



# **JOINT MUSEUMS COMMITTEE**

## **AGENDA**

**Date:** Friday, 23rd November, 2018

**Time:** 10.00 am

**Venue:** Hartlebury Museum

## JOINT MUSEUMS COMMITTEE

### Information for Members of the Public

Part I of the Agenda includes items for discussion in public. You have the right to inspect copies of Minutes and reports on this part of the Agenda as well as background documents used in the preparation of these reports. Details of the background papers appear at the foot of each report. Part II of the Agenda (if applicable) deals with items of 'Exempt Information' for which it is anticipated that the public may be excluded from the meeting and neither reports nor background papers are open to public inspection.

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At the start of the meeting under the item 'Public Participation' up to fifteen minutes in total is allowed for members of the public to present a petition, ask a question or comment on any matter on the Agenda. **Participants need to indicate that they wish to speak by 4.30 p.m. on the last working day before the meeting by writing, telephoning or E-Mailing the officer mentioned below.**

If you have any queries about this Agenda or require any details of background papers, further documents or information please refer to the Officer Contact shown. Enquiries of a general nature can be addressed to Margaret Johnson, Democratic Services Administrator, Democratic and Civic Services, Guildhall, Worcester WR1 2EY Telephone: 01905 722085 E-Mail Address: [committeeadministration@worcester.gov.uk](mailto:committeeadministration@worcester.gov.uk).

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**Joint Museums Committee**  
**Friday, 23 November 2018**

**Members of the Committee:-**

Chairman: Councillor Mrs Lucy Hodgson (C)

Vice-Chairman: Councillor Lynn Denham (L)

Councillor Mike Johnson (C)

Councillor Karen May (C)

C = Conservative

G = - Green

L = Labour

LCo = Labour and Co-Operative

**AGENDA**

**Part 1**

**(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)**

- |   |   |
|---|---|
| 1. <b>Appointment of Substitutes</b>  | To receive details of any Members appointed to attend the meeting instead of a Member of the Committee.   |
| 2. <b>Declarations of Interest</b>  | To receive any declarations of interest.  |
| 3. <b>Public Participation</b>  | Up to a total of fifteen minutes can be allowed, each speaker being allocated a maximum of five minutes, for members of the public to present a petition, ask a question or comment on any item on the Agenda or within the remit of the Committee. |
| 4. <b>Minutes</b><br>Page(s): 1 - 4   | Of the meeting held on 17 <sup>th</sup> October 2018 to be approved and signed.   |
| 5. <b>Joint Museums Transfer of Hosting Review</b><br>Page(s): 5 - 12<br>Ward(s): All Wards | 1.     The Corporate Director - Place recommends that the transfer of hosting update be noted;  |

<p>Contact Officer: Andrew Round, Corporate Director – Place Tel: 01905 722524</p>	<ol style="list-style-type: none"> <li>2. That the Scheme of Delegation drawn from the 2010 Joint Agreement be noted;</li> <li>3. That progress on the change of the pensions ghost body arrangement be noted; and</li> <li>4. That the Corporate Director - Place be authorised to implement the proposal in the linked exempt report in respect of the post of Interim Museums General Manager, following Worcester City Council procedures and in consultation with the Chair and Vice Chair of the Joint Museums Committee.</li> </ol>
<p>6. <b>Museums Fees and Charges</b> Page(s): 13 - 18 Ward(s): All Wards Contact Officer: Philippa Tinsley, Interim Museums General Manager Tel: 01905 25371</p>	<p>That the Joint Museums Committee approve the proposed package of changes to the Museums' fees and charges.</p>
<p>7. <b>Quarter 2 Finance Report 2018-19</b> Page(s): 19 - 22 Ward(s): All Wards Contact Officer: Mark Baldwin, Head of Finance Tel: 01905 722007</p>	<ol style="list-style-type: none"> <li>1. That the Committee reviews the financial monitoring details including budget variances for the 2nd quarter ended 30<sup>th</sup> September 2018; and</li> <li>2. That the Committee reviews the draft budget for 2019/20.</li> </ol>
<p>8. <b>Quarter 2 Performance Report 2018-19</b> Page(s): 23 - 38 Ward(s): All Wards Contact Officer: Philippa Tinsley, Interim Museums General Manager Tel: 01905 25371</p>	<p>The Museums General Manager recommends that the performance information provided for the 2nd quarter 2018-19 be noted.</p>

<p>9. <b>Joint Museums Committee Work Programme</b>  Page(s): 39 - 40  Ward(s): All Wards  Contact Officer: Philippa Tinsley,  Interim Museums  General Manager  Tel: 01905 25371</p>	<p>The Joint Committee is asked to note its future work programme and consider whether there are any matters it would wish to be incorporated.</p>
<p>10. <b>Worcester City Art Gallery and Museum Review</b>  Page(s): 41 - 44  Ward(s): All Wards  Contact Officer: Philippa Tinsley,  Interim Museums  General Manager  Tel: 01905 25371</p>	<ol style="list-style-type: none"> <li>1. The Joint Museums Committee notes progress to improve the visitor welcome in reception to visitors to the Art Gallery and Museum building;</li> <li>2. The recommendations for change proposed in the business case following review of Worcester City Art Gallery and Museum operations team be approved; and</li> <li>3. The Museums General Manager be authorised to implement the business case recommendations in the accompanying exempt report, following Worcester City Council procedures and in consultation with the Chair and Vice Chair of the Joint Museums Committee.</li> </ol>
<p>11. <b>Any Other Business</b></p>	<p>Which in the opinion of the Chairman is of sufficient urgency as to warrant consideration.</p>
<p>12. <b>Items Involving the Disclosure of Exempt Information</b></p>	<p>The Committee are invited to pass the following resolution:-</p> <p>That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of information as defined in Schedule 12A of the said Act.</p>

**PART II**  
**(ITEMS FOR DISCUSSION AND DECISION IN PRIVATE)**

Exempt – not for publication because the items contain information relating to the financial or business affairs of any particular person including the authority holding that information – categories 1, 3 and 4.

- |   |   |
|---|---|
| <p>13. <b>Worcester City Art Gallery and Museum Review</b><br/>Ward(s): All Wards<br/>Contact Officer: Philippa Tinsley,<br/>Interim Museums<br/>General Manager<br/>Tel: 01905 25371</p> | <p>1. The Joint Museums Committee note the information provided in the attached business case following review of Worcester City Art Gallery and Museum operations; and</p> <p>2. The four recommendations for change proposed in section 7 of the business case be approved.</p> |
| <p>14. <b>Interim Museums General Manager</b><br/>Ward(s): All Wards<br/>Contact Officer: Andrew Round,<br/>Corporate Director<br/>– Place<br/>Tel: 01905<br/>722524</p>                  | <p>That the Joint Committee approve the proposals in respect of the position of Interim Museums General Manager.</p>  |

**JOINT MUSEUMS COMMITTEE****17th October 2018****Present:** Councillor Mrs L. Hodgson in the ChairCouncillors Denham, Mrs L. Hodgson,  
Johnson and May**Officers:** Andrew Round, Corporate Director – Place  
(Worcester City Council)  
Hannah Needham, Assistant Director of  
Children, Families and Communities  
(Worcestershire County Council)  
Caroline Brand, Finance Manager  
(Worcestershire County Council)  
Philippa Tinsley, Interim Museums General  
Manager (Museums Worcestershire)  
Helen Large, Marketing and Events  
Manager (Museums Worcestershire)  
Melanie Wood, Management Accountant  
(Worcester City Council)**1 Appointment of Substitutes**

None.

**2 Declarations of Interest**

The following declaration of interest was made:

Councillor Denham – As Chair of the Friends of Fort Royal Park and Commandery  
Gardens.**3 Public Participation**

None.

**4 Minutes****RESOLVED:** That the minutes of the meeting held on 13<sup>th</sup> June 2018 be  
approved as a correct record and signed by the Chairman.**5 Appointment of Vice-Chairman****RESOLVED:** That Councillor Lynn Denham be elected Vice Chairman for  
the ensuing year.**6 Quarter 1 Performance Report 2018/19**The Joint Committee considered the performance information report for the 1<sup>st</sup>  
Quarter 2018-2019. The details were set out in the report.

