in the media launch at Worcester Cathedral which attracted interest from local, regional and national media. The Commandery is featured in the film 'Worcestershire: The home of liberty and democracy' which is being promoted nationally and internationally. The Commandery's Year of Liberty & Democracy kicks off with a programme of talks from the Battle of Worcester Society and the first major event is Oak Apple Day on Saturday 30th May.
8. In terms of supporting the heritage offer in Worcester both city venues participated in the Love Worcester Heritage Festival in February. A new heritage 'passport' was devised to attract visitors to our venues and to move them

around the city to experience more of Worcester's heritage. As an organisation Museums Worcestershire continues to seek to raise the profile of heritage in the city and we are pleased to be involved in the Cathedral Quarter project funded by the County Council's Open for Business board. We continue to work with Worcester BID and County Transport on heritage interpretation signage.

9. The award from Arts Council England Resilience Fund will allow us to increase our marketing capacity and activities. We are also in the process of recruiting to a part-time Digital Marketing Assistant to invigorate our online and social media presence and facilitate greater use of e-marketing.

Contact Points

Specific Contact Point for this report:

Helen Large, Marketing & Events Manager
(01905) 25371
Email: HLarge@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:

Arts Council Resilience Fund application 2015-17

**Joint Museums Committee
19 March 2015**

8. SERVICE PLAN 2015-16

Recommendation	1. The Museums General Manager recommends that the Service Plan for 2015-16 be approved.
Background Information	<p>2. The Joint Committee is required to approve an annual service plan under the terms of the partnership agreement.</p> <p>3. The plan provides a detailed work programme for the forthcoming financial year based on the overall direction and strategic objectives within the strategic plan agreed in November 2014. These are set out below:</p> <ul style="list-style-type: none">• <i>To create compelling, high quality destinations, exhibitions and events</i>• <i>To develop heritage marketing and related tourism opportunities in the City and County</i>• <i>To improve health, volunteering and learning opportunities in local communities</i>• <i>To maintain responsible guardianship for our collections</i>• <i>To secure a viable future for our museum sites through new ways of working.</i> <p>4. Progress reports will be provided to members on a quarterly basis. The plan is also used internally for performance monitoring and where necessary is supported by team and personal action plans.</p>
Supporting Information	Appendix - Museums Worcestershire Service Plan 2015-16
Contact Points	Specific Contact Point for this report: Iain Rutherford, Museums General Manager (01905) 361827/361821 Email: IRutherford@worcestershire.gov.uk
Background Papers	In the opinion of the Museums General Manager, there are no background papers relating to the subject matter of this report.

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MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2015-16

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
1. To create compelling, high quality destinations, exhibitions and events.		<p>Curate an exceptional programme of exhibitions at Worcester City Art Gallery, attracting visitors to the city and encouraging participation for local families.</p> <p><i>Targets:</i></p> <p><i>20% of visitors to spring exhibition coming from outside the city.</i></p> <p><i>1000 families take part in activities relating to the summer exhibition.</i></p> <p><i>100 items from the city collections items newly on display</i></p> <p><i>50 partner artists and organisations participating in the programme</i></p>	<p>Stanhope Forbes England</p> <p>The Way of the Warrior</p> <p>Illustration defies Explanation</p> <p>Worcester Society of Artists</p> <p>An Englishman Abroad</p> <p>Crafted for You</p>	<p>June 2015</p> <p>Sept 2015</p> <p>Nov 2015</p> <p>Jan 2016</p> <p>Nov 2015</p> <p>Jan 2016</p>	
			<p>Objects for new Hartlebury Castle displays identified.</p> <p>Research and create exhibition at the County Museum at</p>	<p>Interpretation outline complete</p> <p>Recruit HLF-funded staff</p>	<p>Dec 2015</p> <p>May 2015</p> <p>March</p>

