



JOINT MUSEUMS COMMITTEE

AGENDA

Date: Friday, 22nd November, 2019

Time: 10.00 am

Venue: Guildhall, Worcester

JOINT MUSEUMS COMMITTEE

Information for Members of the Public

Access to the Guildhall is via the front entrance in the High Street. The nearest car park is Copenhagen Street (pay and display). If you are a wheelchair user or have restricted mobility, access to the Guildhall can be gained either through the door on the right side of the forecourt as you face the Guildhall, or through the sliding doors at the rear of the Guildhall. There is a dedicated disabled space at the rear (access via Copenhagen Street). Most meetings are held on the ground floor, which can be reached by using the lift. If you are a wheelchair user or have restricted mobility and you wish to attend a meeting, please telephone or email the officer mentioned below in advance and we will make any necessary arrangements to assist your visit.

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.

Please note that this is a public meeting and members of the public and press are permitted to report on the proceedings. "Reporting" includes filming, photographing, making an audio recording and providing commentary on proceedings. Any communicative method can be used to report on the proceedings, including the internet, to publish, post or share the proceedings. Accordingly, the attendance of members of the public at this meeting may be recorded and broadcast. By choosing to attend this public meeting you are deemed to have given your consent to being filmed or recorded and for any footage to be broadcast or published.

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.

This agenda can be made available in large print, braille, on PC disk, tape or in a number of ethnic minority languages. Please contact the above named officer for further information.

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Joint Museums Committee
Friday, 22 November 2019

Members of the Committee:-

Chairman: Councillor Mike Johnson (C)
Vice-Chairman: Councillor Mrs Lucy Hodgson (C)

Councillor Adrian Gregson (L)
Councillor Mrs. Lucy Hodgson (C)

Councillor Mike Johnson (C)

C = Conservative G =- Green L = Labour LCo = Labour and Co-Operative

AGENDA

Part 1
(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)

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| 1. Appointment of Substitutes | To receive details of any Members appointed to attend the meeting instead of a Member of the Committee. |
| 2. Declarations of Interest | To receive any declarations of interest. |
| 3. Public Participation | 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. Minutes
Page(s): 1 - 6 | Of the meeting held on 20 th September 2019 to be approved and signed. |
| 5. Collections Projects Update
Page(s): 7 - 10
Ward(s): All Wards
Contact Officer: Deborah Fox,
Senior Curator
Tel: 01905 25371 | <div style="margin-left: 20px;">1. The Joint Museums Committee note the award of £82200 for the project <i>The Vardo Project</i>;</div> <div style="margin-left: 20px;">2. The Joint Museums Committee note the progress made on <i>A Glove Affair: Worcester's Hand in the Global Gloving Industry</i> and <i>Mayflower</i>; and</div> <div style="margin-left: 20px;">3. That the Museums Manager be authorised to recruit a Vardo Project Officer.</div> |

<p>6. Hartlebury Castle and County Museum 2020-2021 Fees and Charges Page(s): 11 - 20 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums Manager Tel: 01905 25371</p>	<ol style="list-style-type: none"> 1. The Museums Manager recommends that the Joint Museums Committee approve the proposed changes to admission charges at Hartlebury Castle for 2020/2021, as set out in Appendix 3; 2. The Joint Museums Committee delegate to Worcestershire County Council's Assistant Director for Communities the decision to reverse the increased charge if needed following review, as outlined in the preferred option; and 3. That the Joint Museums Committee approves the temporary alteration from 1/1/2020 of any fees to be included in the annual leaflet.
<p>7. Support for Worcestershire Heritage Organisations Page(s): 21 - 26 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums Manager Tel: 01905 25371</p>	<ol style="list-style-type: none"> 1. That the Joint Museums Committee note the current support given to other heritage organisations in Worcester and Worcestershire and future plans to continue with this area of work; 2. That the committee approve the protocol for considering consultancy work and its impact on the delivery of the annual service plan; and 3. That the Committee consider the proposed next steps with regard to the future curation of Worcester's Guildhall.
<p>8. Quarter 2 Performance Report 2019-2020 Page(s): 27 - 38 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums Manager Tel: 01905 25371</p>	<p>The Museums Manager recommends that the performance information provided for the 2nd quarter 2019-20 be noted.</p>