In the ensuing debate the following principle points were raised:-

- The Interim Museums General Manager informed the Joint Committee that this was the 1<sup>st</sup> quarter reporting on the new performance indicators which were adopted at the meeting in March 2018. Comparative data and more accurate target setting would follow as data was collected.
- The Joint Committee's attention was drawn to appendix 2 which related to graphs showing the visitor figures for the 1<sup>st</sup> quarter and the comparative figure for 2017-18 1<sup>st</sup> quarter for the Museum and Art Gallery, The Commandery and County Museum at Hartlebury Castle. The graph lines currently went back to 2010 to show a baseline but probably would not in the future unless Members requested it. The Interim Museums General Manager responded to questions from Members of the Joint Committee.
- In referring to the Museums and Art Gallery as the only comparative site with other galleries in the country, it was asked if the downward trend was normal. The Interim Museums General Manager confirmed that it was, but that downturn was less than nationally. It was agreed to include the national figures in the next report.
- Congratulations were given to the Interim Museums General Manager on the Sandford Award for Heritage Education for both the County Museum at Hartlebury and The Commandery. This was an independently judged award for formal, curriculum-linked education and had a very high standard, showing that the quality of Museums Worcestershire offered was high.
- The Marketing and Events Manager outlined progress on key targets/work areas as highlighted in appendix 1, the Service Plan Quarter 1 update and responded to questions from Members of the Joint Committee.
- It was asked if the visual graphs in appendix 2 could include events that had taken place which would show the trends, the Interim Museums General Manager confirmed that this could be done.

**RESOLVED: That the performance information provided for Quarter 1 2018-2019 be noted.**

## **7 Quarter 1 Finance Report 2018/19**

The Joint Committee considered the financial position of the Joint Museums Service.

In the ensuing debate, the following principle points were raised:

- The Finance Manager presented the report and highlighted to the Joint Committee that the reserves figure at 31<sup>st</sup> March 2018 was £99,349 and that the reconciled balance to 30<sup>th</sup> June 2018 was £74,055.
- The Joint Committee were informed that the next finance report would be presented by the Head of Finance, Worcester City Council following the hosting switch of the Joint Committee to Worcester City Council on 1<sup>st</sup> July 2018.



**RESOLVED: That the financial position of the Joint Museums Service as detailed in the report be noted.**

## **8 Commandery Admissions Review**

The Joint Committee considered a report on a review of The Commandery Admissions. The details were set out in the report.

The Interim Museums General Manager in presenting the report provided a background to the review and drew the Joint Committee's attention to the preferred options as highlighted in paragraphs 3.1-3.3 of the report.

In the ensuing debate the following principle points were raised:

- In referring to paragraph 3.3 of the report the option to remove the concessions admissions and increase the adult admission charge for non-Worcester residents, it was noted that Worcester would not be unique in doing this.
- In referring to the households residents pass at paragraph 3.1 it was asked if there would be an age restriction? The Interim Museums General Manager confirmed that she would expect to see a list of members of the family and a maximum number.
- It was asked whether life membership had been considered? The Marketing and Events Manager confirmed that The Commandery and Museum and Art Gallery already don't yet have a life membership option, but would like to look at in the future and include another band such as volunteers and those that are particularly interested.
- When asked if the charge of £7 to non-residents was price sensitive the Marketing and Events Manager reported that consultation with the Tourist Information Centre indicated that visitors sometimes choose the cheaper offer and therefore a price point similar to other equivalent attractions should be aimed for.
- The possibility of joint ticketing had been suggested and the Interim Museums Manager stated that there were benefits of working together but this needed to be looked at in more detail. When asked if gift aiding was a possibility the Interim Museums General Manager stated that this could not be offered as a local authority but could be reviewed as part of other charitable planning.
- The Corporate Director – Place stated that the decision made on the fees at this meeting would be picked up by full Council and delegated authority needed to be given to officers in consultation with the Chair and Vice Chair of the Committee, therefore 1.2 of the recommendation to be amended accordingly.

**RESOLVED: That the Joint Committee**

- 1. adopt the changed package of admission charges to The Commandery as set out in the report; and**

2. **delegate authority to the Interim Museums General Manager, in consultation with the Chair and Vice Chair of the Joint Committee, to implement the changes from the start of 2019 season and publicise accordingly.**

## **9 Work Programme 2018/19**

The Joint Committee considered its work programme.

In the ensuing debate, the following principle points were raised:

- The Interim Museums General Manager suggested that an additional meeting in January 2019 may need to be considered due to a potential heavy agenda for November 2018.
- The Chairman asked for the budgets to be included.
- It was suggested that the Tickenhill Trust review be brought forward to the January meeting if the budget item was to be discussed.

### **RESOLVED: That**

1. **the work programme be noted;**
2. **an additional meeting be arranged for January 2019; and**
3. **the report on the Tickenhill Trust be brought forward to the January 2019 meeting, together with a budget paper.**

## **10 Any Other Business**

The Chairman raised concerns that following the change in hosting arrangements, now that the Joint Museums Committee was a Committee of Worcester City Council, the principle of equal input of each partner could be lost.

The Corporate Director – Place identified that the process of staff changes would go to the Personnel and General Purposes Sub-Committee then back to the Joint Museums Committee. Hannah Needham suggested a flow chart to highlight that the Joint Museums Committee had not changed in its delegated powers.

The Chairman stated that she would expect the Joint Museums Committee members to be involved as this was a decision making body and not a consultee. She also expected the Chair and Vice Chair to be involved in the agenda preparation and possibly a briefing to discuss.

**Duration of the meeting:** 10.00am to 11.15am

Chairman at the meeting on  
23rd November 2018



**Report to: Joint Museums Service, 23<sup>rd</sup> November 2018**

**Report of: Corporate Director - Place**

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**Subject: JOINT MUSEUMS TRANSFER OF HOSTING REVIEW**

**1. Recommendation**

- 1.1 The Corporate Director - Place recommends that the transfer of hosting update be noted.**
- 1.2 That the Scheme of Delegation drawn from the 2010 Joint Agreement be noted.**
- 1.3 That progress on the change of the pensions ghost body arrangement be noted.**
- 1.4 That the Corporate Director - Place be authorised to implement the proposal in the linked exempt report in respect of the post of Interim Museums General Manager, following Worcester City Council procedures and in consultation with the Chair and Vice Chair of the Joint Museums Committee.**

**2. Background**

- 2.1 Museums Worcestershire (with the exemption of the Hartlebury Operations Team) transferred from being hosted by Worcestershire County Council to Worcester City Council on 1 July 2018.
- 2.2 Following consultation, staff were TUPE transferred to Worcester City Council on this date, with casual staff being appointed to new contracts with the City. Budget management and IT systems and hardware were transferred on the same date.
- 2.3 Work on the Museums Worcestershire website and the telephone systems at Worcester City Art Gallery & Museum and at The Commandery continues and these will transfer before the end of 2018.
- 2.4 As part of the transfer, Museums Worcestershire has adopted the processes and policies of Worcester City Council and the Museums Shared Services Partnership Agreement made in 2010 is being reviewed by both authority's legal teams to reflect the change of hosting. The Scheme of Delegation in appendix 1 lays out the decision-making framework agreed in 2010.
- 2.5 As part of the switch in hosting decision by the Joint Museums Committee at their meeting on 24 January 2018 (minute 343), it was approved in principle to dissolve the pensions ghost body for Museums Worcestershire, subject to further investigation.

The decision was delegated to the County Council's Assistant Director for Families, Communities and Partnerships at the County Council, and the City Council's Deputy Director for Commissioning and Transformation in consultation with the Chairman and Vice-Chairman of the Joint Museums Committee.

- 2.6 Worcester City finance team have investigated the ghost body position and recommend proceeding with the change to dissolve the ghost body.

### **3. Implications**

#### **3.1 Financial and Budgetary Implications**

The change in pensions ghost body and the changes to the museums staffing structure both have associated cost savings built into both authorities budget plans for 2019-20.

#### **3.2 Legal and Governance Implications**

This report sets out the existing legal and governance position of the Joint Agreement made in 2010. If changes were proposed to this Agreement, this should include further investigation and a future report to the Joint Museums Committee and, if appropriate, both Councils.

#### **3.3 Risk Implications**

Dissolving the pensions ghost body for museums will mean that the City Council will take on a larger liability in respect to museums staff pensions. This was considered as part of the change in hosting review and evaluated as both low risk and low value.

#### **3.4 Corporate/Policy Implications**

There are no corporate policy implications of this report.

#### **3.5 Equality Implications**

There are no equality implications to the open parts of this report.

#### **3.6 Human Resources Implications**

The establishment of new posts and restructuring of existing ones will be implemented within Worcester City Council HR policies and processes.

#### **3.7 Health and Safety Implications**

There are no H&S implications of this report

#### **3.8 Social, Environmental and Economic Implications**

There are no social, environmental or economic implications of this report.