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
		Hartlebury celebrating its history as a VAD hospital during WW1.	member Exhibition launch	2016	
		<p>Produce a capital development plan for the Commandery endorsed by partners and stakeholders, to include:</p> <ul style="list-style-type: none"> • Assessment of timescales from commencement to practical completion. • Outline costs of fitting out, infrastructure, works and fees. • Fundraising potential and grant aid, including the costs of developing applications to the required standard. • Proposals and costs for implementing marketing plans. • Concept plans and visuals of key spaces. <p><i>Targets:</i> 20% year on year increase in</p>	<p>Final report presented to:</p> <p>Joint museums committee Worcester City Council Battle of Worcester Partnership</p>	<p>June 2015 June 2015 July 2015</p> <p>March</p>	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
		<i>visitors to The Commandery from relaunch</i>		2017	
		Redeveloped website launched	Recruit digital marketing assistant Re-designed website launch	May 2015 October 2015	
2. <i>To develop heritage marketing and related tourism opportunities in the City and County</i>		To respond to key drivers and 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.	To include: <ul style="list-style-type: none"> • Cathedral Quarter development • Heritage Information Points • Heritage presence on real-time county transport information points • Pilot Civil War trail on real-time information points 	March 2016	
		To continue to lead on raising the profile of Worcester – The Civil War City	Review and report actions since Civic Presentation in April 2014	April 2015	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
			Make Heritage Product Development report available on Worcester City Council website	April 2015	
		To raise the profile of Museums Worcestershire venues by contributing to major Worcestershire events as part of our events programme	To include: <ul style="list-style-type: none"> • Contemporary Elgar Festival • Year of Liberty & Democracy at The Commandery as part of Worcestershire's 2015 anniversary programme • MOTHS (Museums on the High Street) • Worcester Literature Festival 	June 2016 June 2016 March 2016 June 2015	
		Increase the reach of our venues through joint marketing initiatives	Passport promotion with Worcester Heritage Partnership Group Included in group travel itinerary with Spetchley Park and Gardens Magna Carta 800 th Anniversary	October 2015 April 2016 June 2016	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
			with Worcester Cathedral Joint events with Friends of Fort Royal Park & Commandery Gardens	December 2015	
3. To improve health, volunteering and learning opportunities in local communities		To work with HCPT on recruitment of new volunteering roles for Trust and <i>Target: Recruit 30 new volunteers to a variety of cross service roles</i>	To actively promote via Worcestershire Heritage Portal website.	Dec 2016	
		Create cycle and walking trails at Hartlebury and within Worcester. <i>Target: To deliver a minimum of 6 walks for approx. 120 visitors.</i>	Develop 1 walking trail around the Hartlebury estate as part of HLF development. Explore possible links with Sustrans cycle networks	March 2016 Dec 2015	
		Develop play opportunities on all sites, including early years provision	Consultation with up to 10 local children & parent groups Establish toddler play area at Hartlebury	Dec 2015 April 2016	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
		Embed Arts Award Discover and Explore Awards. <i>Target: To offer a programme of up to 10 sessions per year for 15 children per session.</i>	Launch "Young at Art" group for Museum and Art Gallery	March 2016	
		Renewing the Loans service <i>Target: Work with up to 12 county museum partners to have a presence on the site.</i>	Develop Learning Worcs website for schools marketing and promote to all schools within the county.	March 2016	
		Develop a legacy for the Skills programme in partnership with University of Worcester	To explore opportunities via workshops and present findings	September 2015	
		Develop services for schools in the light of feedback. <i>Target: 10% increase in school visits to The Commandery by Dec 2016</i>	To develop new programme of activities at The Commandery, broadening historical and curriculum focus.	September 2015	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
4. <i>To maintain responsible guardianship for our collections</i>		Review current insurance coverage and requirements for heritage assets reporting, and set out options for future	Report to council client leads Action plan for preferred option(s)	April 2015 Dec 2015	
		Review collections documentation for insurance and heritage asset reporting <i>Target: County collection electronic documentation fully searchable</i>	Recruit registrar	May 2015	
		Disposal framework discussed by Joint Committee	Seek Museums Association advice	Feb 2016	
		Designated collections application	Develop Action plan	March 2016	
		To continue with the Museums Futures programme to ensure sustainable solutions for all venues through product development and organisational resilience.	Review headline strategy for all sites	March 2016	
5. <i>To secure a viable future for our museum sites through new ways of working</i>					