<p>9. Quarter 2 Finance Report 2019-2020 Page(s): 39 - 42 Ward(s): All Wards Contact Officer: Mark Baldwin, Head of Finance Tel: 01905 722007</p>	<ol style="list-style-type: none"> 1. That the Joint Committee reviews the financial monitoring details including budget variances for the 2nd quarter ended 30th September 2019; and 2. That the Joint Committee reviews the draft budget for 2020/21.
<p>10. Joint Museums Committee Work Programme Page(s): 43 - 44 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums 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>11. Commandery Review Business Case Recommendations Page(s): 45 - 46 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums Manager Tel: 01905 25371</p>	<ol style="list-style-type: none"> 1. That the Joint Museums Committee note the information provided in the attached exempt business case following review of the Commandery operations, opening hours and opportunities for commercial activity; and 2. The proposed recommendations for change in the business case be approved.
<p>12. Any Other Business</p>	<p>Which in the opinion of the Chairman is of sufficient urgency as to warrant consideration.</p>
<p>13. Item Involving the Disclosure of Exempt Information</p>	<p>The Committee are invited to pass the following resolution:-</p> <p>That under Section 100A(4), the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of information defined in Schedule 12A of the said Act.</p>

PART II
(ITEM FOR DISCUSSION AND DECISION IN PRIVATE)

- | | |
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| <p>14. Commandery Review Business Case Recommendations</p> <p>Ward(s): All Wards</p> <p>Contact Officer: Philippa Tinsley,
Museums
Manager
Tel: 01905 25371</p> | <p>To consider the exempt appendix of the report (To Follow).</p> |
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JOINT MUSEUMS COMMITTEE**20th September 2019**

Present: Councillor Johnson in the Chair (for items 22-31)
Councillors Gregson, Mrs L. Hodgson and Johnson

Officers: Andrew Round, Corporate Director – Place (Worcester City Council)
Hannah Needham, Assistant Director of Children, Families and Communities (Worcestershire County Council)
Philippa Tinsley, Museums Manager (Museums Worcestershire)
Helen Large, Museums Audience Manager (Museums Worcestershire)
Mel Wood, Finance (Worcester City Council)
Deborah Fox, Senior Curator (Museums Worcestershire)
Rachel Robinson, Commandery Development Manager (Museums Worcestershire)

Apologies: Councillor Roberts

17 Appointment of Substitutes

Councillor K. Pollock for Councillor A. Roberts.

18 Declarations of Interest

The following declaration of interest was made:

Councillor Gregson – As an employee of Worcestershire County Council Archive and Archaeology Service.

19 Public Participation

None.

20 Minutes

RESOLVED: That the minutes of the meeting held on 12th June 2019 be approved as a correct record and signed by the Chairman.

21 Election of Chairman

RESOLVED: That Councillor Johnson be elected as Chairman for the ensuing year.

22 Appointment of Vice-Chairman

RESOLVED: That Councillor Mrs L. Hodgson be elected as Vice Chairman for the ensuing year.

23 Commandery Review

The Joint Committee considered a report on the Commandery Review.

In 2016, Worcester City Cabinet approved a business plan for The Commandery for 2017-2020 and invested £370k towards the project for capital repair and visitor improvements. In addition Museums Worcestershire raised £180k in external funding toward the project.

The business plan for this redevelopment outlined benefits for the project which were outlined in paragraph 2.3 of the report.

The preferred option was outlined in the report at paragraph 3.1. In November 2017 the Joint Museums Committee approved a development approach for The Commandery which outlined future phases of development. This document formed appendix 1 attached to the report.

The direction of The Commandery's activity over the next 18 months was highlighted at paragraph 3.3 of the report, some of which would included a new events and activities strategy, focused on the local family audience, including the recruitment of an Events and Activities Co-Ordinator, a role that has been vacant since December 2018; A review of the Sunday opening and customer engagement across the city and better align The Commandery's offer to complement it; A review of the front-line staffing structure as outlined in appendix 2 in the exempt part of the agenda for consideration, to better align it to the budget and ensure it is fit to implement the future plans.