#### **Ward(s):**

#### **Contact Officer:**

#### **Supporting Documents:**

#### **All wards**

**Andrew Round, Tel: 01905 722524, Email**

**Andrew.round@worcester.gov.uk**

**Appendix 1: Scheme of Delegation**

## SCHEME OF DELEGATION

In April 2010 Worcester City Council and Worcestershire County Council entered into a Museums Shared Services partnership agreement for the running of museums services as follows:

*The Executives of WCC and WCityC have agreed to form a Joint Committee for the purposes of Section 101 of the Local Government Act 1972 and Section 20 of the Local Government Act 2000 to be known as the Museum Service Joint Committee ('the Joint Committee') and to delegate to it the functions set out in this Agreement. Where the functions delegated are not Executive functions such as staffing matters and budgets, the Councils of WCC and WCityC have agreed to such delegation.*

Under the terms of the partnership agreement (MSSP) neither the member authorities nor the executives may exercise a function that is delegated to the joint committee. In order to maintain clarity of purpose and accountability, a scheme of delegation as set out below is required to ensure that the principles within the partnership agreement are clearly set out in practice.

Worcester City Council currently acts as host authority for 4/5 of the service, with the Hartlebury Operations Team remaining hosted by Worcestershire County Council.

MANAGEMENT AND REPORTING					
<i>No</i>	<i>Item</i>	<i>Responsibility</i>	<i>Delegation</i>	<i>Note</i>	<i>Reference</i>
1.1	Production of business and development plans for Museums Worcestershire	Joint Museums Committee	Museums General Manager		MSSP p21
1.2	Recommendation of business plans to member authorities	Joint Museums Committee		Requires unanimous decision	MSSP p20
1.3	Approval of new or revised policies for museum operations	Joint Museums Committee			MSSP p21
1.4	Agreement on levels of service provision	Joint Museums Committee		Requires unanimous decision in the event of major changes to the standards of service	MSSP p20
1.5	Approval of annual report	Joint Museums Committee	Museums General Manager/Treasurer	To be presented to the joint committee no later than 30/6 in any year	MSSP p9
1.6	Acquisition and rationalisation of objects for collections	Hierarchy of decision making applies, subject to ownership and context	See policies approved 23 November 2015	Subject to the collections management and development policies of member authorities	JMC minute November 2015
1.7	Quarterly reports on progress and performance	Museums General Manager			MSSP p14
1.8	Permanent changes to opening hours	Cabinet of			MSSP p20

		Worcestershire County Council, the appropriate Committee at Worcester City Council			
1.9	Advice to member authorities on strategic framework for museums	Joint Museums Committee			MSSP p22
<b>FINANCE AND RESOURCES</b>					
2.1	Temporary alterations to fees and charges and licences	Joint Museums Committee	Museums General Manager (Commandery)		JMC minute November 2016
2.2	The introduction of new fees and charges where a charge does not currently apply	Cabinets of member authorities			MSSP p22
2.3	Preparation of annual budgets	Treasurer			MSSP p22
2.4	Agree annual budget proposal to be submitted to Member Authorities for final approval	Joint Museums Committee			MSSP p22
2.5	Approval of capital, revenue and establishment budgets	Joint Museums Committee			MSSP p21
2.6	Changes to the premises from which the service is delivered	Joint Museums Committee		Requires unanimous decision	MSSP p20
2.7	Purchase, sale or lease of assets above a value of £20,000	Joint Museums Committee		Requires unanimous decision	MSSP p20
2.8	Procurement of new IT systems affecting	Joint Museums		Requires unanimous	MSSP p20

	the delivery of the whole service or significant parts	Committee		decision	
2.9	Use of end of year surplus or deficit	Joint Museums Committee	Treasurer		MSSP p22
2.10	Recommendation that the Member Authorities enter into borrowing arrangements	Joint Museums Committee		Requires unanimous decision	MSSP p20
2.11	Virement of budgets	Joint Museums Committee	Museums General Manager		MSSP p14
2.12	Insurance and indemnity	Treasurer			MSSP p6
ESTABLISHMENT					
3.1	Appointment (and dismissal) of Museums General Manager	Joint Museums Committee			MSSP p20
3.2	The recruitment and appointment of all staff	Museums General Manager			MSSP p14
3.3	Terms and conditions of employees	Joint Museums Committee		Any change to terms and conditions requires unanimous decision	MSSP p20
3.4	Remuneration	Joint Museums Committee			MSSP p7
3.5	Disciplinary and grievance procedures	Joint Museums Committee	Museums General Manager		MSSP p7
3.6	Termination of employment	Joint Museums Committee	Museums General Manager		MSSP p7
3.7	Management and deployment of staff	Joint Museums Committee	Museums General Manager		MSSP p7
3.8	Training	Joint Museums Committee	Museums General Manager		MSSP p7



GOVERNANCE					
4.1	Proceedings of meetings including the production of agenda and minutes	Secretary			MSSP p18/19/20
4.2	Advice on matters relating to governance and propriety	Secretary			MSSP p6
4.3	Providing services to an authority which is not a member authority	Joint Museums Committee			MSSP p20

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**Report to: Joint Museums Service, 23<sup>rd</sup> November 2018**

**Report of: Interim Museums General Manager**

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**Subject: MUSEUMS FEES & CHARGES**

**1. Recommendation**

**1.1 That the Joint Museums Committee approve the proposed package of changes to the Museums' fees and charges.**

**2. Background**

- 2.1 In 2010, as part of the Joint Museums Agreement, the two partner authorities agreed the following approach for setting of fees and charges for museums:
- Inflationary rises in fees & charges be delegated to the Museums General Manager as part of the annual service planning
  - Temporary alternations and changes as part of a business plan should be agreed by the Joint Museums Committee
  - The introduction of any new fees or charges should be taken by the relevant authority to Cabinet (Worcestershire County Council) or the appropriate Committee (at Worcester City Council) on recommendation from the Joint Museums Committee
- 2.2 Museums Worcestershire feeds its charges into both partner authority approval processes in addition to bringing significant changes to the Joint Museums Committee.
- 2.3 This 2019-20 proposed fees include the changes to admission charges at The Commandery approved by the Joint Committee at its last meeting. After discussion with Hartlebury Castle Preservation Trust, it has been agreed that the admissions charges there remain the same until the relaunched destination has been open for at least a full year.
- 2.4 Some fees for learning activities that occur away from museum venues, such as outreach sessions and loan box rental, have previously been included at different rates for each venue. These fees have this year been brought centrally and streamlined.
- 2.5 For the first time, the schedule flags up increases post 2019-20 in archaeology deposit fees, based on the upcoming Historic England national survey which will report in early 2019. It is proposed that for any briefs issues from April 2020, the survey average should apply. From planning to deposit, archaeology has a long lead-in period and noting this in advance enables archaeology units to budget plan ahead.

### **3. Preferred Option**

- 3.1 The attached appendix sets out the proposed fees for 2019-20.

### **4. Alternative Options Considered**

- 4.1 A benchmarking exercise has taken place comparing the 2018-19 charges for wedding hire and for education services against other local heritage providers. These ensure that all fees are being charged at the appropriate commercial level. Some fees have been rationalised and others either increased or decreased to ensure they are at the appropriate commercial level.
- 4.2 Additional benchmarking will be undertaken into room hire over the next year to ensure the offer is correctly pitched for 2020-21.

### **5. Implications**

#### **5.1 Financial and Budgetary Implications**

Income from fees and charges makes up about one sixth of Museums Worcestershire's budget. The level at which these are set impacts upon the ability to meet the annual work plan for the service the budget savings agreed with each authority.

#### **5.2 Legal and Governance Implications**

There are no legal and governance implications to this report.

#### **5.3 Risk Implications**

There is an inherent risk in meeting fee targets when working in a commercial environment. This is managed by careful monitoring of performance and, if necessary, associated expenditure.

#### **5.4 Corporate/Policy Implications**

There are no corporate policy implications to this report.

#### **5.5 Equality Implications**

The changes proposed in this report have been reviewed for equality implications and it has been concluded there are none.

#### **5.6 Human Resources Implications**

There are no human resources implications to this report.

#### **5.7 Health and Safety Implications**

There are no H&S implications to this report.

#### **5.8 Social, Environmental and Economic Implications**

The changes proposed in this report have been reviewed for social, environmental or economic implications and it has been concluded there is no significant impact.

