

Agenda

Joint Museums Committee

Monday, 23 November 2015, 2.00 pm
County Hall, 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

Monday, 23 November 2015, 2.00 pm, County Hall, Worcester

Membership: Mr M L Bayliss, Worcester City Council (Chairman)
Mr A N Blagg, Worcestershire County Council
Mrs L C Hodgson, Worcestershire County Council
Mr A C Roberts, 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 21 September 2015. (previously circulated – pink pages)	
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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 766621, 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>

Date of Issue: Thursday, 12 November 2015

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**JOINT MUSEUMS COMMITTEE
23 NOVEMBER 2015**

HARTLEBURY PRESENTATION

Recommendation

- 1. The Museums General Manager recommends that the presentation on the future operation of Hartlebury be noted.**

Background

2. The Joint Committee has received several progress reports regarding the project to transform Hartlebury into a new visitor attraction. In October 2014, this Committee received a report that the Hartlebury Castle Preservation Trust (HCPT) had been awarded a grant of £4.97 million by the Heritage Lottery Fund (HLF) following the development phase.
3. In February of this year, the Committee approved the principles of a management agreement with the Hartlebury Castle Preservation Trust for the future operation of the wider site at Hartlebury Castle and the County Museum. It also authorised the Museums General Manager, in consultation with the Chair and Vice Chair of the Joint Committee, to enter into a Management Agreement with Hartlebury Castle Preservation Trust.
4. The development of a new business and financial model has been an integral part of the project in the intervening period. The work for Hartlebury Castle Preservation Trust has been led by Peter Middleton of L&R Consulting as Project Director, who will be attending the meeting to give a presentation on the work to date and to answer questions.

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 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 meeting on 27 February 2015 (Item 4)

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**JOINT MUSEUMS COMMITTEE
23 NOVEMBER 2015**

COLLECTION DEVELOPMENT POLICIES

Recommendation

- 1. The Museums General Manager recommends that:**
 - a) the revised Museum Collection Development and Collection Management Policies be approved; and**
 - b) the Joint Museums Committee recommends the two Collection Development Policies for approval by Worcester City Council and Worcestershire County Council.**

Background

2. Policies guiding the acquisition, disposal and care of objects in the museum collections are important frameworks for Museums Worcestershire to follow in the development and management of the museum collections of Worcester City Council and Worcestershire County Council. The Museums Shared Services Agreement and Arts Council England's national Museum Accreditation standard both include detailed guidance on the content and format of these policies.
3. The Collection Development Policies (previously called Acquisition and Disposal Policies) were last approved by Worcester City Council and Worcestershire County Council in July 2008. The intervening period has enabled Museums Worcestershire to understand in detail where the two collections overlap and where there are gaps, and these revised policies reflect that detailed knowledge.
4. The two collections continue to be managed separately but in parallel. The Collections Management was last approved by the Joint Museums Committee in 2012 and work is now much advanced to bring all management processes together to make the tasks more efficient.
5. The Museum Accreditation standard now reflects a mature debate about the disposal of collection items and this is reflected by the inclusion in the policies of a section laying out priorities for rationalisation.
6. The Joint Statement on Unethical Sale from Museum Collections from the major museum funding bodies in March 2015 clarifies the implications of disposing of collections outside of the framework of Accreditation standards.

7. Acquisition and Disposal procedures have been created with the advice of the Museums Association which Museums Worcestershire will follow to ensure the Accreditation standard is not compromised.

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Supporting Information

- Appendix 1 - Museums Worcestershire Collections Management Policy 2015-20
- Appendix 2 - Worcester City Museum Collection Development Policy 2015-20
- Appendix 3 - Worcestershire County Museum Collection Development Policy 2015-20
- Appendix 4 - Museums Worcestershire Acquisition and Disposal Procedures
- Appendix 5 - Joint Statement - Unethical Sale from Museum Collections, March 2015

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:

Museum Accreditation report (JMC 21 Sept 2015, item 6)

Museums Shared Service Partnership Agreement, Schedules 2 and 7, April 2010

Museums Worcestershire Collections Management Policy

Museums Worcestershire oversees the acquisition and management of the museum collections of Worcester City Council and Worcestershire County Council on behalf of the two local authorities.

This policy outlines the approach and framework to develop and care for these collections to ensure the people of Worcestershire today and for future generations continue to access and understand their culture and heritage.

A full review of the policy will take place every five years or on the occasion of any change of governance or significant facilities.

Policy adopted by the Joint Museums Committee on: xxx 2015

Policy due for interim review: November 2020

Museums Worcestershire Statement of Purpose

We aim to enrich the lives of people from Worcestershire and beyond, today and for future generations.

We want to inspire them to deepen their knowledge of the City and County and make sense of the world.

We will do this by preserving and interpreting the museum collections and sites; sharing our passion for the unique art, artefacts and stories that have shaped the identity of Worcestershire and its county town for over 2000 years.

Museums Worcestershire roles are to:

- Enable shared experiences, discovery and interaction at the County Museum at Hartlebury Castle, The Commandery, Worcester City Art Gallery & Museum, Museum on the Move and the Collections Centre.
- Safeguard the museum collections of Worcester City Council and Worcestershire County Council, maintaining national standards of care.
- Enrich the cultural heritage and future of Worcestershire and beyond.
- Expand perspectives and opportunities by supporting other museums and organisations in Worcestershire and beyond.

Aims of the Collections Management Policy

This policy provides guidance for Museums Worcestershire staff and its advisors. It sets out how the collections will be managed and developed over the upcoming years to ensure that they support the purpose of Museums Worcestershire. It builds on the Acquisition & Disposal Policies to provide a professional and practical structure for collections management.

Stewardship of the museum collections is a responsibility on behalf of the people of Worcestershire and an investment of public resources; a planned and balanced approach to collection development and management is essential.

Collections Development

Worcestershire has a quintessentially English cultural and natural heritage. Its landscape of gentle hills, strong rivers, productive fields, towns and villages has been developed through 800 million years of geological changes and more than 2000 years of Worcestershire people. The strategic importance of the county's position along with its people's skills have produced strengths that are often small in focus but international in recognition – from royal hunting grounds to Worcestershire Sauce to the glove industry

to apple cultivars. These stories and the associated artefacts are what the museum collections aim to preserve for future generations to understand and learn from.

The two collections of Worcester City and Worcestershire County Councils are mostly complementary, having been developed with consideration of the other for fifty years. Collecting in Worcester City started in 1833 with the Natural History Society, whereas the Worcestershire County collections began in the mid 1960s following the acquisition of the Tickenhill Collection (which, unlike the rest of the collection, is held in a separate charitable trust).

The City collections reflect the county town, with principally urban social history and archaeology collections alongside natural history and fine art collections reflecting the landscape of Worcestershire as a whole. Particular strengths are the glove and gloving industry collections. The County collections are focussed on rural life with strong collections of gypsy caravans, costume and the applied art of the Bromsgrove Guild.

Both collections should be accessible both to researchers and the general public both in store and in interpreted displays. Access and use are key considerations for the development of both collections. The formation of the joint museums service engineered increased exchange of artefacts between sites and wider opportunities for access.

The two collections continue to be developed in parallel. Curatorial judgements following the criteria of the two Collection Development Policies are made at quarterly meetings to appropriately place new acquisitions. Except in extraordinary situations, transfers will not be made between the collections.

There are areas of Worcestershire's heritage which neither collection is developing and these are reviewed and identified in the Collection Development Policies.

Worcestershire has a well developed independent museum network, supported by Museums Worcestershire, and collecting in some specialist areas such as Worcester Porcelain and the Kidderminster Carpet Industry is led by these museum trusts.

Rationalisation is an important curatorial tool and the joint management of the collections more easily enables identification of duplication within the collections. Staff time is allocated each year to review specific areas of the two collections. Archaeology excavations that were not rationalised on site and duplicated domestic and agricultural social history collections have potential for review. Any disposal recommendations are researched and discussed by the curatorial team before submission for approval by the appropriate council.

Worcestershire County and Worcester City Councils individually approve their Collection Development Policies.

Worcestershire County Council Museum Collection Development Policy adopted xxx2015.

Worcester City Council Museum Collection Development Policy adopted xxx 2015.

Collections Research

Artefacts need the stories of their use and significance to fully preserve and convey their cultural value. Museums Worcestershire seeks to record the information and experiences related to all the objects it manages and this underpins curatorial considerations of acquisition and disposal.

Several areas of the collections form significant primary resources holding stories about human skills and knowledge that still have much untapped potential for analysis and understanding. Examples are the gypsy caravans, the founding natural history collections, the archives of glove making and the contemporary and historical fine art landscapes. Research time is set aside each year as part of the exhibition and display planning to work with other partners and increase the recorded information and analysis about the collections and to make that accessible both to academic researchers and the general public.

The Commandery holds a unique place in the national and international story of seventeenth century religious and political debate. A research panel and staff structure has been put in place to take the study of that period further and make it more widely accessible.

Collections Documentation

Documentation is as essential part of making the collections accessible and budget and staff time are allocated each year towards achieving a professional level based on the UK museum documentation standard SPECTRUM.

The two collections of Worcester City and Worcestershire County Councils are documented in parallel, maintaining the marking and labelling practices of each collection. It is particularly important that the benefits of easier shared access and increased display opportunities do not cause the collections to become mixed up. A joint procedure covering display location documentation is in place to prevent this.

The County collections are fully documented, whereas the City collections have a considerable documentation backlog. Action to resolve the backlog is laid out in the City Collection Backlog Plan and resources are allocated each year to this work which makes significant use of volunteers.

Collections Care and Conservation

Appropriate storage, handling and, when required, conservation ensure that the collections continue to be accessible to the people of Worcestershire and beyond. Budget and staff time are allocated each year towards achieving a professional level based on exceeding the minimum standard in *Benchmarks in Collections Care for Museums, Libraries and Archives* and on raising the *Fast Forward* benchmark score.

With many artefacts, a balance must be reached to enable access today and preservation for the future. Curatorial judgements are made about loans, displays,

educational activities and storage methods on an object-by-object basis but with an overarching presumption that access should be increased wherever possible.

Specialist expert advice is sought whenever collections require active intervention or conservation. Use is made of professional networks for informal advice and recommendations.

The number of objects requiring active conservation is larger than resources available and additional funding is sought through grant applications and public appeals. Prioritisation of spend is based on a triage judgement of damage and is planned alongside the exhibition and display programmes. Museums Worcestershire will display items requiring conservation in their damaged state if to do so will not further increase the damage, but these will always be accompanied by an explanation of the issue for the public. Active conservation work is commissioned from professional conservators on the *Conservation Register* either to train inhouse staff and volunteers or to undertake specialised work.

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Worcester City Council

Museum Collection Development Policy

2015-2020

Governing Body Worcester City Council

Adopted by Worcester City Council Joint Museums Committee, xxx 2015

Policy review procedure:

The collections development policy will be published and reviewed from time to time, at least once every five years. Date at which this policy is due for review: November 2020

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

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Overview

Purpose of the Collection Development Policy

This policy sets out the principles that will provide the Joint Museums Committee elected members for Worcester City Council and their supporting officers with a framework for the scrupulous and ethical acquisition and disposal of collections using clear procedures and decision-making processes common to UK museums in the Accreditation Scheme.

Implementing the policy will enable Museums Worcestershire to demonstrate the public benefit in their actions relating to the acquisition and disposal of collections on behalf of Worcester City. It provides a basis for decision-making and an informed dialogue between governing bodies, donors, funding bodies and other stakeholders.

This policy applies to material which Worcester City Council owns and has accessioned into the museum collection or intends to own and accession into the collection.

Worcester City Council will ensure that both acquisition and disposal are carried out openly and with transparency.

By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

Acquisitions outside the current stated policy will only be made in exceptional circumstances.

Museums Worcestershire will not take in objects on loan as a shortcut to more formally acquiring them. Items will only be borrowed for the purpose of display or to shed additional research information on the existing collection.