The Museums Manager responded to questions from the Joint Committee Members, in particular around visitor stays and local and national figures. It was confirmed that annual surveys refer to these figures and they are monitored. The Chairman asked for this data to be brought to a future meeting. In response to a question on empty spaces the Museums Manager stating that there was a continuing programme for this and would be working with the property team.

In referring to appendix 1, the Commandery future phases, it was asked that Worcester BID be included in the potential partners in the learning section. With regard to the wellbeing section it was noted that Worcestershire Ambassadors had carried out work around this. It was also asked where the cultural bid sat with the Joint Museums and other bids in the city. The Corporate Director – Place stated that the Cultural Development Fund was part of this and that the High Street bid was at the early stages.

RESOLVED: That the Joint Committee:

- 1. note the progress made since 2017 and the revised approach to developing the future offer at The Commandery;**

2. **authorise the Museums Manager to proceed with The Commandery team review through Worcester City Council's processes and in consultation with the appropriate County Council officers and the Committee Chair and Vice Chair; and**
3. **authorise the Museums Manager to recruit to the role of Events and Activities Co-ordinator and Learning casual staff in advance of the rest of the review.**

24 Museums 2020-21 Fees and Charges

The Joint Committee considered a report on the Museums fees and charges for 2020-21.

Museums Worcestershire feeds its charges into both partner approval processes in addition to bringing changes to the Joint Museums Committee at this time each year for discussion.

Under the terms of agreement with Worcestershire County Council, Hartlebury Castle Preservation Trust (HCPT) should proposed any changes to the joint admissions charges before November of each year. A further report would be brought to the November meeting of the Joint Museums Committee for approval if a change is to be proposed.

The Museums Manager in presenting the report drew the Joint Committee's attention to the proposed fees and charges as outlined in appendix 1 and confirmed that the focus had been on those fees and charges that have not been so successful.

The Joint Committee Members were informed that a new fee was proposed for a joint ticket for the Commandery in partnership with other heritage organisations in Worcester City. It was proposed that subject to approval by the Joint Committee this would be piloted over winter 2019-20 and to be extended and adopted for 2020-21 if proved successful.

For clarification the Museums Manager explained the Archaeology Deposit Fees and referred the Joint Committee Members to appendix 2 which provided further information on the proposed change in fees. The Senior Curator explained the archaeological archiving process and the deposition fees. The Senior Curator then responded to questions from the Joint Committee Members on this process.

RESOLVED That the Committee:

1. **approves the proposed package of changes to the Museums' fees and charges;**
2. **approves the temporary adoption from 1st October 2019 of a joint ticket charge to gauge visitor interest; and**
3. **approves the temporary alteration from 1st January 2020 of any fees to be included in the annual calendar-year publicity.**

25 **Capital Planning**

The Joint Committee considered a report on Capital Planning.

The Joint Museums Committee were only made aware of projects once funding had been identified or secured, and the project had been fully detailed. The Committee had requested that they be informed at an earlier stage in order that they could assist in the identification or allocation of funding.

The Museums Manager in presenting the report, drew the Joint Committee's attention to appendix 1 which identified the projects currently under review, for discussion by the Committee. The costs outlined were estimates, the next stage of work would include refining of project outcomes (including income potential), timescales and budget.

During the discussion of the potential projects emphasis was on the proposals both for investment in commercial facilities and in promotional campaigns to increase visitor numbers nationally and regionally. A further discussion was held on the sources of funding for these projects. The Corporate Director – Place stated that the Place and Economic Development Sub-Committee would be the best route for discussion as part of the budget setting process.

In response to a question the Museums Manager updated the Joint Committee on the proposed Museum and Art Gallery foyer improvements. As requested the Museums Manger agreed to send Councillor Gregson a detailed plan of the area.

RESOLVED: That the Joint Committee note the outlined projects under consideration for investment at the City Museums.

26 **Quarter 1 Performance Report 2019-2020**

The Joint Committee considered a report on the performance information for the 1st Quarter ended 30th June 2019.

The Museums Audience Manager drew the Members' attention to the performance information in appendix 1 attached to the report that demonstrated the impact Museums Worcestershire has on raising the profile of Worcester and Worcestershire nationally, and the pride and wellbeing improvement this generated locally.

The Museums Manager and the Museums Audience Manager both responded to questions from the Joint Committee Members relating to the performance appendix. Clarification was requested on the Commandery visitor figure reduction and the possible cause also the cost of the exhibitions.