**Ward(s):**

**Contact Officer:**

**Supporting Documents:**

**All wards**

**Philippa Tinsley, Tel 01905 25371, email**

**Philippa.tinsley@worcester.gov.uk**

**Appendix: Museums Fees & Charges 2019-20**

Museums Worcestershire Fees and Charges				
		18-19	proposed 19-20	notes
Servicewide		£	£	
Hire of Equipment (depending on availability)				
Data Projector or OHP & Screen		10.00	no change	
TV/DVD Player		15.00		
Flip Chart, Paper & Pens		10.00		
Archaeology Deposit Fees				
Standard Box	Ex VAT	35.00	45.00	Historic England survey average to apply on briefs issued after April 2020
Half Box / Paper Archive	Ex VAT	30.00	40.00	digital material managed by the Archaeology Data Service, their fees apply separately
Special Collections per box	Ex VAT	40.00	50.00	
additional packing/admin charged at cost				
Image Reproduction				
Delivery and administration				
Image sourcing fee		10.00	no change	
Reproduction Licence Fee				
Exhibition catalogues, publicity, academic journal below 1000		5.00		
Website		Free		maximum resolution of 450x450 pixels
TV/DVD/Film		By Negotiation		
Book, newspaper or magazine, commercial		120.00	no change	
Photography (new image request)		110.00		
Unauthorised reproduction		575.00		
Commission on sales				
Commission on Craft sales		35% plus VAT	no change	
Commission on Sales from Art Gallery		35% plus VAT		
Membership, both city venues				
annual, individual		35.00	40.00	now includes free entry regardless of resident status
annual, family		70.00	85.00	
Formal and informal learning				
Outreach sessions in formal education settings - half day		100.00	120 plus travel expenses	benchmarked against other local heritage organisations
full day		190.00	210 plus travel expenses	
Talks - staff led external		80.00 plus travel expenses	120 plus travel expenses	to bring into line with formal education outreach
Loans boxes		various	£10-£20	per half-term, charge level based on size
Collection CentreTours (minimum 8 persons, maximum 20) includes tea		8.00	no change	
Basement Tours (MAG) (minimum 8 persons, maximum 18)		8.00		
Talks - staff led in museum premises (up to 26 persons)		60.00		
Drop-in sessions, including, Talks, Trails, Events and Activities		£2 - £10		
Professional Workshops		£15 - £30		
Special events and demonstrations				
A range of demonstrations and workshops £4.50 - £20.00 per person with external leader		Instead of admission charge	no change	
Bespoke Group Visits, including evening talks and tours		By arrangement, charge dependent on cost		

<b>Worcester City Art Gallery &amp; Museum</b>			
	<b>18-19</b>	<b>proposed 19-20</b>	<i>notes</i>
	<b>£</b>		
<b>Room Hire</b>			
Gallery			
per evening (non commercial)	150.00	165.00	
per evening (commercial)	300.00	330.00	
Cafe and Balcony	300.00	by negotiation with café licensee	
Activity Area (per 2 hours) Daytime	30.00	33.00	
Activity Area (per hour) Evenings	40.00	44.00	
<b>Workshops</b>			
Adults (2 hours)	6.50	no change	
Adults (30 mins) (includes talks fee)	2.00	3.00	
Concessions (2 hours)	4.50	no change	
Family (2 hours)	17.00		
Adult (full day)	30.00		
Child (full day)	12.50		
Drop-In Sessions	£2 - £10		
<b>Group Visits</b>			
Evening (£150 minimum charge - 30 persons))	5.00	no change	
Bespoke education session	4.50 each	5 each	<i>to bring in line with other booked groups</i>
Class group	55.00	100.00	<i>benchmarked against other local services</i>
<b>Membership</b>			
annual, individual	20.00	no change	
annual, family	40.00		
<b>Refreshments</b>			
Tea/Coffee per person, per serving	1.50	no change	
Tea/Coffee/Biscuits / Glass of Wine per person, per serving	2.00		
Tea/Coffee/Cake per person, per serving	3.80		

Commandery			
	18-19	proposed 19-20	notes
	£	£	
Admission Charges			
Adults	£5.95	7.00	
Children 5-16	free	3.00	
Children under 5	n/a	free	
Family Ticket (Up to 2 adults & 3 children)	n/a	17.00	
Worcester Residents - Individual	£5 per adult	no change	To be renewed over the next 3 years
Worcester Residents - Family Pass		12.00	Per household, to be reviewed over the next 3 years
Season ticket (Adult)	10.95	12.00	First entry fee + £5.00
Group, minimum 10 people, discount to admission	10%	no change	includes short intro talk if pre booked
Guided Tour/Talk (Daytime) Per Group	£60.00		
School Visits - Includes 3 workshops and Audio Guide	£4.50		
School visit including Extra workshop or City Walk)	£6.00		
Drop-in activities (in addition to admission fee)	£2 - £10		
Membership			
annual, individual	20.00	25.00	now includes free entry regardless of resident status
annual, family	40.00	50.00	
Wedding/Private Hire Packages			benchmarked against similar local offers
Great Hall, Registry Room, Walled Garden			
afternoon and evening	2000.00	2,200.00	morning set up while museum open, exclusive access from 3pm
evening only	1100.00	1,250.00	
short hire minimum	700.00	490.00	three hours hire, or 2 hours add-on to Wedding Suite hire
additional hire per hour	700.00	250.00	
Ceremonies in Wedding Suite and Herb Garden			
Day (3 hour hire period)	950.00	575.00	
Evening (3 hour hire period)	1100.00	775.00	
General Hire			
Wedding Suite/Herb Garden/Education and Community Rooms			
Day	950.00	£80 per hour	Worcestershire County Council, Worcester City Council or formal project partner, reduction by negotiation
Evening	1100.00	£190 per hour	
Paranormal nights	£180 per hour	£250 per hour	Includes a tour; access extent by negotiation
Additional Charges			
Water - at cost plus 10% handling charge per bottle			
Tea/Coffee per person, per serving	1.50	no change	
Tea/Coffee/Biscuits per person, per serving	2.00		
Tea/Coffee/Cake per person, per serving	3.80		
Celebratory drinks p.p. by arrangement			
Refreshments provided by external caterer - as per caterer's menu plus 10% handling charge		no change	

County Museum at Hartlebury			
	18-19	proposed 19-20	notes
	£	£	
Admission Charges to full site			
Adult	9.00	no change	split with HCPT
Child (5-16)	5.00		split with HCPT
Concession	8.00		split with HCPT
Family	25.00		split with HCPT
Family Annual Pass	45.00		split with HCPT
Individual Annual Pass	22.00		split with HCPT
Admission Charge to Museum when rest of site closed			
Adult	5.00	no change	
Child (5-16)	3.00		
Concession	4.50		
Family	15.00		
Group Visits			
Min 10 people, discount to admission	10%	no change	split with HCPT
Private Party Adult Evening (min 25 persons) museum only	9.00		
Private Party Concession or Child Evening (min 25 persons) museum only	8.00		
Room Hire - 9-5 Mon-Fri, 10-5 weekends			
Orchard Room (Up to 20 people) per hour	15.00	no change	
Tickenhill Room (up to 40 people) subject to availability			reduction of 20% for Worcestershire County Council, Worcester City Council or formal project partner
half day	60.00		
Full Day	100.00		
Note - outside normal hours additional staff costs apply			
Others			
Guided Tour/Talk	50.00	60.00	Bring in line with Commandery
Hire of Stall at Craft Fairs	20.00	no change	
Drop - In Sessions includings, Talks, Trails, Events and Activities	£1 - £10		
Special Event Tickets	£2 - £50		
Education			
Admission per child	3.25	no change	split with HCPT
Extra adults	4.50		split with HCPT
Roleplay Sessions (c.30 children) - Half Day	70.00		
Roleplay Sessions (c.30 children) - Full Day	130.00		





**Report to: Joint Museums Committee, 23<sup>rd</sup> November 2018**

**Report of: Head of Finance**

**Subject: Q2 Finance Report 2018/19**

**1. Recommendation**

**1.1 That the Committee reviews the financial monitoring details including budget variances for the 2nd quarter ended 30<sup>th</sup> September 2018.**

**1.2 That the Committee reviews the draft budget for 2019/20.**

**2. Background**

**2.1** This report provides information on the following at Q2:

- Year end forecast as at 30<sup>th</sup> September 2018
- Year end forecast - Subjective analysis
- Explanation of main variances
- Surplus/deficit split

**3. Information**

**3.1 Q2 Revenue Budget Performance**

The forecast year-end performance at Q2 is to achieve a £3k surplus, this is a slight improvement on the Q1 forecast position.

**3.2 Table 1: 2018/19 Projected Outturn as at 30<sup>th</sup> September 2018**

<b>Worcester City Hosting</b>	<b>2018/19 Budget</b>	<b>Projected 2018/19</b>	<b>Variance</b>	<b>Variance %</b>
Museum and Art Gallery	186,343	203,956	17,613	9%
Commandery	101,583	126,819	25,236	25%
Joint Museums Collections Team	126,233	134,040	7,807	6%
Joint Museums Management Team	261,291	207,290	(54,001)	-21%
<b>Total Joint Museum Service</b>	<b>675,450</b>	<b>672,105</b>	<b>(3,345)</b>	
Worcester City Contribution	479,708	479,708	-	
Worcestershire County Council Contribution	195,742	195,742	-	

### 3.3 Table 2: Subjective Analysis 2018/19

<b>Worcester City Hosting</b>	<b>2018/19 Budget</b>	<b>Projected 2018/19</b>	<b>Variance</b>	<b>Variance %</b>
Employees	743,570	688,524	(55,046)	-7%
Premises	1,800	1,150	(650)	-36%
Transport	3,100	1,600	(1,500)	-48%
Supplies & services	62,480	88,755	26,275	42%
Fees & Charges	(106,700)	(85,668)	21,032	-20%
Other Income	(28,800)	(22,156)	6,644	-23%
Grants & Contributions	-	(100)	(100)	0%
<b>Total</b>	<b>675,450</b>	<b>672,105</b>	<b>(3,345)</b>	

Since the Q2 projected year end forecast the City Council have agreed to postpone some of the transformation savings. This will be reflected the forecast at Q3.