Museums Worcestershire Statement of Purpose

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Museums Worcestershire roles are to:

- Enable shared experiences, discovery and interaction at the County Museum at Hartlebury Castle, The Commandery, Worcester City Art Gallery & Museum, Museum on the Move and the Collections Centre.
- Safeguard the museum collections of Worcester City Council and Worcestershire County Council, maintaining national standards of care.
- Enrich the cultural heritage and future of Worcestershire and beyond.
- Expand perspectives and opportunities by supporting other museums and organisations in Worcestershire and beyond.

The Worcester City collection includes archaeology, social history, natural sciences, fine and decorative arts; some elements of the collection are of national significance.

A range of services is available to make the collections more accessible to the public. These include exhibitions, workshops, events, holiday activities, talks and guided tours on a regular basis; community based projects are also developed for new audiences. The museum website provides access to information on collections both by museum staff and external experts.

History of Collecting at Worcester City Museums

Museum collecting began in Worcester in 1833 with the formation of the Worcestershire Natural History Society led by Sir Charles Hastings. These early and now extremely significant natural history collections were bought by the Corporation of Worcester in 1881, completing the Victoria Institute to house Library, Museum & Art Gallery and School of Art & Science in 1896.

Throughout the twentieth century the collections continued to be drawn from a very wide geographical area and range of disciplines and included the purchase of The Commandery building in the 1970s. Local Government reorganisation in 1974 saw the building split as the Library became Worcestershire County's responsibility while the Museum and Art Gallery stayed with the city. Photography, documents and ephemera collections were split rapidly between the organisations at this time.

During the late 20th century it was the policy of the museum to 'illustrate the story of man and his environment in the Severn valley, with particular reference to Worcester'. Since 1997 the focus for the archaeology, social history and applied art collections has been more precisely defined as the area governed by Worcester City Council and the people who have lived and worked within that boundary.

Participation in the Contemporary Art Society Special Collections Scheme in the late 1990s and the early years of the new century saw the refocus of the fine art collection to more fully explore urban and rural landscape. The scheme gave Worcester City Museums the opportunity to acquire works by internationally important contemporary artists.

In 2006 a partnership was formed with Worcestershire County Museum in the formation of a joint museum store outside of the city on Hartlebury Trading Estate. The majority of the archaeology, social history and applied art collections have been moved from less-suitable stores around the city and are now stored to a high professional standard in this building, making the collections more widely accessible for visitors, researchers and learning groups.

In 2010 Worcester City Council and Worcestershire County Council took the decision to merge the management of their collections and museum venues, although ownership remained with each authority and the collections are managed in parallel. The new service was named Museums Worcestershire and is overseen by the Joint Museums Committee, formed of representatives from each authority and, when required, additional external expertise.

Specific collections of material relating to the city are also known to exist at other museums in the fields of sports, education, friendly societies and the archaeology of Worcester Cathedral as well as the well-established independent museums for Elgar, medical history, Worcester Porcelain and freemasonry. We offer both paid and unpaid advice and expertise to the staff and volunteers of these collections to facilitate the long-term future of these collections and to encourage improvements in public access.

Current Collections and Future Priorities

“The town is precisely in character with the beautiful and rich country, in the midst of which it lies”

William Cobbett September 1826

Understanding the English Landscape

The Story of Worcestershire

The city of Worcester is placed within a very typical English landscape. While it is centrally located in the country, the rise and fall of the ocean tides have their influence: Worcester grew up because of the crossing point of the River Severn at low tide. The Severn is a respected force in the city with floods reclaiming both farmland and city streets on a regular basis. Worcester sits in the shadow of the Malvern Hills, one of Britain’s most important classic geological areas and now recognised as an internationally significant Geopark. Eleven out of the thirteen recognised geological periods of time are represented by the rocks of Worcestershire.

This special position encompassing urban, rural, river, tidal water and hill has created a museum collection significant both regionally and nationally that allows us to explore the quintessential English landscape.

The bedrock of this collection is the herbarium and geological collections, which in part date back to the founding of the Museum of the Worcestershire Natural History Society in 1833. Further natural history collections of birds, mammals and insects from Worcestershire increase the information about the range of habitats in landscape.

In more recent years, the fine art collection has been focussed to interpret our ‘way of looking’ at and increase our understanding of the peculiarly English landscape. Collecting in this area has sought to comment on the relationship between urban and rural landscapes and the tension between the two.

For this core collection, of paramount importance is the advice of experts and partners for acquiring, identifying, interpreting, documenting and disseminating the information the collection holds. Substantial work on cataloguing and research has been completed in the last twenty years via collaboration and partnership, working with the Worcestershire Biological Records Centre at the Worcestershire Wildlife Trust, the Herefordshire and Worcestershire Earth Heritage Trust at the University of Worcester and the Abberley & Malvern Hills Geopark and the Contemporary Art Society. These and other relationships will continue to develop over the lifetime of this policy and will inform future acquisitions.

NATURAL HISTORY

Includes:

Herbarium

- A large and significant part of the collections, with at least 10,000 individual specimens comprising a wide variety of flowering plants, mosses, algae, lichens, liverworts, ferns and fungi, the majority from Worcestershire and including the earliest recorded specimens of several species. The nineteenth century collections of local naturalists include those of William Matthews, Harvey Buchanan Holl, and J.H. Thompson. The collection of over 300 specimens of flora from Wyre Forest was amassed by George Jordean, butler to a surgeon from Bewdley. The herbarium is now generally very fragile and the greatest priority is to provide publicly accessible digital information about the specimens that the museum holds.

Geology

- The geological collection was mainly assembled in the 19th century. It holds important scientific material including type, figured and cited specimens. It has historical significance because of the association with the early pioneers of the science including Murchison, Phillips, Lyell, Buckland and Owen. The individual collections of well known local geologists can still be recognised, including Strickland, Hastings, Symonds, Buchanan Hall, Allies, Roberts, Reece and Winnington-Ingram.
- Stratigraphical Collection
A large collection of British rocks and fossils dating from the Precambrian to the Pleistocene. The majority are from Worcestershire and the neighbouring counties. They include material collected during the construction of the Malvern and Ledbury railway tunnels in the nineteenth century. Many individual collections have been amalgamated to form this reference collection.
- Vertebrate Collection
A small collection of mainly British and local vertebrate fossils determined and listed by Delair. It contains some of the most spectacular specimens as well as important scientific and historical material. The particular strengths are local Old Red Sandstone fish, Liassic ichthyosaurs and Pleistocene mammal remains from the River terrace deposits of the Severn and Avon.

Birds, Mammals, Fish, Shells and Insects

- A substantial collection of birds both full mounts and study skins. The largest single part of the collection, including most of the study skins, was bequeathed to the Museum in 1907 by Robert Fisher Tomes, a local Justice of the Peace and collector.
- A selection of British, particularly local, mammal specimens purchased mainly in the late twentieth century. This is further enhanced by groups of horns and bones.

- A small collection of mainly British freshwater fish, but including the amazing sturgeon, nearly 2 metres in length, which was caught in Worcester in the 1830s.
- A small group of mainly British corals, sponges, sea urchins and crustaceans.
- Some 10,000 examples of land, sea and freshwater shells, including collections by Whitmore, Gale, Martin, Moseley and Thomas. This includes examples from Worcestershire, and is one of the largest such collections in a provincial museum.
- Several thousand specimens of mainly British butterflies, moths and beetles, including the collections of Carlton Rea and Bloom, and those from the former Malvern Museum.

Any future natural history acquisitions will be rare and will focus on Worcestershire items acquired through partnership working. The main aim will be to ensure the collection remains representative of the landscape. New specimens must come with exceptionally good stratigraphic and locality information, and to have been recovered in accordance with recognised professional codes of practice and guidance.

FINE ART

Includes:

- Early work includes two 17th century views of the city, a Dutch interior by David Teniers III (1638-85), and a series of royal portraits on panel from the Rev Bowles collection.
- A good collection of 19th century landscape paintings by important local artists including, Benjamin Williams Leader, Henry Harris Lines, Harry Adams, David Bates.
- The Sale Bequest of 19th century English watercolours is one of the strongest and most coherent elements of the collection. There are 87 watercolours altogether, including 29 works by David Cox (1783-1859), and works by Samuel Prout (1783-1852), Peter de Wint (1784-1849), Thomas Sidney Cooper, William Callow (1812-1908) and W.J. Muller (1812-1845).
- A significant collection of late 19th century and early 20th century landscape and interior paintings showing the influence of French plein-air naturalism, alongside a British concern for social realism. This area of the collection includes work by Alexander Stanhope Forbes (1857 - 1947), William Blandford Fletcher (1858-1936), Charles Napier Hemy (1841-1917), Arthur Mead (1864-1948), Julius Olson (1864-1942) Laura Knight (1877-1970) and Sir Arnesby Brown (1866 -1955). Many of these artists were of national importance and were members of the New England Art Club (NEAC). This area of the collection is important as it represents the start of modernism in British art, providing a link between the strengths of the 19th century collections and the contemporary collection of landscape based work.
- A significant collection of contemporary work in all medias acquired through the Contemporary Art Society Special Collections Scheme with funding from the Arts lottery and the Elmley Foundation. This collection focuses on work which explores the imagery of contemporary landscape, particularly that which contrasts with the often idyllic rural scenes

already represented in the rest of the art collection. This collection includes works by Paul Seawright, Sophy Ricketts, Willie Doherty, Heather & Ivan Morrison, Carol Rhodes and Dan Holdsworth.

- Topographical paintings, prints, drawings and photographs of Worcester, many of exceptional artistic merit and documentary value.

Future acquisitions will focus on gaps in these collections and artworks that will further interpret the qualities of the English Landscape. Expert advice and further partnership working should guide active collecting during the lifetime of this policy to ensure the collection remains strong.

Particular areas of emphasis should be local pictures of exceptional artistic merit: British landscape painters working in the first half of the 20th century and 19th century English watercolorists; work by significant painters who were known to have visited, worked in and been inspired by the Worcestershire landscape, and contemporary work responding to and seeking to represent the English landscape through new developments and trends in current artistic practice.

Understanding Life in a County Town

The Story of Worcester

Worcester's typical English landscape has facilitated a representative history of human occupation, development and use.

Worcester has been the focus of some kind of urban settlement for over 2000 years. For most of the first 1000 years of this occupation, archaeology is the only evidence we have for understanding the City's development. The earliest structure on the site of Worcester's Castle, now Kings School dates back to the later Neolithic and Bronze Age, with further evidence of an Iron Age boundary in the Cathedral area and Iron Age roundhouses at Deansway and Bath Road

Worcester developed into a small town (probably called Vertis) during the Roman period; a town supported by its agricultural hinterland as well as its strong industrial traditions of iron working but also pottery production, bronze working and glass production. The Roman town spanned the Cathedral and High Street area at its peak with development known to the north and into Sidbury and across the river in St Johns

Archaeological evidence suggests life continued in the town beyond the end of the Roman period and though evidence exists from excavations particularly at Deansway archaeological evidence for the Anglo Saxon period is still very rare. Most significantly, at the end of the seventh century, during the reorganisation of the Church under Archbishop Theodore, the see was founded at Worcester and the City came to be dominated by the church and Cathedral that would continue to influence the City so heavily in the medieval period.

Its position as a key river crossing point on the route between the key southern cities of London, Oxford & Bath and Wales has left its mark on the community most violently by civil wars in the twelfth and seventeenth centuries including the significant 1651 Battle of Worcester. Even in the twenty-first century the city continues to act as a litmus paper for modern political battles, in the fight for the votes of 'Worcester Woman'.

Encompassing both urban and rural land, the city has developed to serve the fertile surrounding agricultural area and has also experienced the poverty of slums, factory work and heavy industry. The industries for which the city is most famous – Roman iron working, medieval tile making and cloth manufacture, as well as its more recent gloving, vinegar making and porcelain industries– exploited the benefits of local raw materials, good transport and close-at-hand labour.

Worcester is provincial, yet here creativity and enterprise has had internationally significant impact from the experimentation of the early porcelain industry, to the founding of the British Medical Association and the compositions of Sir Edward Elgar.

Worcester's position as both city and country, both gated and yet outward-looking, both working class and affluent – its representative cross section of English history is what makes the city's history special.