In referring to the service plan, attached as appendix 2 to the report, the Museums Audience Manager highlighted the exhibitions held at the Museum and Art Gallery, and in particular the star wars exhibition which had attracted a visitor figure of 24,000, being the best ever.

It was queried whether a Visit England VAQAS assessment and evaluation had been carried out for the Commandery. The Commandery Development Manager updated the Joint Committee Members and stated that she would be looking into this and would report back to the Joint Committee in due course.

The Joint Museums Committee were also informed that Trip Advisor comments received were collated and responded to. Members agreed that it would be useful to see these. The Museums Manager responded to a request for an update on the Tickenhill Collection.

RESOLVED: That the Joint Committee note the performance information provided for the 1st quarter of 2019-20.

27 Quarter 1 Finance Report 2019-2020

The Joint Committee considered the financial monitoring details, including budget variances for the 1st Quarter ended 30th June 2019.

The Finance Service representative presented the report. The Joint Committee were informed that the forecast year end position at Quarter 1 was a £2k overspend, this was due to a small saving in employee costs due to vacancies whilst implementing the structure and a potential insurance claim costing an estimated £5k.

The Joint Committee were also informed that the budget for 2019/20 assumed Transformation savings of £88k for 2019-20, these are forecast to be achieved in the projected year end out turn. The cost of Transformation, £49k, had been transferred from the general reserve in Quarter 1.

The Museums Manager responded to questions from the Joint Committee Members which related to the use of reserves for projects and clarification on the potential insurance claim.

RESOLVED: That the Committee note the financial monitoring details including budget variances for the 1st quarter ended 30th June 2019.

28 Work Programme

The Joint Committee considered its future work programme and concluded there were no additional items to be incorporated at the present time.

RESOLVED: That the Committee note the work programme.

29 Any Other Business

None.

30 Item Involving the Disclosure of Exempt Information

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the press and the public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of information as defined in Schedule 12A of the said Act.

31 Commandery Review

The Joint Committee considered and approved the outline Commandery staffing review as set out in confidential Appendix 2 of the report.

Duration of the meeting: 10.00am to 11.45am

Chairman at the meeting on
22nd November 2019



Report to: Joint Museums Committee, 22nd November 2019

Report of: Senior Curator

Subject: COLLECTIONS PROJECTS UPDATE

1. Recommendations

- 1.1 The Joint Museums Committee note the award of £82200 for the project *The Vardo Project*;**
- 1.2 The Joint Museums Committee note the progress made on *A Glove Affair: Worcester's Hand in the Global Gloving Industry* and *Mayflower*; and**
- 1.3 That the Museums Manager be authorised to recruit a Vardo Project Officer.**

2. Background

- 1.1 In January 2019, the Museums Manager reported *A Glove Affair: Worcester's Hand in the Global Gloving Industry* was awarded £113,100 over three years by the Esmée Fairbairn Collections Fund. The collections of Worcester City and Worcestershire County include gloves, factory artefacts and tools making up the best such collection in the world. The project will review the collection, highlighting its international significance and create workshops to reconnect local people to their past. It will work with community groups, volunteers and academic partners to deliver the project.
- 1.2 The Worcestershire County Vardo collection has national significance as the largest and finest collection of Gypsy caravans on display in public hands in the country. The collection is important to Worcestershire where the Gypsy Roma Traveller community is an integral part of the population. The significance of this collection and the stories it can tell about a community's way of life, identity and history of exceptional craftsmanship extends far beyond county boundaries to take on a national, and potentially international, significance. Despite the collection of caravans being on permanent display, the museum has little research and holds few contextualising archives.
- 1.3 An externally funded survey of the City World Cultures collection, funded by West Midlands Museum Development in 2018, identified the collection included significant and rare objects including a small indigenous American and Canadian collection.

3. Information

A Glove Affair: Worcester's Hand in the Global Gloving Industry

- 3.1 The *A Glove Affair: Worcester's Hand in the Global Gloving Industry* project began on May 1st 2019 with the Social History Curator seconded to the project for three years.