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
		Partnership with Hartlebury Castle Preservation Trust <i>Target: Completion of new annex for management agreement to cover 2016 on</i>	Develop and agree detailed management and funding arrangements with the County Council and HCPT for the construction and development phase of the Hartlebury Project	Sept 2015	
		Provide support and advice to new providers of museum development in the West Midlands	Establish agreement/ monitoring arrangements with Marches Network and Ironbridge as delivery partner for museum development in Worcestershire 2015-18	June 2015	
		Ensure all sites have received an energy efficiency review within the period of the strategic plan	Commission a report for the Commandery as part of the capital development review Develop proposals for the Hartlebury store	May 2015 Jan 2016	
		Develop capacity to increase audience engagement and support	Build into ACE resilience funding bid. To include: Fundraising post	March 2015	

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	

		<i>Total target for fundraising requirement: £555,000 includes core, project and capital requirements</i>	Marketing support Customer Relationship Management system Membership scheme		
		Develop audience reach by focussing marketing resources on headline exhibitions and events	<p>Launch refreshed brand and implement Blue Sail marketing strategy at Hartlebury</p> <p>Year of Liberty & Democracy at The Commandery <i>Target: 24,000 visitors</i></p> <p>Packaging of exhibitions at Art Gallery & Museum to show potential dwell time of visit and widen appeal:</p> <p>Stanhope Forbes England with An Englishman Abroad <i>Target for Stanhope Forbes: 13,000 visitors</i></p> <p>The Way of the Warrior <i>Target: 14,000 visitors</i></p> <p>Crafted For You with Society of Artists <i>Target: 9,000 visitors</i></p>	<p>March 2016</p> <p>June 2016</p> <p>June 2015</p> <p>September 2015</p> <p>January 2016</p>	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
		Meet required budget reductions in 2015-16 <i>Target £55k</i>	Complete changes to venue opening hours at Commandery	January 2016	
		Ensure visitor facilities contribute to the visitor offer and venue sustainability <i>Target: Increased income from retail by 10% at Art Gallery & Museum/Commandery</i>	Extend catering concession at Art Gallery & Museum Appoint to catering concession at The Commandery Review pricing strategy at The Commandery in light of its new focus as a regional visitor destination	March 2015 April 2015 March 2016	
		Review staffing structure at Art Gallery & Museum in light of City Council move into Foregate Street	Report presented to Joint Museums Committee	September 2015	
		Review performance indicators to align with our Strategic Plan	Develop new set of KPIs in association with Joint Museums Committee	June 2015	

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9. FINANCE REPORT

Recommendation

Introduction

**2014/15 Projected
 outturn as at 31st
 January 2015**

1. **The Treasurer recommends that the Joint Committee notes the financial position of the joint museums service as detailed on the report**
2. This report provides financial information on the following:
 - Projection as at 31 January 2015
 - Explanation of major variations
 - Subjective analysis
 - Surplus/deficit split
 - Café report (set out as an Appendix)
 - Future Fit and City Council savings 2014/15
 - Budget proposal 2015/16.
3. The following table details the projected outturn for 2014/15 as at 31 January 2015