ARCHAEOLOGY

Includes:

- Large deposits from the key city centre excavations Lychgate, Blackfriars, Sidbury, Copenhagen Street, High Street, Deansway, Magistrates Court, the Commandery and Newport Street
- Significant collections of flints by three key collectors: A.E. Jones, Bruton and Bowen. Stone axes from several sites across Worcestershire.
- Bronze age pottery and axes from sites both in the city and wider county; a Bronze Age sword dredged from the River Severn.
- Roman pottery, glass, metalwork, ironworking, bronzeworking and glassworking waste plus a rural Roman milestone and mosaic. Roman Severn Valley and Samian ware are also well represented.
- Anglo Saxon grave goods including jewellery, metalwork, shield bosses, spears and a sword chape from sites both in the city and wider county.
- Medieval pottery, floortiles, domestic metalwork, glass, shoes and a rare barrel latrine from sites within the city walls.
- Post medieval pottery and glass bottles. Eighteenth and Nineteenth porcelain waste and kiln furniture from the city industry.
- Human remains including Roman cremations from the Diglis cemetery, Roman skeletons from the Kings School cemetery and a significant collection of disarticulated medical waste from medical treatment, training and post mortems carried out at Worcester Royal Infirmary
- Paper archives of site records, notes, maps, plans, drawings, photographs, written reports. Digital material is deposited with the Archaeology Data Service (ADS)

Museums Worcestershire will continue to seek to acquire excavated material, chance finds and paper archives from every period from the Palaeolithic to the present day from within the boundary of the City of Worcester, and from property belonging to Worcester City Council.

Archives of excavated finds will be subject to a rationalisation and selection process undertaken on a site by site basis in discussion with the Museum, Archaeological Contractor and City Archaeology Officer and subject to the Guidelines for Depositing Archaeological Archives.

The acquisition of private and historical archaeological collections of relevance to the City or City people will be considered on a case-by-case basis if offered.

Archaeological material from outside the City boundary may be considered for acquisition in exceptional circumstances. Items designated as treasure are more rarely found in built up areas and items found elsewhere in the county may be most appropriately held within the city collection.

SOCIAL HISTORY & APPLIED ART

Includes:

Working Histories

- Large industrial and agricultural machinery from key Worcester firms including items from Lee & Perrins, Fownes Glovemakers, Spetchley Bros Brewery and Guinness Hop Farm. In some cases they represent the first stage of mechanisation and demonstrate local enterprise and creativity in the design of the process.
- Sizeable collections from individual Worcester tradesmen and small firms, including the Stewards Chemist Shop, Littlebury printers, early twentieth century offices and a cobbler's shop.
- A large and important collection of gloves and relating archives from collector Robert Ring and a range of glovemaking tools both from factories and outworkers. This reflects Worcester's international recognition between the 18th and 20th century as a centre for the manufacture of gloves.
- A small collection of shoes drawn from Worcester's late nineteenth and early twentieth century shoemaking factories.
- A representative collection of Royal Worcester porcelain (a comprehensive collection is held by the Museum of Worcester Porcelain) from 1751 to the present day alongside interesting examples of work by other local, English and international manufacturers, with a particularly strong collection of Boehm of Malvern.
- Ephemera from Worcester firms such as Kays.
- Cared for on long-term loan, spectacular large historic textiles from the Clothiers' Company. This includes a late fifteenth century embroidered funeral pall, which was supposed to be used at the funeral of Prince Arthur at Worcester Cathedral in 1502.

Future collecting should continue to represent firms and small businesses that exist uniquely in Worcester because of its position as a transport link (both physically through river, rail, canal and road and virtually through digital media) and that exploit the urban/rural locality.

Community, Domestic and Personal Histories

- Architectural fragments, particularly from churches, in Worcester. In some cases the area has been redeveloped and the building no longer exists. Together with photographic records recording architectural change in the city, these form a physical record of the urban landscape.
- Weaponry, armour and historic items relating the Civil War period and the particular role of Worcester.

- Coins, tokens and medals, both with a Worcester connection national and international, including coinage from the earliest times and most significantly, from Anglo Saxon Worcester mints
- A moderately-sized costume collection including some examples of agricultural costume and a small collection on long-term loan collected by the Worcester Women's Institute.
- Domestic items with a particular strength in kitchen items and cookery.
- A small collection of furniture, including a varied school collection.

Future collecting will focus on developing areas where the Worcester's experience of an issue - both historically, from the present and into the future - is particularly strong. It is important to avoid the collection of duplicate examples of mass produced items common to any part of the country, unless they are accompanied by firm evidence of their particular significance to Worcester and of the city's leading place in this field.

Documentation of the recent past will continue to take place not only through the collection of objects, but also through documentary, oral and photographic sources. The emphasis will be on actively seeking items from identified themes rather than continuing to accept more items from the categories already well represented.

Understanding Collecting

The Story of Worcester's Museums

CABINETS OF CURIOSITY

As one of the earliest established museum collections in the country, Worcester City's collections span 175 years of collecting interest, fashion and occasional excess. The result is some exceptional individual items and small collections which are highly unusual in a medium-sized regional museum and should be seen as a strength of Worcester's collection.

Many of these objects are fascinating for visitors because of their rarity and for some visitors represent what a museum 'ought to be'. The potential for learning is high and some have clear links to units of the National Curriculum. These collections should be seen principally as a source of inspiration and comparison for the other collections as developing staff expertise in these areas is not a priority.

Non-native Natural History Specimens

Includes:

- Important Australian and New Zealand bird study specimens, including specimens donated by Gould and Holden, the extinct Huia, and the rare Kokako and Kakapo and a large Albatross brought here from the Southern Hemisphere. Also a collection of foreign taxidermy specimens, including big game hunting trophies.
- A good range of mineral specimens from worldwide locations, mostly collected in the nineteenth century, and including the Strutt and Tennant collections.
- Within the large shell collections collected by Whitmore, Gale, Martin, Moseley and Thomas, examples from the Indian Ocean.
- About 100 specimens preserved in spirit jars including examples from the Challenger expedition.

Ethnology

Includes:

- A small but varied collection of decorative items from Asia, America, and the South Pacific including pottery and ceramics, weapons, costume and religious items. This includes a Maori skull and amulet made from human bones which may be appropriate to repatriate to New Zealand following further research.
- Excavated Ancient Egyptian artefacts including the Corbett collection. Included within this collection are some small but important items and some mummified animal remains.

Most of these collections have not been added to in recent years and there are no plans to increase any of these collections.

HISTORY OF THE MUSEUM BUILDINGS

The two museum buildings, the Commandery and the Art Gallery & Museum are themselves important historical assets for Worcester City. Historical items relating to the development of the museums in Worcester and their buildings have been collected steadily since the foundation of the service in the 19th century. These will continue to be acquired with careful selection and moderation.

The recent extensive refurbishment at the Commandery has given the opportunity to draw out six periods of history through interpretation, selected objects and, most importantly, the building and site itself. Historical and archaeological items more fully illustrating these periods will continue to be sought, as will items which help develop Commandery connections with the City and beyond and which illustrate stories from the history of the site. In some cases it will be most appropriate to collect items for handling purposes – and thus sometimes used to destruction - rather than for acquisition into the main museum collection.

Worcester City Council owns the birthplace of Sir Edward Elgar in Lower Broadheath (in the district of Malvern Hills) and the service provided formal curatorial support in the early stages of Registration. The Birthplace is now an important partner in the City's museum fabric. Worcester City Museums will work closely with the Birthplace to help protect collections and sites which are significant in the life of Elgar, especially as they relate to locations within Worcester.

Working and Educational Collections

The power of museum objects can sometimes only be fully accessed through handling the artefact, or seeing it work in its original function. In order to preserve significant items, it is important that some specific objects are designated or collected as handling/working items. These items are not considered part of the main collection and the processes of acquisition, documentation and disposal is less formal than for the main collection.

Education Collection

Handling items enable visitors, particularly in formal learning groups, to interact direct with objects by touching, feeling and wearing. These items might be original historic items or replicas. Although treated with care, it is assumed that some will be damaged or destroyed with use and that eventual disposal may be necessary.

Museums Worcestershire have a number of objects that have been collected or prepared especially for handling, particularly by school groups, the majority of which are not accessioned. Donations of historical objects have also sometimes been designated as handling rather than refusing the offer.

During the lifetime of the policy, Museums Worcestershire learning staff will rationalise the education collections of both city and county and dispose of objects which have little or no handling value. As part of this process gaps in the handling collection will be identified through consultation and items actively collected to fill those gaps.

Working Objects

Working items are restored, sometimes with the addition of new parts, to more fully demonstrate the purpose they were originally used for. The restoration should not transform the original purpose or original look of the object: if parts are removed as part of the restoration they will be kept alongside the object. The decision to restore an object to 'working' should only be made to add to visitors' understanding of that item rather than simply to make it look more attractive. Once an object has been restored to work it should, wherever possible, be maintained in a working state.

As part of the full audit of the social history collections during the life of this policy, a small number of items may be designated as working.

Themes and Priorities for Rationalisation and Disposal

Museums Worcestershire recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process. The procedural process is laid out in the *Acquisition and Disposal Procedures* document associated with this Collections Development Policy.

During the lifetime of the policy, Museums Worcestershire will identify, research and, if appropriate, process objects for disposal that are:

- Damaged beyond repair
- Contain hazardous materials with risks that cannot be sufficiently mitigated
- Were previously overcollected in duplicate, in bulk without sampling or selection or are unprovenanced and have no relevant context
- Or are not part of the collection but were abandoned loans or unaccepted gifts.

From the Worcestershire City museum collection, this work will focus on duplicated and damaged domestic and industrial objects and archaeological excavations where material was deposited without sampling or selection.

Limitations on Collecting and on Disposal

Worcester City Council and Museums Worcestershire recognise their responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

Museums Worcestershire recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

Worcester City Council will not undertake disposal motivated principally by financial reasons.

Collecting Policies of Other Museums

Museums Worcestershire will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialisms, in order to avoid unnecessary duplication and waste of resources.

Worcestershire County museum collection.

The two museum collections managed by Museums Worcestershire have complementary strengths and themes. All potential acquisitions and disposals are discussed by a curatorial panel and, when required, by the Joint Museums Committee to ensure that each collection continues to grow its strengths and neither duplication nor gaps occur.

In addition, specific reference is made to the following organisations:

- Worcestershire Archives and Archaeology Service which is the main repository for documentary items relating to Worcester City and Worcestershire County.
- Worcester Porcelain Museum, Elgar Birthplace Museum, Worcestershire Masonic Library & Museum Trust George Marshall Medical Museum who collect items connected to specific parts of Worcester's history.
- Worcestershire Regiment Museum Trust and Worcestershire Yeomanry Museum Trust who collect items relating to Worcester's military history.

Acquisition Procedures

- a. The policy for agreeing acquisitions is laid out in the *Museums Shared Services Partnership Agreement* between Worcestershire County Council and Worcester City Council, 2010, schedule 7. The procedure will follow the Acquisitions and Disposal Procedures document associated with this Collections Development Policy.
- b. Museums Worcestershire will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- c. Museums Worcestershire will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- d. In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, Museums Worcestershire will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.
- e. Museums Worcestershire will seek to acquire copyright along with artefacts and research being added to the collection, but where this is not possible will follow current legal obligations and guidance with regard to artefacts and research for which it has responsibility.

Acquisition and Management of Specialist Collections

- a. As the Worcester City museum collection holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.
- b. So far as biological and geological material is concerned, Museums Worcestershire will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.
- c. Archaeological material
 - i. Museums Worcestershire will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any

suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

- II. In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).
- d. The Repatriation and Restitution of objects and human remains
- I. The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the *Guidance for the care of human remains in museums* issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the decision procedures described in the 'Disposal Procedures' section will be followed but the remaining procedures describing the method of disposal are not appropriate.
 - II. The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.
- e. Museums Worcestershire will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.
- f. Worcester City museum collection holds a small quantity of archives, including photographs and printed ephemera that were either acquired before the formation of Worcestershire Record Office/Archives Service or have a strong relationship to the other museum collections. Its governing body will be guided by the *Code of Practice on Archives for Museums and Galleries in the United Kingdom* (3rd ed., 2002) and will consider in the future if accreditation by the National Archive's Archive Service Accreditation Scheme should be sought
- g. Any exceptions to the above clauses will only be because the museum is:
- acting as an externally approved repository of last resort for material of local (UK) origin
 - acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the Museums Worcestershire will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. Museums Worcestershire will document when these exceptions occur.