### 3.4 Table 3: 2018/19 Projected Outturn as at 30<sup>th</sup> September 2018

<b>County Hosting</b>	<b>2018/19 Budget</b>	<b>Projected 2018/19</b>	<b>Variance</b>	<b>Variance %</b>
Hartlebury Operations	179,545	179,545	0	

### 3.5 Table 4: Subjective Analysis 2018/19

<b>County Hosting</b>	<b>2018/19 Budget</b>	<b>Projected 2018/19</b>	<b>Variance</b>	<b>Variance %</b>
Employees	202,500	202,500	-	0%
Premises	-	-	-	-
Transport	6,550	6,550	-	0%
Supplies & services	25,951	25,951	-	0%
Income	(55,456)	(55,456)	-	0%
<b>Total</b>	<b>179,545</b>	<b>179,545</b>	<b>-</b>	

Hartlebury Operations is hosted by the County Council. Their Finance team have provided the figures in tables 3.4 and 3.5 and they are forecasting a breakeven year end position at Q2. This is to be reviewed by the JMS during Q3.

### 3.6 Explanation of major variances

The projected surplus is due to significant savings in the interim management arrangement, this is partially offset by increased casual staff costs.

The other variances on income and expenditure budgets reflect historic budgets these need to be realigned to better reflect actual income and expenditure. This will be done as part of the 2019/20 budget setting process. The museums management team will carry out this review and will recommend the changes to JMC.

### 3.7 Transformation savings

The budget for 2018/19 assumed Transformation savings of £31k for 2018/19, these are forecast to be achieved from various underspends across the JMS.

### 3.8 Surplus/deficit split

Under the terms of the agreement, any variance to budget within 5%, will be transferred to the Joint Museum Reserve. The value at 30<sup>th</sup> September 2018 is £75,044 with no movement from Q1.

### 3.9 Draft Budget proposal 2019/20

	<b>2019/2020 City Contribution Proposal</b>	<b>2019/2020 County Contribution Proposal</b>	<b>2019/2020 Total Draft JMS Budget</b>
<b>Worcester City Hosting</b>			
Base budget 2018/19	479,708	195,742	675,450
Less 2019/20 savings	(64,000)	(30,000)	(94,000)
Plus inflation	17,359	4,109	21,468
<b>Total (Including inflation)</b>	<b>433,067</b>	<b>169,851</b>	<b>602,918</b>

The 2019/20 draft budget for the City Council is being prepared for review by Committee on 11<sup>th</sup> December, final approval in February.

	<b>2019/2020 Budget Proposal</b>
<b>County Hosting – Hartlebury</b>	
Base budget 2018/19	179,545
Plus inflation	TBC
<b>Total (Plus inflation)</b>	<b>179,545</b>

The 2019/20 draft budget for the County Council is also being prepared for review by Cabinet on 13<sup>th</sup> December, final approval in February.

**Ward(s):** All  
**Contact Officer:** Mark Baldwin – Tel 01905 722007  
 Email – [mark.baldwin@worcester.gov.uk](mailto:mark.baldwin@worcester.gov.uk)  
**Background Papers:** None

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**Report to: Museums Service Committee, 23<sup>rd</sup> November 2018**

**Report of: Interim Museums General Manager**

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**Subject: 2018-19 QUARTER 2 PERFORMANCE**

**1. Recommendation**

**1.1 The Museums General Manager recommends that the performance information provided for the 2nd quarter 2018-19 be noted.**

**2. Background**

- 2.1 The attached service plan and summary of performance indicators give an account of progress in delivering the work programme against service priorities and targets.
- 2.2 The attached performance information incorporates information that shows the impact the events and exhibitions programmes have on visitor numbers at all three museum sites.

**3. Information**

- 3.1 Some of the key points on performance in the second quarter of 2018-19 to note are:
- The Commandery income continues to grow, although now we are past the first 12 months of relaunch increase is levelling off. Continuing the momentum of the redevelopment is a priority.
  - Hartlebury Castle's visitor numbers have now started to exceed our challenging targets set following the relaunch. Early indications are that the audience for the full site has shifted to a larger proportion of adult visitors coming for the generic offer rather than families visiting mainly at event time. Our priority will be to work with Hartlebury Castle Preservation Trust to maintain both audiences long term.
  - School bookings have responded to the intensive work on publicity over the summer but are still significantly lower than targets, which represents the main under-performance on income for the service. The learning team are developing a strong outreach offer to respond to demand.

**Ward(s):**  
**Contact Officer:**

**All wards**  
**Philippa Tinsley, Tel: 01905 25371, Email:**  
[Philippa.tinsley@worcester.gov.uk](mailto:Philippa.tinsley@worcester.gov.uk)

**Supporting Documents:**

**Appendix 1:** Service Plan 2018-19 Quarter 2  
**Appendix 2:** Quarter 2 PIs Summary

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# MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2018-19

QUARTER 2 UPDATE

Page 25

Agenda Item 8  
Appendix 1





Strategic Objective	Key Targets/Work Areas	Actions			Progress
	What	What	By when	MMT lead	
	A development plan for Worcester City Art Gallery & Museum, with phase 1 focused on improving the visitor welcome in reception	Funding bids submitted to support phase 1 of improvement plan	July 18	AB	Design delayed due to transfer of PPL and outcome of Fire Risk Assessment, with knock on impact on progress. Planned for early 2019.
		Masterplanning sessions with stakeholders towards a 10-year plan	Dec 18	PT	
		Capital improvements to reception area complete	Feb 19	AB	
		Welcome internal action plan, including staff training and café development	Mar 19	AB	
	Continue to improve the visitor experience at the Commandery <i>Working with key partners and funders</i>	Programme of events and talks, with existing and new partners. <i>Audience target tourists:</i> Oak Apple Day August Bank Holiday Medieval event <i>Audience target local residents:</i> Holiday activities Living History	Mar 19	DN	New Learning Office established. Storage equipment purchased. Pursuing options for additional
		Review of Commandery café and plan future developments with independent operator	May 18	DN	
		Completion of Learning Suite facilities including storage	Sept 18	DN	

Strategic Objective	Key Targets/Work Areas	Actions			Progress
	What	What	By when	MMT lead	
	Evaluate performance to inform all developments	Partners and funders identified to develop display and resources supporting Painted Chamber.  Run Audience Finder evaluation using volunteers	Mar 19  Dec 18	DN  HL	equipment storage appropriate to building.
<i>B. To develop heritage marketing and related tourism opportunities in the City and County</i>	Increase groups visits to The Commandery, increasing the economic impact for Worcester  Maximise heritage of Worcester City <i>Supporting Worcester City Council strategic priority</i>	Improve Commandery promotion to specialist groups and attract 18 group tour bookings  Liaise with Visit Worcestershire planning Mayflower400 itineraries for overseas visitors to Britain  Events strategy for Museums Worcestershire city venues  Worcester Heritage Partnership Group and Love Worcester Event participation  Build relationships with local	March 19  March 19  July 18  Feb 19	HL  HL  HL  HL	Delayed to December due to interim reduced capacity, ready for 2019  Joint marketing campaign moved