Table 1 : Projected Out turn 2014/15

	2014/15 Budget	Projected Outturn 2014/15	Variance	Variance %
	£'000	£'000	£'000	%
Hartlebury Main	124	128	4	4%
Hartlebury Collections	114	96	-18	-16%
Hartlebury Museum On Move	-	-	-	
Hartlebury Education	-	-1	-1	
Hartlebury MDO	-	-	-	
Hartlebury Café	26	18	-8	-31%
Worcester City Museum and Art Gallery	139	165	26	19%
Commandery	112	132	20	18%
Grants	-	-	-	
Other City Museum Servs	183	224	41	22%
Total Joint Museum Service	698	762	64	9%
Worcester City Contribution	453	465	12	3%
Worcester County Liability	246	298	52	21%

Explanation of major variances

4. The forecasted overspend on the City Museum and Art Gallery is due to the income target of £26,800 related to Premises hire not being achieved. There is a pension lump sum liability of £15,600 in the Other City Museum Services overspend and across the codes an overspend of £9,900 due to the pension rate changing to 18%.

Table 2 : Subjective analysis 2014/15

	Budget	Projection	Variance	%
	£000	£000	£000	
Employees	887	889	2	0%
Redundancy	0	0	0	
Premises	8	6	-2	-28%
Transport	19	19	0	2%
Supplies & services	179	280	101	56%
Transfer to reserve	0	0	0	
Income:				
Sales	-134	-124	10	-8%
Admissions	-84	-66	18	-22%
Museum on the move	-26	-26	-0	1%
Education	-10	-13	-3	31%
MDO grant	-42	-50	-8	19%
MOTHS – Art Council Grant	0	-15	-15	
Other	-64	-101	-37	56%
Transfer from reserve	-35	-37	-2	5%
Total	698	762	64	9%

The over spend on Supplies is offset by income and £30k from reserves.

Surplus/deficit split

6. The surplus/deficit split is as follows:

Worcestershire County Council (39%) - £52

Worcester City Council (61%) - £12

Worcestershire County Council's allocation is higher as the FutureFit target savings removed from the budget were not identified as to where they were going to be met so this £30,000 is being identified as coming from the Business Environment and Community Directorate 2% reserve

Café Report

7. A detailed analysis of the financial position of Hartlebury Cafe is set out as an Appendix. The café is expected to cost £18k against a budget of £26k.

FUTURE FIT savings 2014/15

8. Future Fit savings for the museum service in 2013/14. County savings of £90k. Using reserves to allow 3 years to achieve this amount and therefore £30k of reserves will be set against this in 2014/15 (as stated paragraph 6)

	2013/14 FUTURE FIT £000's
Reduce opening hours at museum or find efficiencies as part of joint service.	90
Worcester City Savings (£25k/yr.)	75
Total	165

Budget 2015/16

	Budget Proposal £
Salaries	885,470
Premises	8,200
Transport	19,840
Supplies & Services	187,296
Income	-204,682
Use of WCC Reserves	-30,750
2015-16 Budget	865,374

Supporting Information

- Appendix – Budget Monitoring Report for Hartlebury Café 2014/15

Contact Points

Specific Contact Points

Wendy Pickering/Alison Rainey, Principal Finance Officer,
Worcestershire County Council 01905 766747

email:

wpickering@worcestershire.gov.uk/arainey@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Director of Business Environment and Community) there are no background papers relating to the subject matter of this report.

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Appendix
Joint Museums Service
Budget Outturn report for Hartlebury Café 2014/15

	Budget £	Budgeted %	Qtr 1 £	%	Qtr 2 £	%	Qtr 3 £	%	Qtr 4 £	%	Outturn £	Actual %
Sales												
Catering	-44,200		-15,306		-14,343		-14,568		-10,806		-55,023	
Catering supplies	21,200		5,381		4,684		6,392		2,636		19,093	
Gross profit	<u>-23,000</u>	52	<u>-9,925</u>	65	<u>-9,659</u>	67	<u>-8,176</u>	56	<u>-8,170</u>	76	<u>-35,930</u>	65
Employees												
Salary	48,802		11,921		16,248 *		12,532		11,506		52,207	
Car allowances											0	
	<u>48,802</u>		<u>11,921</u>		<u>16,248</u>		<u>12,532</u>		<u>11,506</u>		<u>52,207</u>	
Other												
Equipment/Rental	0		21		113		151		21		306	
Laundry	0		277		290		428		132		1,127	
Other	0		-59		0		0		0		-59	
Insurance	284		0		0		0		284		284	
	<u>284</u>		<u>239</u>		<u>403</u>		<u>579</u>		<u>437</u>		<u>1,658</u>	
Total profit/loss	<u>26,086</u>		<u>2,235</u>	-15	<u>6,992</u>	-49	<u>4,935</u>	-34	<u>3,773</u>	-35	<u>17,935</u>	-33