Disposal Procedures

- a. All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.
- b. The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- c. When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- d. When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale or as a last resort - destruction.
- e. The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.
- f. A decision to dispose of a specimen or object, whether by gift, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.
- g. Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- h. If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- i. The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

- j. Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.
- k. The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- l. Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.
- m. Disposal by exchange: Museums Worcestershire will not dispose of items by exchange.
- n. Disposal by destruction
 - I. If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
 - II. It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
 - III. Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
 - IV. Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
 - V. The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

Associated Guidelines

Worcester City Museum Collection Development Policy is referenced by the following documents:

Collections Management Policy

This policy outlines the approach and framework to develop and care for these collections to ensure the people of Worcestershire today and for future generations continue to access and understand their culture and heritage.

Human Remains Policy

Since 2008, collecting in Worcester City has been guided in the management of the human remains it curates, by its Policy for the Care of Human Remains. It is based on DCMS 2005 *Guidance for the Care of Human Remains in Museums* and has been reviewed and extended to guide the care of the Worcestershire County's collection of human remains collection in 2015.

Conditions for Deposition of Archaeological Archives

Intended principally for use by archaeological contractors, this document sets out the requirements of Museums Worcestershire when acquiring artefacts and archives resulting from of archaeological excavations. It aims to ensure consistency of approach and ease of future access to the information.

Acquisition and Disposal Procedures

This document lays out the process to be followed when objects are considered for acquisition or for disposal. It is partly based on the Museums Association's *Disposal Toolkit* and has integrated advice from the Museums Association to Museums Worcestershire.

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Worcestershire County Council

Museum Collection Development Policy

2015-2020

Governing Body: Worcestershire County Council
Adopted by Joint Museums Committee, xxx 2015

Policy review procedure:

The collections development policy will be published and reviewed from time to time, at least once every five years. Date at which this policy is due for review: November 2020

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

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Overview

Purpose of the Collection Development Policy

This policy sets out the principles that will provide the Joint Museums Committee elected members for Worcestershire County Council and their supporting officers with a framework for the scrupulous and ethical acquisition and disposal of collections using clear procedures and decision-making processes common to UK museums in the Accreditation Scheme.

Implementing the policy will enable Museums Worcestershire to demonstrate the public benefit in their actions relating to the acquisition and disposal of collections on behalf of Worcestershire County. It provides a basis for decision-making and an informed dialogue between governing bodies, donors, funding bodies and other stakeholders.

This policy applies to material which Worcestershire County Council owns or oversees in trust, and has accessioned into the museum collection or intends to own and accession into the collection.

Worcestershire County Council will ensure that both acquisition and disposal are carried out openly and with transparency.

By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

Acquisitions outside the current stated policy will only be made in exceptional circumstances.

Museums Worcestershire will not take in objects on loan as a shortcut to more formally acquiring them. Items will only be borrowed for the purpose of display or to shed additional research information on the existing collection.

Museums Worcestershire Statement of Purpose

We aim to enrich the lives of people from Worcestershire and beyond, today and for future generations.

We want to inspire them to deepen their knowledge of the City and County and make sense of the world.

We will do this by preserving and interpreting the museum collections and sites; sharing our passion for the unique art, artefacts and stories that have shaped the identity of Worcestershire and its county town for over 2000 years.

Museums Worcestershire roles are to:

- Enable shared experiences, discovery and interaction at the County Museum at Hartlebury Castle, The Commandery, Worcester City Art Gallery & Museum, Museum on the Move and the Collections Centre.
- Safeguard the museum collections of Worcester City Council and Worcestershire County Council, maintaining national standards of care.
- Enrich the cultural heritage and future of Worcestershire and beyond.
- Expand perspectives and opportunities by supporting other museums and organisations in Worcestershire and beyond.

The Worcestershire County collection includes archaeology, social history and decorative arts; some elements of the collection are of national significance.

A range of services is available to make the collections more accessible to the public. These include exhibitions, workshops, events, holiday activities, talks and guided tours on a regular basis; community based projects are also developed for new audiences. The museum website provides access to information on collections both by museum staff and external experts.

History of Collecting at Worcestershire County

The Worcestershire County museum collection comprises material evidence and associated information relating to the history of the County of Worcestershire and the people who have lived and worked there, and reflects the working life of a rural and urban county from earliest times.

The Worcestershire County Museum was founded in 1964, with the core collection of rural life artefacts donated by the Parker family from Tickenhill Manor near Bewdley. This collection is held in a charitable trust for the benefit of the public. Further collecting has continued in the following decades under the governance of Worcestershire County Council.

In 2006 a partnership was formed with Worcestershire City Museum in the formation of a joint museum store on Hartlebury Trading Estate. The majority of the collections have been moved from less-suitable stores and are now stored to a high professional standard in this building, making the collections more widely accessible for visitors, researchers and learning groups.

In 2010 Worcester City Council and Worcestershire County Council took the decision to merge the management of their collections and museum venues, although ownership remained with each authority and the collections are managed in parallel. The new service was named Museums Worcestershire and is overseen by the Joint Museums Committee, formed of representatives from each authority and, when required, additional external expertise.

Collections Development

An Overview of Current Collections

The County Museum primarily collects material under the following disciplines:

Archaeology

The Museum holds archaeological collections from within the present boundaries of Worcestershire, excluding the area covered by the collecting policy of Worcester City Museums Service and the major excavation archive from Bordesley Abbey. The collection includes finds from research excavations prior to PPG15 and PPG16, sites investigated in response to development, chance finds and treasure items.

The collections reflect the settlement of Worcestershire from the Pleistocene through to Post-Medieval times and include:

- Large deposits from the key county excavations at Beckford, Madresfield, Bays Meadow Roman Villa, Upwich, Old Bowling Green and Hanbury Road, Droitwich
- Pleistocene mammal, particularly mammoth, remains from excavations during the M5 widening at Strensham
- Bronze Age burial urns from Holt.
- Iron age currency bars from Malvern, a rare crouched Iron Age burial from Church Lench, and a significant and extensive archive from the Iron Age settlement at Beckford
- Extensive collections of Roman Severn Valley Ware pottery, including from kiln sites at Newlands, briquetage from Droitwich, evidence of roman salt working from Droitwich, Bredon Hill and Hartlebury Roman Coin Hoards and the archive, including wall paintings and a mosaic, from Bays Meadow Roman Villa
- Anglo Saxon and early medieval coin hoards from Severn Stoke and Wyre Piddle and a 10th century Anglo-Scandinavian gold ring from Kyre Park.
- Medieval salt working evidence, including the site of the main well, from Upwich
- Paper archives of site records, notes, maps, plans, drawings, photographs, written reports. Digital material is deposited with the Archaeology Data Service (ADS)
- The County Museum holds a numismatic collection that covers most aspects of official coinage from the Roman period to the present day as well as token coinage. Gaps in the

collection include the Iron Age and the seventeenth century with the exception of a rare Charles I half-crown minted at Hartlebury Castle during the Civil Wars.

Domestic and Family Life

Domestic and Family Life is a collection dating from 1890 to 1940 relating to cooking, heating, cleaning and lighting with examples of household furnishings and furniture.

Included within this section are:

- Toys, games and dolls, 1900 to 1940
- domestic textile crafts of sewing, lace making and patchwork of the nineteenth and early twentieth century

Transport

The Transport collection (1830s to 1950s) has both utility and passenger carrying vehicles. The collection includes a unique and nationally important series of gypsy caravans including examples of a Reading waggon, a Bow Top, a Ledge Waggon, an Open Lot and a Square Burton.

In addition it includes:

- Types of farm waggon, drays, and carts.
- Commercial vehicles include a carrier's cart, delivery vans, an ambulance, hearse, hansom cab and hotel omnibus
- Private vehicles including a travelling chariot, phaeton, governess carts and brougham.
- Bicycle collection (circa 1870 to 1960) which has a variety of machines including tricycles, ordinaries, a quadricycle and a range of safety bicycles.
- A motor vehicle made in Kidderminster, the Castle Three car.

Costume and Textiles

The costume and textiles collection comprises material circa 1750 to 1950s and is one of the finest costume collections in the region.

It includes:

- Women's costume is a comprehensive collection of fashionable costume and accessories, such as parasols, fans, shoes and headwear. Of particular interest are the eighteenth-century gowns and shoes.
- Examples of eighteenth-century baby clothes and early nineteenth-century juvenile wear.
- Seventeenth-century man's buff leather coat and men's eighteenth-century waistcoats, as well as uniforms and smocks.

Rural Crafts and Agriculture

The Museum has a varied collection of nineteenth-and early twentieth- century material representing aspects of the rural life and farming throughout the year before modern mechanisation:

- Woodland trades - besom making, basket making, clog sole making, bark stripping
- Leather working - saddler, shoemaker
- Tools and products of the carpenter, wheelwright and cooper and the blacksmith.
- Specialised industries such as Nash's scythe making, the Lewis ironworks, and the Bromsgrove Guild are also represented.
- Ploughs, seed drill, seed fiddle, dibbers, sickles and scythes, flails, hay knives, weeding tools, forks and spades, hoes, harrows.
- Small hand tools are well represented but there are fewer implements.
- Other agricultural items include examples of dairying equipment and veterinary tools.

Working and Educational Collections

The power of museum objects can sometimes only be fully accessed through handling the artefact, or seeing it work in its original function. In order to preserve significant items, it is important that some specific objects are designated or collected as handling/working items. These items are not considered part of the main collection and the processes of acquisition, documentation and disposal is less formal than for the main collection.

Education Collection

Handling items enable visitors, particularly in formal learning groups, to interact direct with objects by touching, feeling and wearing. These items might be original historic items or replicas. Although treated with care, it is assumed that some will be damaged or destroyed with use and that eventual disposal may be necessary.

Museums Worcestershire have a number of objects that have been collected or prepared especially for handling, particularly by school groups, the majority of which are not accessioned. Donations of historical objects have also sometimes been designated as handling rather than refusing the offer.

During the lifetime of the policy, Museums Worcestershire learning staff will rationalise the education collections of both city and county and dispose of objects which have little or no handling value. As part of this process gaps in the handling collection will be identified through consultation and items actively collected to fill those gaps.

Working Objects

Working items are restored, sometimes with the addition of new parts, to more fully demonstrate the purpose they were originally used for. The restoration should not transform the original purpose or original look of the object: if parts are removed as part of the restoration they will be kept alongside the object. The decision to restore an object to 'working' should only be made to add to visitors' understanding of that item rather than simply to make it look more attractive. Once an object has been restored to work it should, wherever possible, be maintained in a working state.

As part of the full audit of the social history collections during the life of this policy, a small number of items may be designated as working.

Themes and Priorities for Future Collecting

Archaeology

Worcestershire County Museum will continue to seek to acquire excavated material, chance finds and paper archives from every period from the Palaeolithic to the present day from within the boundary of the County of Worcestershire, and from property belonging to Worcestershire County Council.

Archives of excavated finds will be subject to a rationalisation and selection process undertaken on a site by site basis in discussion with the Museum, Archaeological Contractor and City Archaeology Officer. Internal rationalisation and selection strategies devised by archaeological units will not be applied without discussion in the County of Worcestershire.

The acquisition of private and historical archaeological collections of relevance to the County or County people will be considered on a case-by-case basis if offered.

Archaeological material from outside the County boundary may be considered for acquisition on liaison or in partnership with other accredited museums in exceptional circumstances.

Worcestershire County Museum will seek to acquire the more significant treasure items found within the County boundaries where it can.

Social History

The county museum collection should build on the strengths of its other collections and future collecting should be guided by themes in the existing collections, with a preference for objects relating to the period before 1890 and post 1945.