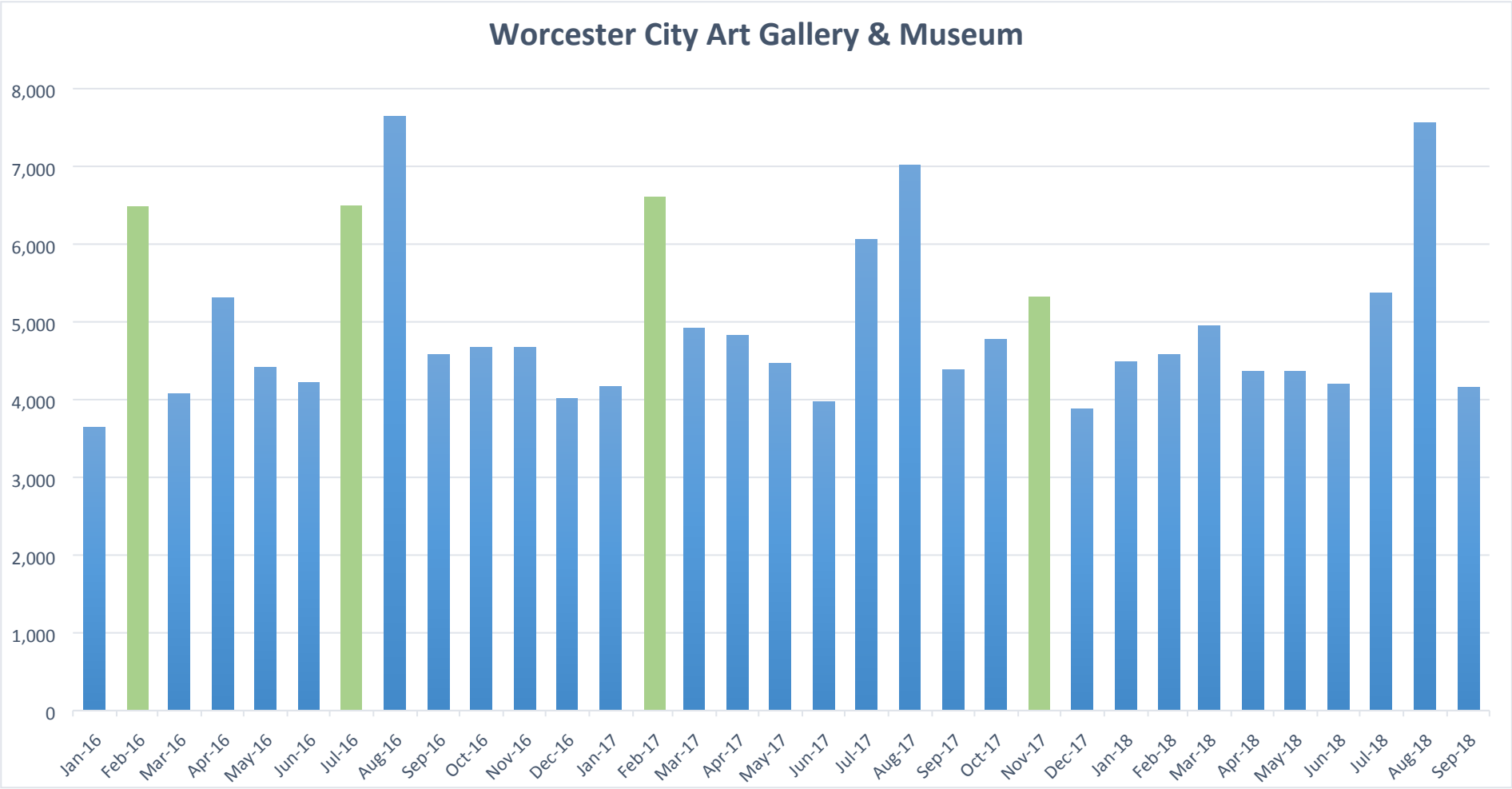
Strategic Objective	Key Targets/Work Areas	Actions			Progress
	What	What	By when	MMT lead	
		heritage partners to develop heritage audiences, participating in: <ul style="list-style-type: none"> <li>• Lost Landscapes project</li> <li>• Partner in Ring Project</li> <li>• Elgar connection with The Firs</li> </ul> Develop stronger links with Tourist Information Centre and Guildhall, investigate joint ticketing opportunities  Plan EPOS systems at MAG and Commandery in parallel with Tourist Information Centre	Sept 18 March 19 July 18   Oct 18   Dec 18	      PT   AB	audiences between venues. Partners included WAAS, The Hive, Worcester TIC and Crowngate  Met with The Firs for an initial positive meeting to discuss future partnerships
C. <i>To improve health, volunteering and learning opportunities in local communities</i>	Formal Education strategic development <i>Supporting Worcestershire County Council's Education Strategy</i>	Complete Commandery arts programme of Civil War Stories & Paper Rebellion , then evaluate  Develop 2 new curriculum-led schools sessions – Hartlebury archaeology and MAG Ice Age  Develop schools arts resource box  Trial 2 Home Educators taster days and improve flexible offer	Sept 18  Sept 18  Oct 18  Jan 19	GD  GD  GD  GD	Completed – evaluation in progress  Completed – Ice Age school session and Early Years’ session using Hartlebury caravan collection  Delayed – consultation shows Home Ed. Groups prefer summer terms and a need for us to develop new resources

Strategic Objective	Key Targets/Work Areas	Actions			Progress
	What	What	By when	MMT lead	
	Extend community partnerships <i>Supporting Worcester City Council and Worcestershire County Council's wellbeing priorities</i>	<p>Complete next phase redevelopment of loans service for County Museum with focus on schools and community engagement</p> <p>Develop workshops alongside Open Gallery programme at City Museum</p> <p>Increase volunteering opportunities across sites</p> <p>Scope community partners for Commandery Painted Chamber project</p> <p>Include City Museum and Commandery in Disabled Go's Accessibility Checker</p>	<p>March 19</p> <p>Jan 19</p> <p>Feb 19</p> <p>Mar 19</p> <p>Aug 18</p>	<p>GD</p> <p>GD</p> <p>GD</p> <p>DN</p> <p>AB/DN</p>	<p>Suitcase Stories project 2 successful grant application includes community loans which will integrate with this</p> <p>Completed August 2018 – AccessAble.co.uk</p>
D. To maintain responsible guardianship for our collections	Ensure collections are managed effectively and made accessible	<p>Scope project on significant glove and glove-making collections and submit funding application</p> <p>Scope the opportunities, impact and practicalities of a closer working relationship with Worcestershire Biological Records Centre and Worcestershire Recorders to develop management of natural history collection</p>	<p>Nov 18</p> <p>Jan 19</p>	<p>DN</p> <p>DF</p>	

Strategic Objective	Key Targets/Work Areas	Actions			Progress
	What	What	By when	MMT lead	
	Review collections held on behalf of Tickenhill Trust	Phase 3 of the collection backlog completed with inventories available online	Mar 19	DF	
		Review and update documentation	Jan 19	DF	
		Work with Worcestershire County Council to develop opportunities of Tickenhill Trust for income and savings	Mar 19	PT	
	Create widest possible access to Worcestershire's WW1 collections through final year of WWW100 project	Delivery of WWW100 project through research, talks, displays, support to People's Exhibition and project evaluation	March 19	DF	
<i>E. To secure a viable future for our museum sites through new ways of working</i>	Switch hosting of Joint Museums Service from Worcester County Council to Worcester City Council <i>Supported by both authorities</i>	Support staff through changes in systems for Finance/HR/ICT	Sept 18	AB	Complete
		TUPE transfer complete. Dotted-line overview of County Museum in place and working effectively	July 18	PT	Complete
		Move website museums Worcestershire.org.uk	Sept 18	HL	New wordpress site has been planned and mapped, City team to set up, completion planned for Dec 2018
		LGPS ghost body investigation	Nov 18	PT	

Strategic Objective	Key Targets/Work Areas	Actions			Progress
	What	What	By when	MMT lead	
	Align income and expenditure, meeting savings targets	complete  Changes to admission prices, opening hours, frontline staff roles and budgets at County Museum implemented  Embed performance monitoring to all levels of staff, reviewing business plan targets at all sites  Review opening hours, frontline staff roles and budgets at Worcester City Art Gallery & Museum  Review management requirements and roles of Joint Museums Service	May 18  Dec 18  Oct 18  March 19	RR  PT  AB  PT	
	Further diversify income throughout service	Review and update Fundraising Strategy, including membership scheme  Launch wedding and corporate hire package at Commandery	March 19  May 18	HL  AB	

<b>2018-19 QUARTER 2 PERFORMANCE INDICATOR SUMMARY</b>				
	<i>Intended to measure</i>	<i>This quarter</i>	<i>2017-18 Q2</i>	<i>Notes</i>
<b>Number of visitors, Worcester City Art Gallery &amp; Museum</b>	Participation	17,095	17,465	Slightly under target – strong August, poorer performance during the earlier heatwave
<b>Number of visitors, The Commandery</b>	Participation	6,067	7,144	Exceeding target, which was lower than 2017 given the additional visitors for the launch events – strong July, subsequent months levelling off increase
<b>Number of visitors, County Museum at Hartlebury Castle</b>	Participation	7,118	4,891	Exceeding target – challenging targets in place for reopening, now exceeding them particularly with adult visitors
<b>Website sessions</b>	Reach	85,777	71,227	Exceeding target
<b>Income performance for all sites against target (%)</b> <i>Includes admission fees, shop spend, Commandery café and lettings</i>	Viability	88%	Not previously measured	£7700 off target, to be managed within budgets
<b>Number of children and young people visiting as part of a formal education programme</b>	Engagement	770	Previously only measured as income	Against a target of 810 – slightly under target  So far in 2018-19, 13% of formal education contacts are as outreach sessions
<b>Number of learners engaged in informal education programmes, adults and children</b>	Engagement	1,829	Not previously measured	In Q1 1,008