- 3.2 Following advertisement, recruitment and induction, a team of project volunteers are working on the project, one day every week based at the Museum Collections Store. Volunteers, under the supervision of the Social History Curator, are working to complete a full inventory of the Worcester City and Worcestershire County gloving collections and appraise and inventory the Ring Glove archive. Assessment and conservation of potential working objects that may be used in community activities is underway, criteria have been established for the use of working objects. Work is underway to establish partnerships with academics, institutions and researchers and to identify community groups and areas in which pilot workshops will be held.

The Vardo Project

- 3.3 An application was made to the John Ellerman Foundation to develop the unique Worcestershire County Vardo collection. The Fund aims to strengthen regional museums, enhance and sustain curatorial development to attract a broader public, fund work which has a legacy within and beyond the organisation, enable new ways of working and ensure organisations can safeguard and advance curatorial skills.
- 3.4 The John Ellerman Foundation has awarded Museums Worcestershire £82200 to fund, subject to approval by Joint Museums Committee, a curatorial project officer to work exclusively on this project for 2.5 days per week for three years, to engage in collections research and illuminate its context by developing archive and contextualising collections and make them accessible, develop a specialist network, undertake scientific investigation, work with volunteers on a conservation project and update interpretation for the public.
- 3.5 The long term aim of the project is to inform a potential application for designation of the collection and plan for the future of its housing, display and interpretation whilst developing a closer working relationship with the GRT community.

Mayflower 400

- 3.6 A modest Mayflower exhibition has been scheduled at Worcester City Art Gallery and Museum in 2020 charting the background of Edward Winslow of Droitwich and his voyage on the Mayflower, the experience of the Pilgrim Fathers, continued colonial expansion into America and Canada and the story of Worcester's indigenous collections.
- 3.7 The provenance of Worcester City's indigenous collection is little understood and likely to be difficult. Funding has been secured from West Midlands Museum Development to work with a researcher in Ontario focussing on its acquisition and significance in order that a transparent and truthful story is communicated to our visitors. West Midlands Museum Development intends to host a conference in Worcester in 2020 focussing on hidden and difficult histories, such as the impact of immigrants on the ingenious population in North America.
- 3.8 The City collection includes a rare seal gut parka, most likely from Alaska, donated by Captain Palk in 1834. Funding has been secured from museum members and The Leche Trust to conserve and remount the parka for display.
- 3.9 An application has been made with partners to Arts Council England, to commission a poet with a background in indigenous American literature to work with staff and stakeholders to examine difficult stories and emotions evoked by the collection

4. Implications

4.1 Financial and Budgetary Implications

The grants will fund the anticipated project activities. This funding will be matched by volunteer time donated to the project by teams of volunteers. It is anticipated that the findings of both projects may inspire future project phases, for which Museums Worcestershire will seek additional funding.

4.2 Legal and Governance Implications

There are no legal or governance implications to the proposed work.

4.3 Risk Implications

These projects enable the return of focus to two important collections through the creation of additional capacity, without which these heritage collections and their accessibility would be at risk.

4.4 Corporate/Policy Implications

Other teams within the local authorities and Babcock have been approached and will be kept updated on the Vardo project, with the aim of future corporate linkages. The progress of a new national strategy to tackle Gypsy, Roma and Traveller inequalities launched by Government in June 2019 will be followed closely.

4.5 Equality Implications

Community working will be reviewed as it progresses but the Vardo Project will take into account the authorities' Equality and Diversity Policies, especially around community cohesion.

4.6 Human Resources Implications

The Vardo Project would increase curatorial capacity by funding a curatorial project officer to work exclusively on this project for 2.5 days per week for three years.

4.7 Health and Safety Implications

Health & Safety will be under continuous review throughout the projects, to ensure the safe working of staff and volunteers with the collection. The gloving collection is based at the Collections Centre and Vardo collection at the County Museum so Health & Safety oversight lies with Worcestershire County Council.

4.8 Social, Environmental and Economic Implications

It has been concluded there is no significant impact of this phase of the project.