Because of the limitations of storage space, staff and conservation resources, care will need to be exercised in selecting only new acquisitions that have a Worcestershire provenance or fill an identifiable gap in an existing collection. New acquisitions must be selected using the criteria of local *i.e.* county manufacture, use or association.

Priority will be given to objects which fill identifiable gaps in the existing collection. Current gaps include:

- Objects relating to the smaller community trades such as shops and pubs.
- Objects relating to the sporting strengths of the county.
- Examples of everyday and occupational costume with a strong provenance and story of Worcestershire people.

- Contextual material relating to gypsy life, particularly when relating to Worcestershire to give background information to the important gypsy vehicle collection.

Themes and Priorities for Rationalisation and Disposal

Museums Worcestershire recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process. The procedural process is laid out in the *Acquisition and Disposal Procedures* document associated with this Collections Development Policy.

During the lifetime of the policy, Museums Worcestershire will identify, research and, if appropriate, process objects for disposal that are:

- Damaged beyond repair
- Contain hazardous materials with risks that cannot be sufficiently mitigated
- Were previously overcollected in duplicate, in bulk without sampling or selection or are unprovenanced and have no relevant context
- Or are not part of the collection but were abandoned loans or unaccepted gifts.

From the Worcestershire County museum collection, this work will focus on incomplete vehicles and duplicated and damaged domestic and rural craft objects.

Limitations on Collecting and on Disposal

Worcestershire County Council and Museums Worcestershire recognise their responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

Museums Worcestershire recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

Worcester County Council will not undertake disposal motivated principally by financial reasons.

Collecting Policies of Other Museums

Museums Worcestershire will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialisms, in order to avoid unnecessary duplication and waste of resources.

Worcester City museum collection.

The two museum collections managed by Museums Worcestershire have complementary strengths and themes. All potential acquisitions and disposals are discussed by a curatorial panel and, when required, by the Joint Museums Committee to ensure that each collection continues to grow its strengths and neither duplication nor gaps occur.

In addition, specific reference is made to the following organisations:

- Worcestershire Archives and Archaeology Service which is the main repository for documentary items relating to Worcester City and Worcestershire County.
- Avoncroft Museum, Forge Mill Needle Museum, Gordon Russell Museum, Kidderminster Railway Museum, Kidderminster Carpet Museum, the Wythall Transport Museum, Worcester Porcelain Museum, Elgar Birthplace Museum, Worcestershire Masonic Library & Museum Trust George Marshall Medical Museum who collect items connected to specific parts of Worcestershire's history.
- Worcestershire Regiment Museum Trust and Worcestershire Yeomanry Museum Trust who collect items relating to Worcestershire's military history.
- Bewdley Museum, Malvern Museum, Tenbury Museum, the Almonry Museum in Evesham and Bromsgrove Museum who collect objects relating to geographical areas within Worcestershire.

Acquisition Procedures

- a. The policy for agreeing acquisitions is laid out in the *Museums Shared Services Partnership Agreement* between Worcestershire County Council and Worcester City Council, 2010, schedule 7. The procedure will follow the Acquisitions and Disposal Procedures document associated with this Collections Development Policy.
- b. Museums Worcestershire will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- c. Museums Worcestershire will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- d. In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, Museums Worcestershire will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.
- e. Museums Worcestershire will seek to acquire copyright along with artefacts and research being added to the collection, but where this is not possible will follow current legal obligations and guidance with regard to artefacts and research for which it has responsibility.

Acquisition and Management of Specialist Collections

- a. As the Worcester County museum collection holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.
- b. So far as biological and geological material is concerned, Museums Worcestershire will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.
- c. Archaeological material

- I. Museums Worcestershire will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
 - II. In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).
- d. The Repatriation and Restitution of objects and human remains
- I. The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the *Guidance for the care of human remains in museums* issued by DCMS in 2005) , objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the decision procedures described in the 'Disposal Procedures' section will be followed but the remaining procedures describing the method of disposal are not appropriate.
 - II. The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.
- e. Museums Worcestershire will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period' , issued for non-national museums in 1999 by the Museums and Galleries Commission.
- f. Worcestershire County museum collection holds a small quantity of archives, including photographs and printed ephemera that were either acquired before the formation of Worcestershire Record Office/Archives Service or have a strong relationship to the other museum collections. Its governing body will be guided by the *Code of Practice on Archives for Museums and Galleries in the United Kingdom* (3rd ed., 2002) and will consider in the future if accreditation by the National Archive's Archive Service Accreditation Scheme should be sought
- g. Any exceptions to the above clauses will only be because the museum is:
- acting as an externally approved repository of last resort for material of local (UK) origin
 - acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the Museums Worcestershire will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. Museums Worcestershire will document when these exceptions occur.

Disposal Procedures

- a. All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.
- b. The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- c. When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- d. When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale or as a last resort - destruction.
- e. The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.
- f. A decision to dispose of a specimen or object, whether by gift, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.
- g. Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- h. If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- i. The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other

interested individuals and organisations giving priority to organisations in the public domain.

- j. Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.
- k. The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- l. Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.
- m. Disposal by exchange: Museums Worcestershire will not dispose of items by exchange.
- n. Disposal by destruction
 - I. If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
 - II. It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
 - III. Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
 - IV. Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
 - V. The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

Associated guidelines

Worcestershire County Museum Collection Development Policy is referenced by the following documents:

Collections Management Policy

This policy outlines the approach and framework to develop and care for these collections to ensure the people of Worcestershire today and for future generations continue to access and understand their culture and heritage.

Human Remains Policy

Worcestershire County museum collecting has been guided in the management of the human remains it curates, by its Policy for the Care of Human Remains. It is based on DCMS 2005 *Guidance for the Care of Human Remains in Museums*.

Conditions for Deposition of Archaeological Archives

Intended principally for use by archaeological contractors, this document sets out the requirements of Museums Worcestershire when acquiring artefacts and archives resulting from of archaeological excavations. It aims to ensure consistency of approach and ease of future access to the information.

Acquisition and Disposal Procedures

This document lays out the process to be followed when objects are considered for acquisition or for disposal. It is partly based on the Museums Association's *Disposal Toolkit* and has integrated advice from the Museums Association to Museums Worcestershire.

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

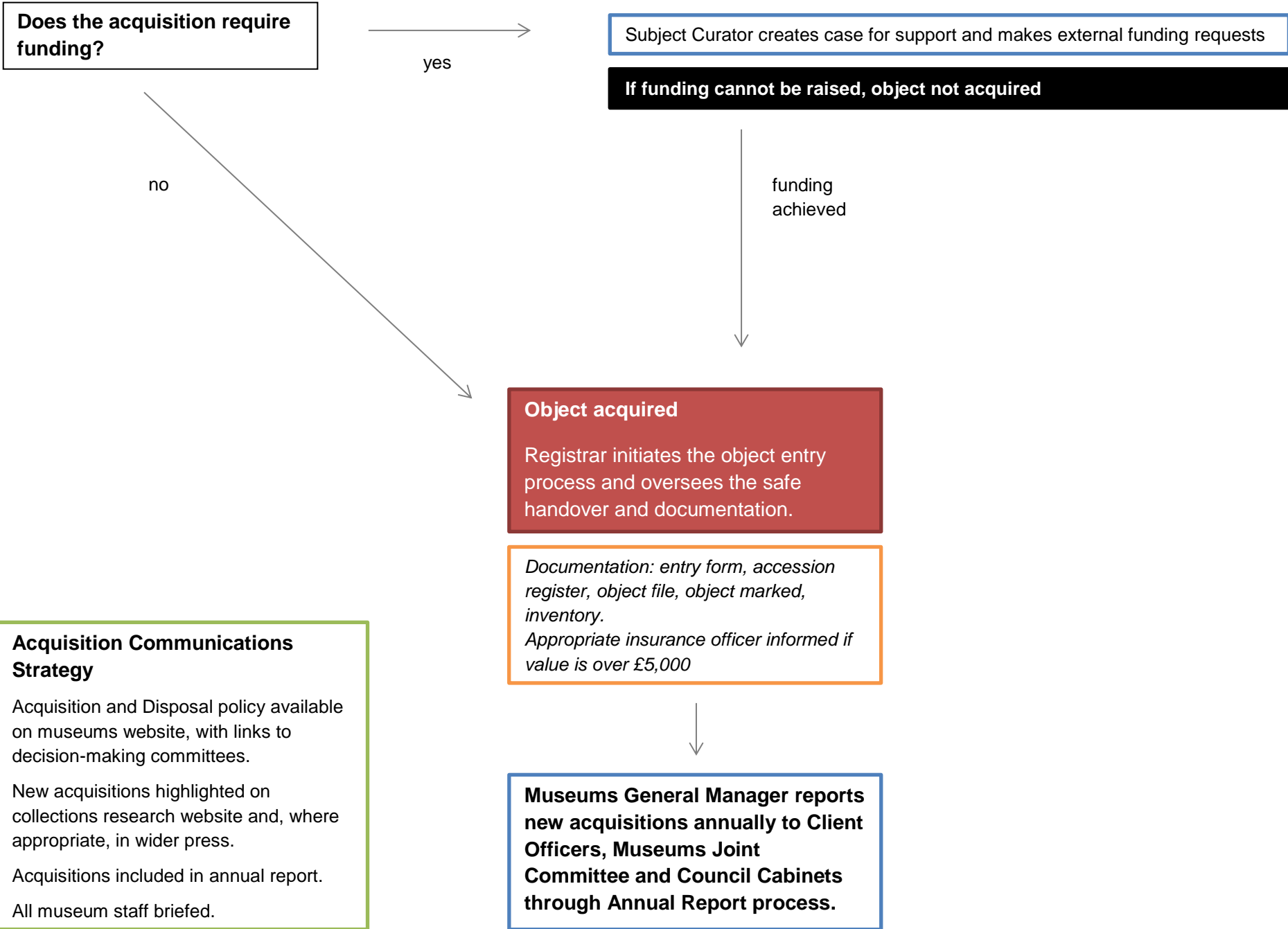
Documentation: meeting minutes

If decision made to acquire

Treasure process completed

Curator of Archaeology reviews valuation and investigates funding.

continue next page



Collections Disposal Procedure

Object damaged beyond repair

Criteria:

Object can't be moved without significant damage OR
Object has disintegrated past identification OR
Object's condition poses a threat to other objects

Documentation: damage report, object photo, object description

Object containing hazardous materials

Criteria:

Standard risk assessment undertaken, after risks can be mitigated, assessment of consequence/likelihood matrix is still in the extreme (red) area.

Documentation: risk assessment, object photo, object description

Objects that were previously overcollected

Criteria:

Duplicated objects OR
Initially collected in bulk without sampling or selection OR
Individual object is unprovenanced or has no relevant context

Documentation: research into this type of object, object photo, object description

Abandoned loan or donation

Criteria:

Last contact over 10 years ago
AND
At least 2 attempts have been made to find and return the item to the lender or donor

Documentation: attempts to return, disposal risk assessment, object photo, object description

Do Emergency Services need to dispose immediately?

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

no →

Is the object of low significance?

Meets 2 or more of these criteria:

Comes from outside our geographical collecting area
Has no known research potential
Has no associations with people or events
Is undisplayable
Is a replica object collected in error
A better example or sample is being retained
It cannot be made safe to store and handle

Documentation: significance matrix

If object not of low significance, do not dispose

→ yes

continue next page

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

no →

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.

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 Statement – Unethical Sale from Museum Collections

As a group of the key funding, development and membership bodies for the museums sector, we are seriously concerned about cases of unethical sale from museum collections and the targeting of collections as a source of income. We believe this will erode the long-held and hard won trust that the public have in museums and will cause irreversible damage to the UK's cultural inheritance.

Museum collections, founded on civic conviction, public investment, and the goodwill and support of donors, represent an extraordinary act of generosity from one generation to another. It is clear that even when legally owned by museum governing bodies, they are primarily held in trust as cultural, not financial, assets. It is also clear that those responsible for them have a responsibility to protect and use these collections for the benefit of the public.