* summer casuals

Visitor numbers - café only tickets

2007/08	1,193	first full year of operation of new café
2008/09	2,100	
2009/10	2,208	
2010/11	2,549	
2011/12	2,678	
2012/13	1,744	
2013/14	2,212	

	Total visitors	income	spend per head
2007/08	24,226	26,000	1.07
2008/09	23,715	36,000	1.52
2009/10	26,342	40,000	1.52
2010/11	24,342	54,000	2.22
2011/12	25,728	50,810	1.97
2012/13	24,500	47,809	1.95
2013/14	25,087	49,340	1.97
2014/15		55,023	

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10. PERFORMANCE REPORT 3RD QUARTER

Recommendation

1. **The Museums General Manager recommends that the performance information provided for the 3rd quarter of 2014-15 be noted.**

Background Information

2. The Service Level Agreement sets out the monitoring arrangements for the joint museum service, to include a performance framework linked to users, financial health and quality of service.

3. The attached table provides data for the 3rd quarter – October – December 2014. Among the points to note are:

- Visitor numbers at the Museum and Art Gallery matched those of the previous year in spite of the extensive building works taking place to refit the ground floor. Visitor numbers at Hartlebury were also comparable with the previous year
- Numbers at the Commandery show a decline represented in part by lower school numbers, a consequence of the recent changes in the school curriculum. Work is in progress to review this and to remodel our learning offer. The excellent response to the Love Worcester weekend in February will help to offset these figures
- The reduction in visits to Museum on the Move is a natural decline as this facility is currently under review, pending the reduction in funding from the Arts Council and the need to find a new business model
- Visits to the museum website continue to grow, a reflection of the importance on online activity for the service. The number of enquiries fielded by the collections team demonstrates an increasing awareness of the scope of the collections held and the expertise available in house.

4. These tables are currently being reviewed to identify fewer, more targeted indicators linked to Museums Worcestershire's new strategic priorities. A report on the proposed new indicators will be available at the next joint committee.

Supporting Information

- Appendix - 2014-15 Performance summary report

Contact Points**Specific Contact Point for this report:**

Iain Rutherford, Museums General Manager
(01905) 361827/361821
Email: IRutherford@worcestershire.gov.uk

Background Papers

In the opinion of the Museums General Manager there are no background papers relating to the subject matter of this report.