Ward(s):

All Wards

Contact Officer:

Deborah Fox, Tel: 01905 25371 email:

deborah.fox@worcester.gov.uk

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Report to: Joint Museums Committee, 22nd November 2019

Report of: Museums Manager

Subject: HARTLEBURY CASTLE AND COUNTY MUSEUM 2020-21 FEES AND CHARGES

1. Recommendation

- 1.1 The Museums Manager recommends that the Joint Museums Committee approve the proposed changes to admission charges at Hartlebury Castle for 2020/2021, as set out in Appendix 3;**
- 1.2 The Joint Museums Committee delegate to Worcestershire County Council's Assistant Director for Communities the decision to reverse the increased charge if needed following review, as outlined in the preferred option; and**
- 1.3 That the Joint Museums Committee approves the temporary alteration from 1/1/2020 of any fees to be included in the annual leaflet.**

2. Background

- 2.1 At their September meeting, the Joint Museums Committee approved changes to fees & charges for Museums Worcestershire as part of the annual fees-setting process at each local authority. It was noted that Hartlebury Castle Preservation Trust (HCPT) were working on benchmarking and business planning and that a further report would be brought to this meeting if required.
- 2.2 Under the terms of their agreement with Worcestershire County Council (WCC), HCPT should propose changes to the shared admissions charges. They should be reviewed by the Strategic Review Board and then ratified by HCPT's Trustees and the Joint Museums Committee before the end of November each year.
- 2.3 HCPT have submitted a proposal for new admission charges to Hartlebury Castle in 2020-21 and these are attached as **Appendix 1**.
- 2.4 Appendix 1 also includes the increased grounds-only charges proposed by HCPT for 2020-21. As these are not a shared admission charge, HCPT have sole responsibility for setting the level of these charges.
- 2.5 HCPT have benchmarked the admission charges against other comparable local attractions, reviewing both the charge and what each includes in their review. A summary of this is included in Appendix 1.

- 2.6 Previously the split of shared admission charges has been such that overall, each partner has taken a very similar share (see **Appendix 2**). The proposed changes to admissions charges mean, should visitor numbers remain the same as in 2019, WCC's annual share will remain static, while HCPT's annual share will increase by approximately £6,000.
- 2.7 This additional income is required by HCPT to meet the costs under their responsibilities to safely maintain the 40-acre grounds at Hartlebury Castle.

3. Preferred Option

- 3.1 That WCC support HCPT to meet their ongoing high costs of maintaining the grounds by approving the proposed increases to shared admission charges.
- 3.2 It is proposed that the increased charges and their impact on visitor numbers be reviewed in September 2020 by the Hartlebury Strategic Review Board. It is proposed that the option of reversing the increase if required be delegated to WCC's Assistant Director for Communities in discussion with the Chair of HCPT, and in consultation with the Joint Museums Committee Chair and Vice-Chair.
- 3.3 It is also proposed to alter the format of the Family ticket to bring it in line with similar local attractions, moving from 2 adults and 2 children to 2 adults and 3 children.

4. Alternative Options Considered

- 4.1 Audience Finder surveys this year have shown that visitors' perception of value for money at Hartlebury has decreased by 13%. Museums Worcestershire preference had therefore been to not increase the admission charges this year. However, both Museums Worcestershire and WCC support HCPT's new business planning for the site and recognise the high costs of grounds maintenance.
- 4.2 HCPT had originally proposed a new grounds element to the Educations Groups ticket. As considerable joint work is being undertaken to attract more schools, this was agreed to be counter-productive. Instead more work will be undertaken to promote HCPT's education offer, including potential new outdoor sessions.
- 4.3 HCPT also suggested a new charge for car parking for Museums Worcestershire's room-hire bookings. The Lease between HCPT (as landowners) and WCC (as tenant) at Hartlebury Castle gives WCC and its visitors use of the car park, subject to WCC paying an equitable contribution to the cost of maintaining the car park. Contracted maintenance to the car park undertaken in the last 3 years has been split on a 50/50 basis. The option of renegotiating the lease and the share of car park maintenance costs has been considered but not taken forward this year.

5. Implications

- 5.1 Financial and Budgetary Implications
Income from fees and charges makes up about one sixth of Museums Worcestershire's total budget. The level at which these are set and the impact this has on visitor numbers impacts upon the ability to meet the annual work plan for the service.

5.2 Legal and Governance Implications

The proposals meet the requirements of Worcestershire County Council's management agreement with Hartlebury Castle Preservation Trust.

5.3 Risk Implications

There is an inherent risk in meeting fee targets when working in a commercial environment.