The unethical sale of items from museum collections constitutes a serious breach of trust with the public, supporters of museums and donors who have entrusted items to museums for perpetuity. This high level of trust was evidenced in a survey of public attitudes conducted by the Museums Association (2012) and is bound up with the long-term purpose of museums; people value the permanence of museums and their collections.

We recognise that, in the current financial climate, museum governing bodies face very difficult choices in trying to maintain services and that the responsibility for managing and caring for collections can be a difficult one. However, we do not accept that unethical sale from museum collections is an effective solution to the greater challenges that museums face.

The UK museums sector has worked within the Museums Association Code of Ethics for museums for more than 37 years. In Accreditation, it has the most mature and developed standard for museums practice in the world, as well as clear guidance around acquisition and disposal for collections. The principles of the code of ethics in relation to collections development are enshrined within Accreditation. Both the code of ethics and Accreditation make it clear that whilst financially-motivated sale from collections might be ethical under rare and exceptional circumstances, this must be determined on a case-by-case basis under the independent oversight of the Museums Association Ethics Committee and Arts Council England's national Accreditation Panel. The overriding expectation in all cases of disposal is that collections should remain in the public domain.

Museum governing bodies voluntarily commit to abide by the Museums Association Code of Ethics and the Accreditation Standard. These well established and internationally respected standards must be observed if museums are to maintain the essential trust of the public, donors and funders in looking after the collections held in their name.

Organisations that choose to act outside of the widely adopted standards for managing and caring for public collections will find that it has a direct impact on their relationships with development bodies and funders and the ability to access support. For example:



- Arts Council England will remove Accreditation from the museums run by the governing body in question. This will affect the ability to access Arts Council England museum funding. Likewise it will affect access to funding from the Welsh Museums Federation and NIMC.
- Museums Galleries Scotland, as Scotland's National Development Body, if not already in dialogue with the organisation in question will seek to enter into one. Any organisation/governing body that has been excluded from Accreditation will be ineligible for any MGS funding streams that use Accreditation as one of the criteria and, if it holds a Recognised Collection, will also be removed from the Recognition Scheme.
- The Heritage Lottery Fund will take into account the governing body's track record of the stewardship of its heritage when considering any future application. In addition they will not be eligible for funding in any future programmes that use Accreditation as one of the criteria.
- The Art Fund expects the museums it supports to care for their collections ethically, and takes this into consideration across all its funding programmes and partnerships. The governing body will not be able to apply to any current or future funding programmes that use Accreditation as a criterion, including its grants for acquisitions.
- The Museums Association expects all museums and museums governing bodies to abide by the MA Code of Ethics. Where a museum is found to have breached the Code through unethical sale from its collection, it will be barred from membership of the MA and will not be able to apply for funding from the MA for the duration of its loss of membership.
- Members of the National Museum Directors' Council will not enter into any further partnership activity with the museum, including object loans, and will reconsider any existing partnership arrangements.
- The Association of Independent Museums will take into account an applicant's track record in the stewardship of their heritage when considering any grant application, and applicants that have been excluded from Accreditation will not be eligible for any AIM grant schemes which use Accreditation as one of their criteria.
- If the museum is an accredited archive service, Archive Service Accreditation may be withdrawn in cases of financially-motivated disposal.

Unethical sale also risks wider reputational damage to museums and organisations associated with them. Bodies such as Arts Council England and the Heritage Lottery Fund have wider funding relationships with governing bodies beyond museums, and these relationships may well be damaged by cases of unethical sale. Likewise loss of Accreditation is likely to affect the ability of organisations to access potential partners, loans and donations.

Museums play an essential role in holding items of artistic, cultural, historic and scientific importance in trust for society. Their collections represent important bodies of knowledge and evidence of our material culture which have developed over many years and deliver a number of important public benefits, including public display, research, learning opportunities, economic value,



and cultural and scientific exchange. More broadly, they contribute to our wellbeing, help create better places and help us to understand the world we live in.

We very much want to work with museums to find the most effective ways to develop, protect and engage with our public collections so that we can meet our collective responsibility to pass on this precious legacy to the next generation.

NOTES

1. The Museums Association Code of Ethics is developed jointly by museums professionals and the public. It defines the consensus across the museums sector on the principles that should guide museum practice. Museums voluntarily commit to upholding the Code of Ethics. Ethical issues can be referred to the Museums Association Ethics Committee for advice and, where necessary, adjudication. Further information on the Code of Ethics can be found here: <http://www.museumsassociation.org/ethics/code-of-ethics>
Further information on the MA's guidance on Disposal and Financially Motivated Disposal can be found here: <http://www.museumsassociation.org/collections/disposal-toolkit>
2. The Museum Accreditation scheme is the UK standard for museums and galleries. It defines good practice and identifies agreed standards, thereby encouraging development. It is a baseline quality standard that helps guide museums to be the best they can be, for current and future users. The scheme is administered by Arts Council England in partnership with CyMAL: Museum, Archives, Libraries Wales; Museums Galleries Scotland and the Northern Ireland Museum Council. For further information, see the ACE website: <http://www.artscouncil.org.uk/what-we-do/supporting-museums/accreditation-scheme/>
3. This statement applies to all accessioned collections held within museums, including archives. For further information on accreditation for archives, see [Archive Service Accreditation](#) and the Archive Service Accreditation Committee's [Statement on the Withdrawal of Accredited Status \(2014\)](#)

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**JOINT MUSEUMS COMMITTEE
23 NOVEMBER 2015**

SUCCESSION PLANNING STATEMENT

Recommendation

1. **The Museums General Manager recommends that the Succession Planning Statement for Museums Worcestershire be approved.**

Background

2. At the last meeting it was noted that Museums Worcestershire has been invited to apply to renew its Accreditation status in February 2016. Museum Accreditation is the national standard for museums intended to drive improvements across the board. As such it is also used as an important tool to set criteria for the award of grants and other funding
3. Some areas of policy in particular require a review and approval by this committee. The Accreditation guidance includes a section on succession planning where both the approach and documentation require setting out as part of the application.
4. A succession policy statement has been prepared to set out the importance of this area of workforce development and to draw together current practice within the service which is already in place or at the planning stage.

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Supporting Information

Appendix – Succession Planning Statement

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:

Accreditation scheme for museums and galleries in the United Kingdom

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Succession Planning Statement

1. Succession planning is a major aid to business continuity in museums, where specialist knowledge and expertise is required to make collections and information secure for future generations as well accessible to the public we serve. The departure of key members of the team can have a critical impact on the service.

2. Museums Worcestershire roles are to:

- Enable shared experiences, discovery and interaction at the County Museum at Hartlebury Castle, The Commandery, Worcester City Art Gallery & Museum, Museum on the Move and the joint collections store.
- Encourage understanding through the preservation and interpretation of the museum collections of Worcester City Council and Worcestershire County Council.
- Expand perspectives and opportunities by supporting other museums and organisations in Worcestershire and beyond.
- Enrich the cultural heritage and future of Worcestershire and beyond.

3. Successful delivery of these aims requires a workforce with the knowledge, skills and expertise to fulfil a wide range of roles to a high standard. This succession planning statement is intended to ensure that Museums Worcestershire is able to continue to meet its obligations as far as possible, in the face of changes to its workforce, especially in key roles.

4. The principles underpinning this policy statement are:

- Succession planning at Museums Worcestershire will embrace the whole workforce and all roles within the shared service.
- The process will include the identification of those posts which have a critical influence on the future resilience and sustainability of the organisation. These are not confined to management positions within the organisation.
- It is intended to provide a structure to identify members of the team with the potential to be promoted or to take up alternative roles through the provision of a range of development and training experiences.
- It will work with the performance and planning framework of the host authority and Museums Worcestershire's annual training and development plan.

5. The mechanisms for delivering the succession plan currently in use or planned are:

- The use of the staff review and development scheme, conducted annually.
- Encouraging the development of skills and expertise through a more structured training scheme.
- Application of the Monument Fellowship Toolkit to ensure collections knowledge is shared and cascaded through the organisation.
- A corporate approach to policy setting and museum management
- Shared responsibility for reporting and presentations to the Joint Museums Committee.

- Support for graduate placement schemes and creative apprenticeships
- Working with Worcestershire County Council's Talent Management Programme
- Opportunities for "acting up" in positions with management or supervisory responsibility
- Use of the Insights training programme
- Opportunities to be part of project management teams
- Involvement in wider strategic partnerships
- Access to management and leadership courses
- Representing the organisation at local, regional and national levels.

6. We will also work with other museums and heritage organisations to create and take advantage of leadership development opportunities which are of mutual benefit.

DRAFT

**JOINT MUSEUMS COMMITTEE
23 NOVEMBER 2015**

ENVIRONMENTAL POLICY STATEMENT

Recommendation

- 1. The Museums General Manager recommends that that the Environmental Policy Statement for Museums Worcestershire be approved.**

Background

2. At the last meeting it was noted that Museums Worcestershire has been invited to apply to renew its Accreditation status in February 2016. Museum Accreditation is the national standard for museums intended to drive improvements across the board. As such it is also used as an important tool to set criteria for the award of grants and other funding.
3. An Environmental Policy statement is a mandatory requirement of the standard and a signed set of minutes approving the document is part of the submission.
4. The policy statement was first developed in 2012 but has since been updated to include the new projects and development plans now in progress. Improvements to museum premises remain the function of partner authorities and will continue to be guided by policy statements on sustainability for the City and County Councils.

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Supporting Information

Appendix – Environmental Policy Statement

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:

Environmental Policy Statement

In this statement the term 'sustainability' includes the natural, built, economic and social environments of Museums Worcestershire.

1. Museums Worcestershire is committed to uphold the principles of sustainability set out in the UK Sustainable Development Strategy, for the benefit of present and succeeding generations;

- Living within environmental limits
- Ensuring a strong, healthy and just society
- Achieving a sustainable economy
- Promoting good governance
- Using sound science responsibly

2. These principles are integrated into all of our work for the long-term benefit of Worcestershire's communities and to minimise the negative impacts on the local and global environment.

3. We will demonstrate this commitment by:

- Continuously improving our environmental, social and economic performance to maximise our positive and minimise our adverse effects on the environment and society
- Meeting or exceeding all relevant legislation, regulations and codes of practice
- Encouraging and monitoring responsible environmental, social and economic performance by our suppliers and contractors
- Raising awareness of and encouraging action for sustainability amongst our staff, partners and users

4. In particular we will:

- Endeavour to improve our use of resources – energy, water, materials, supplies and assets
- Work to reduce our carbon emissions
- Ensure that social and environmental issues are considered alongside economic ones in decision-making
- Protect and enhance biodiversity

5. We will achieve this by:

- Reducing staff travel by private car, particularly when only one person is travelling
- Using public transport wherever possible
- Introducing water-saving measures in public facilities

- Adopting methods of working that reduce or eliminate waste and pollution, emissions and discharges
- Publicising a 'switch it off' campaign at all sites
- Introducing energy-efficient light bulbs as traditional ones fail
- Re-using materials wherever possible
- Recycling those that cannot be re-used
- Sourcing goods and materials locally to reduce transport impacts and support the local economy
- Supporting and raising awareness of Fairtrade food and drink products in museum cafes
- Influencing our partners to act ethically and responsibly
- Raising sustainability awareness and commitment amongst staff through training and briefings
- Promote environmental awareness as part of our work with local Communities.

6. Our commitments in 2015-16 include:

- To reduce the energy consumption at the Commandery by 15% through the introduction of more energy efficient heating and humidity control, as part of a phased capital development plan.
- To develop proposals for the use of solar energy at the Hartlebury store in partnership with the City Council.
- To work with and support proposals to preserve natural habitats as part of the Hartlebury development project.
- To work with partners to develop cycle and walking trails at Hartlebury and within Worcester.
- To ensure all sites have received an energy efficiency review within the period of our current strategic plan 2015-18.