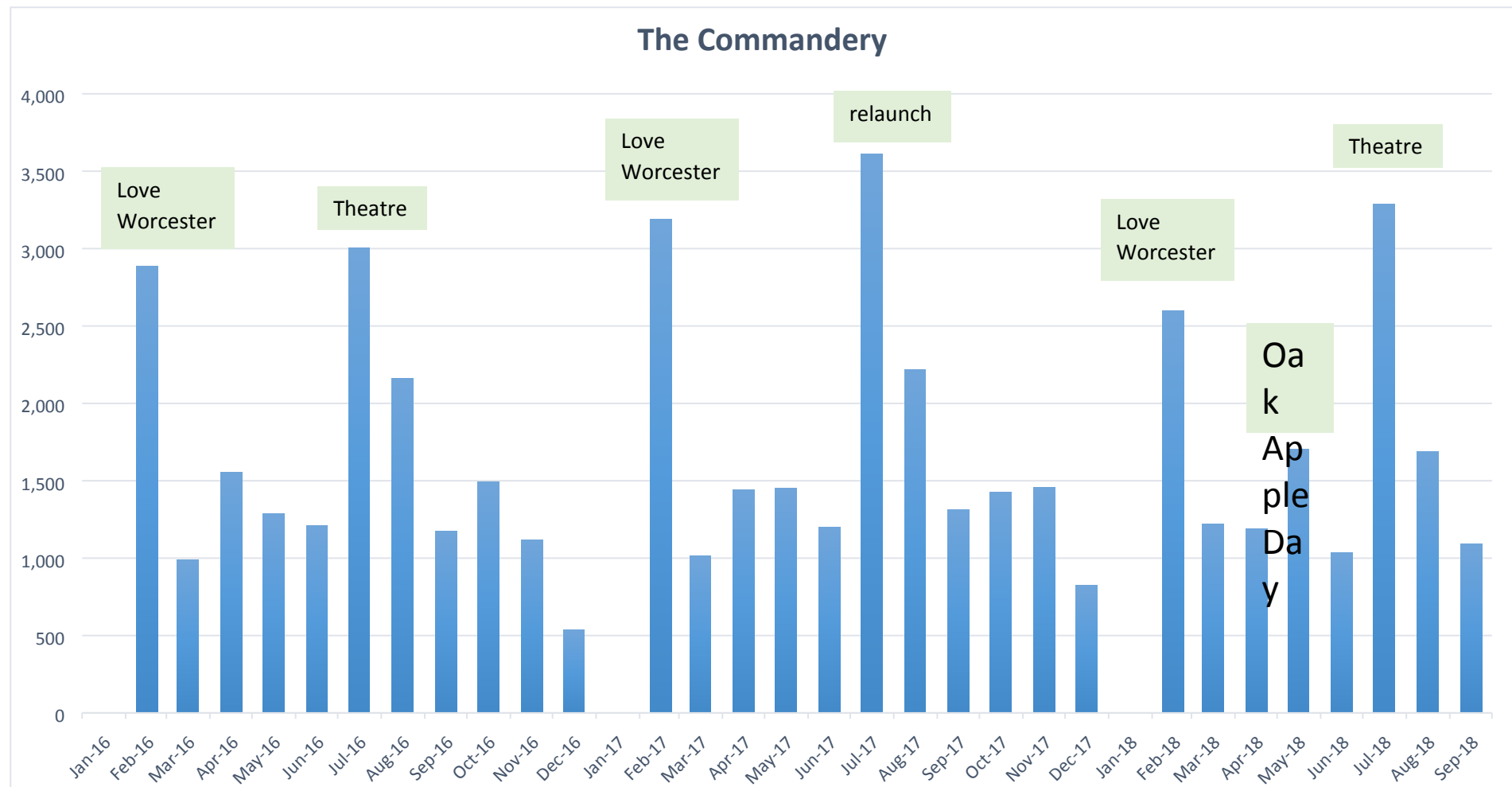


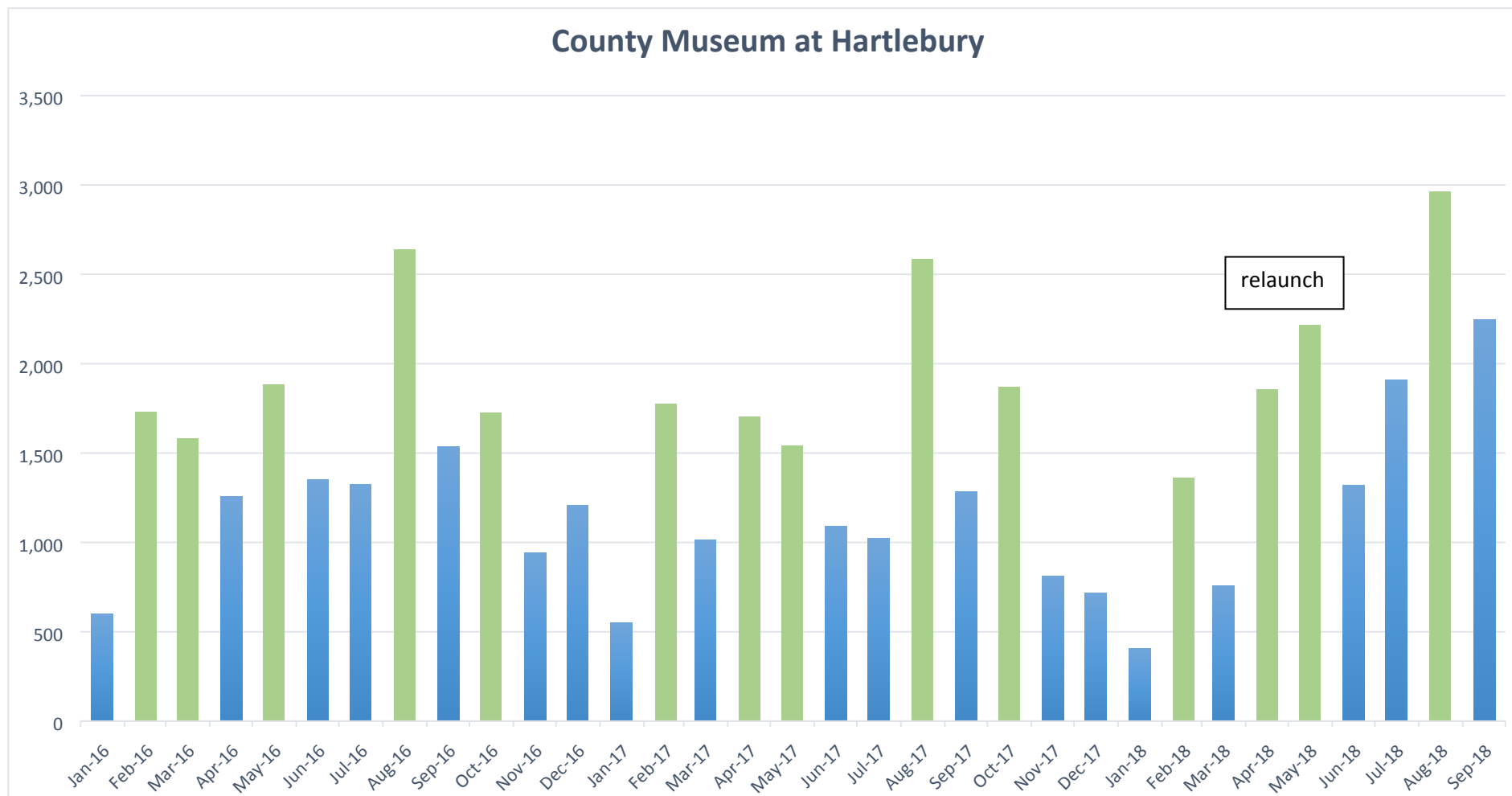
Exhibition start dates:

2106	February 13	<i>The Green Earth</i>	2017	February 11	<i>David Cox</i>	2018	February 17	<i>BW Leader</i>
	July 9	<i>Nick Sharratt</i>		June 17	<i>Celebrity</i>		June 16	<i>Ice Age</i>
	September 17	<i>Jeremy Deller</i>		September 16	<i>Society Artists</i>		September 28	<i>What Do We Want?</i>
	December 3	<i>Society Artists</i>		November 4	<i>Warhol to Walker</i>			

Green bars mark where exhibitions have been particularly successful at attracting visitors







*Green bars mark where school holidays or half terms fall.*

## National Context:

Visitor numbers for 2017 fell at national museums and galleries, with a dramatic fall of 35% at the National Portrait Gallery and 16.5% at the National Gallery.