Museums Worcestershire Performance Indicators - Users

2014/2015 Summary

2014/2015 figures as at 31st December 2014

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2013	Apr-Jun 2014	Jul-Sep 2013	Jul-Sep 2014	Oct-Dec 2013	Oct-Dec 2014	Jan-Mar 2014	Jan-Mar 2015	2013/2014	2014/2015
1	Number of visits in person	25,923	24,666	35,046	30,627	24,599	22,298	23,005		108,573	77,591
a	City Museum and Art Gallery	12,015	12,196	18,663	14,231	12,994	12,925	13,653		57,325	39,352
b	The Commandery	4,227	3,527	7,313	8,678	4,902	3,320	4,218		20,660	15,525
c	County Museum, Hartlebury	7,609	6,600	6,959	6,579	5,844	5,691	4,675		25,087	18,870
d	Museum on the Move	2,072	2,343	2,111	1,139	859	362	459		5,501	3,844
2	Number of virtual visits via website	60,053	64,788	57,048	61,678	42,859	45,376	14,410		174,370	171,842
a	City Museum and Art Gallery	44,990	46,029	42,044	41,074	33,101	35,045	11,129		131,264	122,148
b	County Museum, Hartlebury	15,063	18,759	15,004	20,604	9,758	10,331	3,281		43,106	49,694
3	Number of enquiries	115	204	196	213	66	165	140		517	582
a	City Museum and Art Gallery	87	154	171	140	61	80	113		432	374
b	County Museum, Hartlebury	28	50	25	73	5	85	27		85	208
4	Organised events and exhibitions	29	62	41	46	41	28	29		140	136
a	City Museum and Art Gallery	11	21	12	17	18	9	20		61	47
b	The Commandery	3	25	6	7	11	5	4		24	37
c	County Museum, Hartlebury	15	16	23	22	12	14	5		55	52
5	Number of visits by children/young people	4,387	4,517	4,106	3,084	4,385	3,942	4,156		17,034	12,206

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Museums Worcestershire Performance Indicators - Finance & Quality

2014/2015 Summary

2013/2014 figures as at 31st December 2014

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2013	Apr-Jun 2014	Jul-Sep 2013	Jul-Sep 2014	Oct-Dec 2013	Oct-Dec 2014	Jan-Mar 2014	Jan-Mar 2015	2013/2014	2014/2015
1	Retail spend per head (based on turnover from retail outlets)										
a	City Museum and Art Gallery	£0.54	£0.67	£0.50	£0.58	£1.10	£0.72	£0.83		£0.64	
b	The Commandery	£0.63	£0.59	£0.48	£0.35	£0.59	£0.61	£0.68		£0.58	
c	County Museum, Hartlebury	£1.07	£1.03	£1.17	£0.94	£0.46	£0.81	£0.73		£0.78	
2	Cost per visit or usage (net expenditure divided by physical visits or usages total)										
a	City Museum and Art Gallery	£5.72	£5.84	£3.22	£9.70	£6.07	£15.37	£3.27		£4.40	
b	The Commandery	£15.72	£15.22	£8.90	£13.00	£12.94	tbc	£14.48		£12.39	
c	County Museum, Hartlebury	£7.18	£4.47	£9.10	£9.62	£12.81	£19.78	£10.62		£9.66	
3	Level of earned income as percentage of subsidy										
a	City Museum and Art Gallery	9.61%	8.70%	23.24%	20.84%	35.06%	36.01%	51.84%		51.84%	
b	The Commandery	11.39%	8.31%	22.47%	23.01%	35.03%	31.40%	47.65%		47.65%	
c	County Museum, Hartlebury	13.93%	16.44%	20.09%	31.29%	25.36%	40.45%	32.86%		32.86%	
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
b	The Commandery	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
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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**Joint Museums Committee
19 March 2015**

11. 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 Information

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

Work Programme

10 June 2015 at 2pm (The Commandery, Worcester)

Annual report 2014-15
Commandery redevelopment programme
Object Disposal framework
Performance Indicators
Volunteering review
Performance and Planning Report – 4th quarter
Finance – 4th quarter monitoring report

21 September 2015 at 2pm (Hartlebury Museum)

Shared service review
Hartlebury progress report
Staff structure report
Heritage Marketing Progress Report
Performance and Planning Report – 1st quarter
Finance – 1st quarter monitoring report

23 November 2015 at 2pm (County Hall, Worcester)

Arts Council resilience fund – progress report
Performance and Planning Report – 2nd quarter
Finance – 2nd quarter monitoring report

March 2016

Hartlebury progress report
Performance and Planning Report – 3rd quarter
Finance – 3rd 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

Specific Contact Points

Simon Lewis, Committee Officer, Worcestershire County

Background Papers

Council 01905 766621

email: slewis@worcestershire.gov.uk

In the opinion of the proper officer (in this case the Director of Commercial and Change) there are no background papers relating to the subject matter of this report.