**JOINT MUSEUMS COMMITTEE
23 NOVEMBER 2015**

COMMANDERY PRICING POLICY

Recommendation

- 1. The Museums General Manager recommends that:**
 - a) the proposed level of fees and charges be agreed; and**
 - b) the fees and charges be referred to Worcester City Council for approval.**

Background

2. On 28 July the City Council Cabinet approved a capital sum of £260k for the development of the Commandery, including the Battle of Worcester story. Work is in progress to appoint an exhibition and interpretation designer to develop detailed proposals for the new display and other aspects of the visitor experience.
3. The proposals were based on an outline business plan prepared by DCA Associates, previously approved by this Joint Committee on 19 March 2015. (Minute no. 218 refers)
4. The work included a review of a marketing strategy and pricing plan commissioned from Blue Sail, with financial assistance from Arts Council England, in 2013-14. The marketing strategy identified the importance of the following:
 - The Commandery should directly target family, boomer and educational segments living within a 45-60 minute travel time
 - The Commandery should work in partnership to reach tourism markets (day trippers and staying visitors, including VFRs)
 - The focus on the Battle of Worcester presents an opportunity to target a specialist market too
 - There is potential to work in partnership with other heritage attractions in the City, including the Cathedral and Greyfriars.
5. The pricing plan endorsed by DCA recommended the following:
 - An increase in price across all categories
 - Introduction of charging for Worcester City Council residents, though at a reduced rate and once only in any one year
 - Introduction of children go free
 - Reduction in age related concessions
 - Introduction of a Visitor Pass to include entry to multiple heritage attractions.

6. The introduction of new fees and charges where a charge does not currently apply is a decision for the City Council but decisions on excluded powers are to be made following a recommendation from this Joint Committee.

7. The proposed new fees and charges for the Commandery are therefore set out in detail below:

Admission Charges	Current £	Proposed £	<i>See note</i>
Adults	5.50	5.95	
Adult Concession	4.50	4.95	1
Students 17+	4.50	4.95	
Child	2.50	Free	2
Worcester Residents	Free	5.00	3
Season Ticket (Adult)	6.00	5.00	4
Season Ticket (Concession)	6.00	5.00	5
Group Adult (10 people)	4.50	5.95	6
Group Concession (10 people)	3.50	4.95	7
School Visits – Includes 3 workshops and Audio Guide	4.50	4.50	
School Visits – Extra workshop or City Walk	6.00	6.00	
Drop-in activities (in addition to admission fee)	2 – 5.00	2 – 5.00	

1. In receipt of State pension in line with City Council policy
2. Each paying adult can bring up to 3 children in free of charge
3. To be renewed annually, gives free entry for the year
4. On top of the first admission fee and entitles holder to Free entry for the rest of the year
5. On top of the first admission fee and entitles holder to Free entry for the rest of the year
6. One Free admission per group (i.e. 9 + 1) and an introductory talk
7. One Free admission per group (i.e. 9 + 1) and an introductory talk

8. The proposals above are consistent with the recommendations from Blue Sail and DCA. The latter recommended limiting the increase on the basic admission fees until all the phases of the Commandery improvements have been completed. The charges above therefore should apply to the building when phase 1, the Battle of Worcester story, is opened to the public. This is currently anticipated in summer 2016.

9. School visit charges have also been held at existing levels pending a review of the learning offer. The range of prices for drop-in activities allows the costs of materials for any one session offered to be reflected in the price charged.

10. There will then be a further review prior to the completion of phase 2, which will also include plans for a Visitor Pass which require further negotiation with other heritage partners.

11. DCA's modelling of visitor income suggests that £46K net of VAT is possible in Year 1 with the introduction of new charges, following the completion of the first phase of improvements. This represents a 95% increase on current budgets, with the potential for further growth to £59K by Year 3 after reopening.

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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:

A Development and Business Plan for the Commandery – Final Report (DCA July 2015)

Agenda papers and Minutes of the Joint Museums Committee on 19 March 2015 (Item 4)

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**JOINT MUSEUMS COMMITTEE
23 NOVEMBER 2015**

SHARED SERVICE REVIEW

Recommendation

- 1. The Museums General Manager recommends that:**
 - a) the requirements for implementing a change in the hosting arrangements be noted; and**
 - b) the relevant officers be requested to develop proposals in advance of a report to both Member Authorities.**

Background

2. The shared service was established in April 2010, with the functions necessary to manage and develop the joint museums service delegated to this Joint Committee. The shared service has been hosted by the County Council since that date.
3. The partnership agreement between the two authorities makes provision for a regular review of the governance arrangements; the Joint Committee is able to make proposals for any changes which seem to the Joint Committee to be reasonable and appropriate in the circumstances.
4. A workshop was held on 29 October for members of this Joint Committee to review the hosting arrangements. A way forward was suggested that the hosting of the shared service should be transferred to Worcester City Council. The reasons for this proposed transfer include:
 - The shared service had been successful, although further partners had not come on board
 - WCityC 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
 - WCityC had the majority of the assets in the shared service
 - The Place Partnership had replaced the previous support from WCC property services
 - The financial challenges facing each council were different, WCityC was in a position to invest in History and Heritage, which would increase their proportion of the shared service
 - WCC had asked for an increase in the charge to WCityC for hosting
 - It seemed logical therefore for the hosting arrangements to change and for WCityC to be the host authority.

5. A preliminary report setting out decision-making process and timescales for potential implementation was requested for consideration at this meeting and the main points are set out below.
6. A decision on changing the hosting arrangements for the joint museums service is a matter for the Cabinet meetings of both authorities. To amend the Agreement the Member Authorities must enter into a deed of variation following that decision.
7. There are some key issues to be resolved in relation to the financial arrangements for the 2016-17 year and beyond. These include the impact of VAT and cultural exemption, an agreement on hosting arrangements, treatment of budget reductions and the impact of the Hartlebury funding agreement. Further advice is to be sought on these areas before an agreement can be reached.
8. The switchover associated with IT systems requires a substantial workload and will need additional capacity to resolve.
9. Subject to agreement at the County Council's Cabinet meeting on 4 February 2016, it would be possible to achieve the staff consultation required to complete a transfer on 1 April 2016.
10. The next step requires further discussion by officers from both Member Authorities to identify, in full, the scope of decisions required to be able to complete the switch of hosting from one party to another.

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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.

JOINT MUSEUMS COMMITTEE
23 November 2015

FINANCE REPORT

Recommendation

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

Background

2. This report provides financial information on the following:
 - a) Projection as at 31 October 2015
 - b) Subjective analysis
 - c) Explanation of major variances
 - d) Surplus/deficit split
 - e) Café report (attached as an Appendix)
 - f) Draft Budget proposal 2016-17

Table 1 : 2015/16 Projected Outturn as at 31 October 2015

	2015/16 Budget	Projected 2015/16	Variance	Variance %
	£'000	£'000	£'000	%
Hartlebury Main	203	164	-39	-19%
Hartlebury Education	-	-1	-1	
Hartlebury Café	-	8	8	
Collections	138	124	-14	-10%
Worcester City Museum & Art Gallery	173	175	2	1%
Commandery	107	114	7	6%
Grants	-	-1	-1	
Other City Museum Servs	239	240	1	0%
Future Fit from BEC reserves		-	-	
Total Joint Museum Service	860	823	-37	-4%

Table 2 : Subjective Analysis 2015/16

	Budget	Projection	Variance	%
	£000	£000	£000	
Employees	875	857	-18	-2%
Redundancy	0	0	0	
Premises	8	8	0	0%
Transport	11	11	0	0%
Supplies & services	163	186	23	14%
Transfer to reserve	0	0	0	
Income:				
Sales	-102	-95	7	-6%
Admissions	-34	-65	-31	90%
Education	0	-5	-5	
Other	-30	-39	-9	29%
Transfer from reserve	-31	-35	-4	13%
Total	860	823	-37	-4%

3. The transfer is from a reserve is:

£30,750 from a BEC reserve to fund a post at Hartlebury.
£3,974 from a Hartlebury Insurance reserve.

Explanation of major variances

4. The salary variance is from vacancies which have been filled now.

5. There is no Supplies & services budget for publications and stock at Hartlebury. The increase in Supplies is offset by additional income.

Surplus/deficit split

6. Whilst the surplus is 4%, this will be held in the Joint Museum Reserve and will not be distributed until it exceeds the agreement level of 5%

Café Report

7. The financial position of Hartlebury Café is set out at Appendix 1. The extended opening of the café will cost £8k.

Draft Budget 2016-17

	Budget Proposal £
2015-16 Base Budget	860,434
Inflation on Pay and Insurances	29,179
2015-16 Draft Budget	889,733

Contact Points

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Supporting Information

- Appendix – Budget Monitoring Report for Hartlebury Café 2015/16

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 Monitoring report for Hartlebury Café 2015/16

	Budget £	Budgeted %	Qtr 1 £	%	Qtr 2 £	%	Qtr 3 £	%	Qtr 4 £	%	Outturn £	Actual %
Sales												
Catering	-39,840		-12,718		-15,284		-6,303		0		-34,304	
Catering supplies	12,370		4,488		4,172		2,498		0		11,158	
Gross profit	<u>-27,470</u>	69	<u>-8,230</u>	65	<u>-11,112</u>	73	<u>-3,804</u>	60	0		<u>-23,147</u>	67
Employees												
Salary	27,470		11,557		15,429 *		3,594				30,580	
Car allowances											0	
	<u>27,470</u>		<u>11,557</u>		<u>15,429</u>		<u>3,594</u>		0		<u>30,580</u>	
Other												
Equipment/Rental	0		53		91		107		0		251	
Laundry	0		113		257		85		0		456	
Other	0		-30		0		0		0		-30	
Insurance	0		0		0		0		0		0	
	<u>0</u>		<u>136</u>		<u>348</u>		<u>193</u>		0		<u>677</u>	
Total profit/loss	<u>0</u>		<u>3,464</u>	-27	<u>4,665</u>	-31	<u>-18</u>	0	0		<u>8,110</u>	-24

* 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	
2014/15	1,896	

	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	23,491	44,689	1.90
2015/16		34,304	

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JOINT MUSEUMS COMMITTEE 23 NOVEMBER 2015

PERFORMANCE AND PLANNING 2nd QUARTER 2015-16

Recommendation

1. **The Museums General Manager recommends that the performance and planning information provided for the 2nd quarter 2015-16 be noted:**

Background

2. The Joint Committee approved the annual service plan at their meeting on 19 March 2015 (Minute no. 222 refers). The attached plan and reports give an account of progress in delivering the work programme against existing service priorities and targets. A RAG (Red, Amber, and Green) rating for each work area has been introduced to give a visual snapshot and currently there are 3 red and 12 amber work areas out of 33 in total.

3. This report also provides data showing a summary of performance against indicators from the 2nd quarter in the old format, pending the introduction of new indicators. Work is in progress on more detailed proposals for these indicators following the report to the June committee, including alignment with corporate objectives.

4. Some of the key points to note are:

- The number of visits to museum sites was up by 3% overall on the same quarter last year, although the majority of this increase was due to the immense popularity of the Way of the Warrior exhibition at the Museum and Art Gallery. This in turn led to a reduction in the cost per visitor
- The investment in the visitor offer planned for both charging sites, Hartlebury and the Commandery, will help both museums to recover and increase visitor numbers in due course
- The loss of Museum on the Move has had a detrimental effect on the number of visits by children and young people
- The growth in retail spend per head at Hartlebury shows positive signs that a museum shop continues to be an important part of the overall visit.