## Satisfaction:

**Ice Age Exhibition**, project in partnership with Worcestershire Archive and Archaeology Service

*"Brilliant. What a splendid fusion of material for all ages, accessible, thoughtful and imaginative. Thanks!"*

## Volunteers

Anne said she wanted something to challenge her since retiring. She never normally put herself in front of the public (she always had a back office role) so wanted to see if she could do it through carrying out our face-to-face audience research. She now loves it and has also asked if she can help with craft workshops.

**Education project**, *Paper Rebellion* using arts to learn about the Civil War

Teacher A: *"Gave gory description to enthuse children. Lots of subject knowledge – very well organised"*

Teacher B: *"very patient, adapted work to suit and were really good at accommodating special needs students"*.

**Collections Training**, Costume day school for West Midlands museum staff and volunteers

*"I thought it was an excellent and informative day. I've come away with practical advice (and experience) to bring to the costume/textiles at the museum where I work"*

*"Everything was explained well and informal. Delivered with style"*

**Worcester City Council State of the City report**

*Significant increase in satisfaction since formation of Joint Service; increased satisfaction recent redevelopments.*

## Appendix 2: 2018-19 Q2 Performance Indicators Summary

**Hartlebury**  
MUSEUM | CASTLE | EVENTS

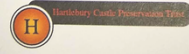


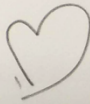
Date of your visit: 27/07/2018

**Comment card**  
What did you enjoy? What could we do better?

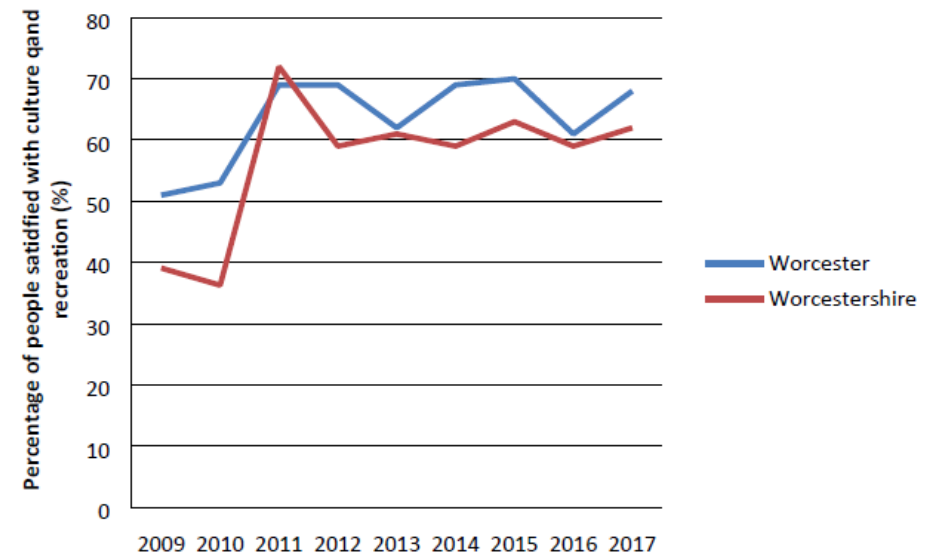
*What a wonderful treasure trove of interesting artefacts. Loved the local history of real people's lives. Amazing history of all the crafts and skills that have largely gone.*

Please leave any comments and then hand the card in at reception

*Well done Hartlebury*

## 4d. Satisfaction with culture and recreation, Worcestershire – Museums and Galleries



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**Report to: Joint Museums Service, 23<sup>rd</sup> November 2018**

**Report of: Interim Museums General Manager**

**Subject: JOINT MUSEUMS COMMITTEE WORK PROGRAMME**

**1. Recommendation**

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

**2. Background**

2.1 In order to allow the Joint Committee to manage its future work programme, a list of anticipated items, as set out in the rolling agenda managed by Worcester City Council Democratic Services team, has been included in section 3 below.

2.2 Members of the committee should consider if they would like to add any new items to the work programme over the upcoming year.

**3. Information**

	<b>23<sup>rd</sup> JANUARY 2019</b>
1.	Strategic Plan 2019-24
2.	Tickenhill Trust review
3.	Joint museums committee work programme
4.	Worcester City Art Gallery & Museum review final approval
5.	Museums Worcestershire management and collections teams outline business plan
	<b>27<sup>th</sup> MARCH 2019</b>
1.	Heritage marketing review
2.	2018-19 quarter 3 performance
3.	Finance, 3rd quarter monitoring report
4.	Joint museums committee work programme
5.	Museums Worcestershire management and collections teams review final approval

	<b>19<sup>th</sup> JUNE 2019</b>
1.	Museums Worcestershire annual review
2.	Service Plan 2019-20
3.	2018-19 quarter 4 performance
4.	Finance, 4th quarter monitoring report
5.	Joint museums committee work programme

**Ward(s):** All wards  
**Contact Officer:** Philippa Tinsley, Tel: 01905 25371, Email: Philippa.tinsley@worcester.gov.uk  
**Background Papers:** None



**Report to: Joint Museums Service, 23 November 2018**

**Report of: Interim Museums General Manager**

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**Subject: WORCESTER CITY ART GALLERY & MUSEUM REVIEW**

**1. Recommendations**

- 1.1 The Joint Museums Committee notes progress to improve the visitor welcome in reception to visitors to the Art Gallery & Museum building.**
- 1.2 The recommendations for change proposed in the business case following review of Worcester City Art Gallery & Museum operations team be approved.**
- 1.3 The Museums General Manager be authorised to implement the business case recommendations in the accompanying exempt report, following Worcester City Council procedures and in consultation with the Chair and Vice Chair of the Joint Museums Committee.**

**2. Background**

**Art Gallery & Museum reception**

- 2.1 As set out in Museums Worcestershire Service Plan for 2018-19, planning is underway to improve the visitor welcome to Worcester City Art Gallery & Museum. This work follows audience evaluation showing a lower satisfaction for visitor welcome than at the other Museums Worcestershire sites.
- 2.2 This project gives an opportunity for museum staff and other City Council staff to work more closely and create a facility that benefits both museum visitors and visitors to the City Council offices. The change in hosting of the museum service has facilitated these discussions and a joint project team will oversee the work.
- 2.3 Investigations are currently underway to determine the impact of the plans on safe fire egress from the City Council offices and this has slightly delayed the budget planning and progress to the project implementation stage.
- 2.4 Museums Worcestershire intends to apply for funding from Arts Council England to part fund this work alongside an improved introduction to the permanent museum displays. Further details will be brought back to the committee at a later meeting.

### **Art Gallery & Museum operations review**

- 2.5 At the meeting on 16 November 2017, the Joint Museums Committee approved an approach for delivering a more efficient service and reducing the annual contributions of each partner to the Joint Museums Service through team-by-team review. This included a review of the Museum & Art Gallery operations in 2018-19.
- 2.6 The cost of service transformation was discussed at the Joint Museums Committee on 24 January 2018. It was agreed that museum reserves could be made available to fund structural change in the museum service using the theoretical pro-rata apportionment used to manage the Joint Museums Service finances – 39% Worcestershire County Council and 61% Worcester City Council.
- 2.7 An internal review has been undertaken, considering the most efficient management of the site, the appropriate level of all expenditure and income budgets and evidence of audience engagement.
- 2.8 The business case following this review and its recommendations are set out in the exempt appendix.

### **3. Preferred Option**

- 3.1 The business case in the exempt appendix lays out recommendations based on a review of Worcester City Art Gallery & Museum operations.

### **4. Alternative Options Considered**

- 4.1 Alternative options are included in the exempt appendix.

### **5. Implications**

- 5.1 Financial and Budgetary Implications  
Further financial details on the reception welcome project will be brought to a future meeting for review.
- 5.2 Legal and Governance Implications  
There are no legal or governance implications to the proposed work.
- 5.3 Risk Implications  
The operations review has been undertaken as part of the City's transformation projects. Delays or changes would present a risk to reaching those targets for the City Council.
- 5.4 Corporate/Policy Implications  
There may be corporate or policy implications to the proposed reception function depending upon its final scope. This will be considered by the joint project team and brought back for review if required.
- 5.5 Equality Implications  
The business case has been reviewed, concluding that there are no equality implications to this work.



5.6 Human Resources Implications

Worcester City HR team have been involved in the preparation work towards the business case review.

5.7 Health and Safety Implications

There may be fire egress implications to the proposed reception improvements, particularly following the City Council's increased office capacity. This is being investigated before plans are finalised.

5.8 Social, Environmental and Economic Implications

There changes proposed in this report have been reviewed for social, environmental or economic implications and it has been concluded there is no significant impact.

**Ward(s):**

**Contact Officer:**

**Supporting Documents:**

**All wards**

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**Appendix 1: Business case following review**

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