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Supporting Information

- Appendix 1 - 2015-16 Performance summary report
- Appendix 2 - 2015-16 Service plan

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 meeting held on 19 March 2015

Museums Worcestershire Performance Indicators - Users

2015/2016 figures as at 30th September 2015

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2014	Apr-Jun 2015	Jul-Sep 2014	Jul-Sep 2015	Oct-Dec 2014	Oct-Dec 2015	Jan-Mar 2015	Jan-Mar 2016	2014/2015	2015/2016
1	Number of visits in person	24,666	23,712	30,627	30,541	22,298		24,890		102,481	54,253
a	City Museum and Art Gallery	12,196	14,907	14,231	18,428	12,925		14,958		54,310	33,335
b	The Commandery	3,527	3,666	8,678	6,123	3,320		5,225		20,750	9,789
c	County Museum, Hartlebury	6,600	5,139	6,579	5,990	5,691		4,621		23,491	11,129
d	Museum on the Move	2,343	0	1,139	0	362		86		3,930	0
2	Number of virtual visits via website	64,788	63,006	61,678	59,351	45,376		41,973		213,815	122,357
a	City Museum and Art Gallery	46,029	46,261	41,074	40,959	35,045		32,417		154,565	87,220
b	County Museum, Hartlebury	18,759	16,745	20,604	18,392	10,331		9,556		59,250	35,137
3	Number of enquiries	204	159	213	238	165		150		732	397
a	City Museum and Art Gallery	154	120	140	181	80		74		448	301
b	County Museum, Hartlebury	50	39	73	57	85		76		284	96
4	Organised events and exhibitions	62	67	46	71	28		24		160	138
a	City Museum and Art Gallery	21	17	17	13	9		13		60	30
b	The Commandery	25	30	7	22	5		5		42	52
c	County Museum, Hartlebury	16	20	22	36	14		6		58	56
5	Number of visits by children/young people	4,517	2,393	3,084	2,735	3,942		3,428		14,971	5,128

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PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2014	Apr-Jun 2015	Jul-Sep 2014	Jul-Sep 2015	Oct-Dec 2014	Oct-Dec 2015	Jan-Mar 2015	Jan-Mar 2016	2014/2015	2015/2016
1	Retail spend per head (based on turnover from retail outlets)										
a	City Museum and Art Gallery	£0.67	£0.45	£0.58	£0.40	£0.72	£0.45	£0.53		£0.62	£0.45
b	The Commandery	£0.59	£0.63	£0.35	£0.40	£0.61	£0.63	£0.69		£0.52	£0.63
c	County Museum, Hartlebury	£1.03	£0.67	£0.94	£1.02	£0.81	£0.67	£0.69		£0.88	£0.67
2	Cost per visit or usage (net expenditure divided by physical visits or usages total)										
a	City Museum and Art Gallery	£5.84	£5.43	£4.69	£3.44	£4.70	£5.43	£4.44		£4.88	£5.43
b	The Commandery	£15.22	£17.28	£6.81	£8.48	£17.39	£17.28	£12.28		£11.31	£17.28
c	County Museum, Hartlebury	£4.47	£7.47	£5.13	£6.89	£13.84	£7.47	£11.78		£8.36	£7.47
3	Level of earned income as percentage of subsidy										
a	City Museum and Art Gallery	34.78%	20.11%	48.56%	22.12%	60.69%	20.11%	29.67%		43.43%	20.11%
b	The Commandery	33.25%	40.62%	58.80%	58.34%	33.56%	40.62%	54.10%		44.93%	40.62%
c	County Museum, Hartlebury	65.75%	29.34%	59.41%	40.87%	36.62%	29.34%	34.00%		48.95%	29.34%
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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MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2015-16

Monitoring Report

2nd quarter

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
To create compelling, high quality destinations, exhibitions and events.	1.	<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 beats 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><i>The Way of the Warrior</i> exhibition at MAG:</p> <p>55% of visitors had not visited MAG before.</p> <p>A selection of comments:</p> <p>"Came in the museum with my group of French students, wasn't expecting this kind of exhibition – just brilliant!"</p> <p>"Grandson very impressed, granddad too!"</p> <p>"A fabulous way to get my teenage boys to interact with history. Well done 😊"</p> <p>10 families invited for golden ticket opening party; 171 competition trail entries completed.</p> <p>571 attended drop-in events and activities; 88 attended paid workshops.</p> <p>29 partner artists and</p>	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
					<p>2 local schools included in the co-curated <i>Illustration beats Explanation</i> exhibition.</p> <p>121 objects from the collection newly on display up to end of October.</p>	
	2.	<p>Objects for new Hartlebury Castle displays identified.</p> <p>Research and create exhibition at the County Museum at Hartlebury celebrating its history as a VAD hospital during WW1.</p>	<p>Interpretation outline complete</p> <p>Recruit HLF-funded staff member</p> <p>Exhibition launch</p>	<p>Dec 2015</p> <p>May 2015</p> <p>March 2016</p>	<p>Awaiting HCPT commission for an exhibition designer. Joint MW/HCPT curatorial meetings continuing in interim.</p> <p>Staff member recruited. Research and development underway.</p>	<p>R</p> <p>G</p>
	3.	Produce a capital development plan for the	Final report presented to:		Development plan completed and new	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		<p>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 visitors to The Commandery from relaunch</p>	<p>Joint museums committee Worcester City Council Battle of Worcester Partnership</p>	<p>June 2015 June 2015 July 2015</p> <p>March 2017</p>	<p>investment recommended by JMC and approved by City Council in July 2015.</p> <p>Presentation to Battle of Worcester Partnership on 29th July. Update given 21st October 2015.</p> <p>Proposals and costs for implementing marketing plans for first phase approved at JMC September 2015</p> <p>Procurement of exhibition design team in progress</p>	
	4.	Redeveloped website launched	Recruit digital marketing assistant	May 2015	Digital Marketing Assistant in place	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			Re-designed website launch	October 2015	Information planning and migration in progress. Website launch likely to be January 2016	A
1. <i>To develop heritage marketing and related tourism opportunities in the City and County</i>	5.	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	Brief developed for consultant to work on Cathedral Quarter. Appointment expected November 2015 Planning permission for key sites being confirmed by BID Member of MW curatorial team has been commissioned to provide the heritage information on real-time information points	A
	6.	To continue to lead on raising the profile of Worcester – The Civil War City	Review and report actions since Civic Presentation in April 2014 Make Heritage Product Development report available on Worcester City Council website	April 2015 April 2015	"One Year On" Newsletter sent to partners and stakeholders in April. City Council confirmed it will bid for Heritage City status, as suggested in the MW 'Heritage Product Development'	G A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		venues through joint marketing initiatives	<p>Worcester Heritage Partnership Group</p> <p>Included in group travel itinerary with Spetchley Park and Gardens</p> <p>Magna Carta 800th Anniversary with Worcester Cathedral</p> <p>Joint events with Friends of Fort Royal Park & Commandery Gardens</p>	<p>2015</p> <p>April 2016</p> <p>June 2016</p> <p>December 2015</p>	<p>across WHPG venues</p> <p>Commandery featured in the promotional video 'Worcestershire – the home of Liberty & Democracy'</p>	
2. <i>To improve health, volunteering and learning opportunities in local communities</i>	9.	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		G
	10.	<p>Create cycle and walking trails at Hartlebury and within Worcester.</p> <p><i>Target: To deliver a minimum of 6 walks for approx. 120 visitors.</i></p>	Develop 1 walking trail around the Hartlebury estate as part of HLF development. Explore possible links with Sustrans cycle networks	March 2016	Walking trail planning in progress. First phase tree clearing works scheduled this winter. HCPT plan to open walks in 2016.	A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
					Sustrans info and contacts have been passed to HCPT.	
	11.	<p>Develop play opportunities on all sites, including early years provision</p> <p>Embed Arts Award Discover and Explore Awards.</p> <p><i>Target: To offer a programme of up to 10 sessions per year for 15 children per session.</i></p>	<p>Consultation with up to 10 local children & parent groups</p> <p>Establish toddler play area at Hartlebury</p> <p>Launch "Young at Art" group for Museum and Art Gallery</p>	<p>Dec 2015</p> <p>April 2016</p> <p>March 2016</p>	<p>Consultation at Hartlebury took place in October.</p> <p>Planning underway, due to open May</p>	A
	12.	<p>Renewing the Loans service</p> <p><i>Target: Work with up to 12 county museum partners to have a presence on the site.</i></p>	<p>Develop Learning Worcs website for schools marketing and promote to all schools within the county.</p>	<p>March 2016</p>		G
	13.	<p>Develop a legacy for the Skills programme in partnership</p>	<p>To explore opportunities via workshops and present</p>	<p>September 2015</p>	<p>Joint working on a creative</p>	A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		with University of Worcester	findings		apprenticeships scheme in progress	
	14.	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	Planning included as part of capital project design	R
3. <i>To maintain responsible guardianship for our collections</i>	15.	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	Completed; valuations of City oil paintings and County vehicles in Registrar work programme.	G
	16.	Review collections documentation for insurance and heritage asset reporting <i>Target: County collection electronic documentation fully searchable</i>	Recruit registrar	May 2015	Registrar in post; County collection documentation now fully searchable.	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
	17.	Disposal framework discussed by Joint Committee	Seek Museums Association advice	Feb 2016	Museums Association has advised on compliance with Accreditation standard. Framework to JMS for discussion Nov 15.	G
	18.	Designated collections application	Develop Action plan	March 2016		G
4. <i>To secure a viable future for our museum sites through new ways of working</i>	19.	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	Commandery development plan approved by Joint Museums Committee and City Council Cabinet	G
	20.	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	Currently in negotiation following reissue of business plan	A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
	21.	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	Recruitment of new museum development posts in progress. Marches Network to be represented on steering group.	A
	22.	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	May 2015	Preliminary assessment completed as part of DCA study. Funding application submitted to Arts Council capital fund for additional heating and damp investigation and work.	G
			Develop proposals for the Hartlebury store	Jan 2016	City Council facilities team have forwarded to Place Partnership Ltd to review.	A
	23.	Develop capacity to increase audience engagement and support <i>Total target for fundraising requirement: £555,000 includes core, project and capital requirements</i>	Build into ACE resilience funding bid. To include: Fundraising post Marketing support Customer Relationship Management system Membership scheme	March 2015	Partnership agreement signed Fundraising brief drafted Marketing support post has gone through grading and can now be recruited to Recruitment taking place.	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
					CRM system research under way, long-list narrowed to short list of 6 options. System identified, liaison with partners now taking place before system can be purchased.	
	24.	Develop audience reach by focussing marketing resources on headline exhibitions and events	<p>Launch refreshed brand and implement Blue Sail marketing strategy at Hartlebury 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: Stanhope Forbes England with An Englishman Abroad <i>Target for Stanhope Forbes: 13,000 visitors</i> The Way of the Warrior</p>	<p>March 2016</p> <p>June 2016</p> <p>June 2015</p> <p>September 2015</p> <p>January</p>	<p>Programme under way</p> <p>Target to be revised in the light of Monday and January closures and a delay in launch of new displays.</p> <p>19,000 visitors to Stanhope Forbes</p>	<p>A</p> <p>A</p>

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			<i>Target: 14,000 visitors</i> Crafted For You with Society of Artists <i>Target: 9,000 visitors</i>	2016	16,227 visitors to Way of the Warrior	
	25.	Meet required budget reductions in 2015-16 <i>Target £55k</i>	Complete changes to venue opening hours at Commandery	January 2016	Monday closing as from 1.4.15 New staff structure in place, with new contracts for 11 months – closing January 2016	G
	26.	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	Extended to March 2016 MeeMee Catering appointed – 3 year licence Report going to JMC November 2015	G G G

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

	27.	Review staffing structure at Art Gallery & Museum in light of City Council move into Foregate Street	Report presented to Joint Museums Committee	September 2015	Deferred pending shared service review	R
	28.	Review performance indicators to align with our Strategic Plan	Develop new set of KPIs in association with Joint Museums Committee	June 2015	Proposed changes to KPI's submitted to June committee.	G

**JOINT MUSEUMS COMMITTEE
23 NOVEMBER 2015**

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:

9 March 2016 at 1.00pm– Guildhall, Worcester

Shared Service Review
Hartlebury progress report
Commandery development proposals
Museums and Wellbeing project
Heritage marketing progress report
Performance and Planning Report – 3rd quarter
Finance – 3rd quarter monitoring report

7 June 2016 at 2.00pm – Commandery, Worcester

Annual review
Website development
Civil War City progress report
Performance and Planning Report – 4th quarter
Finance – 4th quarter monitoring report

September 2016

Staff structure report
Heritage Marketing Progress Report
Performance and Planning Report – 1st quarter
Finance – 1st quarter monitoring report

November 2016

Performance and Planning Report – 2nd quarter
Finance – 2nd 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

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Background Papers

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.