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 for Worcestershire County Council or Worcester City Council in 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):

All Wards

Contact Officer:

**Philippa Tinsley, Tel 01905 25371, email
Philippa.tinsley@worcester.gov.uk**

**Supporting
Documents:**

**Appendix 1: Hartlebury Castle Preservation Trust's
proposed admission fees 2020-21
Appendix 2: Split of Admission Charges
Appendix 3: County Museum Fees & Charges 2020-21**

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Proposed New Admission Prices 2020 – 2021 Hartlebury Castle

Background -

The management agreement between HCPT and Worcestershire County Council, states that proposed admission charges for Hartlebury Castle will be reviewed by the Strategic Review Board and then ratified by HCPT's Trustees and appropriate members/ officers of WCC no later than the end of November.

Proposed Admission Charges for 2020/2021

Following discussion at Strategic Board, HCPT has reviewed the market locally and, in line with the original business plan presented to the NLHF, HCPT are now proposing to implement the following changes to visitor admission prices for the 2020/21 financial year:

Adults	£9.50 (18/19 & 19/20 - £9.00)
Children	£5.50 (18/19 & 19/20 - £5.00)
Concessions	£8.50 (18/19 & 19/20 - £8.00)
Family Ticket (2 adults and 2 children)	£26.00 (18/19 & 19/20 - £25.00)
Adult Group Visits	£8.55 (18/19 & 19/20 - £8.10)
Concession Group Visits	£7.65 (18/19 & 19/20 - £7.20)
Season Pass (family)	£45.00 - No change
Season Pass Individual	£23.00 (18/19 & 19/20 - £22.00)
Garden only Adults	£3.50 (19/20 £3.00)
Garden only Concessions	£3.00 - No change
Garden only Children	£1.50 - No change

Comparable local attractions – current pricing:

Harvington (inclusive of Hall, Malt House, Visitor Centre and Gardens)

Adults £10.00

Concessions £9.00

Children £6.00

Family Ticket £26.00

Avoncroft Museum of Buildings

Adults £10.00

Concessions £9.00

Children £6.00

Family Ticket £30.00



Where increases are proposed, HCPT intend to apply the increase to the garden only portion of combined tickets or to garden only tickets.

2020/21 is the first year HCPT will not be in receipt of revenue funding from NLHF. The increases proposed to the garden element will contribute toward the cost of maintaining the grounds and gardens which are now a vital part of the overall visitor offer, including the Moat Coppice which is free to access. In the first two years since opening HCPT will have spent £15,700 on essential tree work, largely because the Trust inherited the burden of a tree stock that has remained unmanaged and unassessed for years. In addition, there has been significant investment in the gardens, with a grant for £3k from Worcestershire Gardens Trust and £4k from Tesco Groundworks. Almost 4000 hours of volunteer time has been devoted to improving the grounds and gardens since opening in April 2018. HCPT believes this investment justifies an increase in the grounds element of tickets to help offset the high cost of tree maintenance.

Family tickets and family season passes have been priced to attract this group – with pricing on annual passes held at their current level. It is further proposed however that the number of visitors admitted on both family tickets and annual passes should move from 2 adults and 2 children - to become 2 adults and 3 children (as both Harvington and Avoncroft do). This will significantly increase the perceived value for money of the family passes and provide a useful hook for the basis of a new publicity drive targeting families.

Summary

In summary, HCPT believes that the admission prices proposed for 2020/21 represent good value for visitors when benchmarked against local competitors, given the facilities that the site now has to offer; keeps the visitor offer competitor and crucially help the Trust to continue to work toward long term sustainability.

APPENDIX 2: Increased Hartlebury Castle Admissions Outline

CURRENT 2019-20 prices

	price		WCC share	HCPT share
		of which, grounds element		
<i>whole site</i>				
Adult	£9.00	£2.50	£4.55	£4.45
Concessions	£8.00	£2.50	£3.85	£4.15
Child (5-16)	£5.00	£1.00	£2.80	£2.20
Family	£25.00	£7.00	£12.60	£12.40
<i>grounds only</i>				
Adult	£3.00		£0.00	£3.00
Concessions	£3.00		£0.00	£3.00
Child (5-16)	£1.50		£0.00	£1.50
Family	£8.00		£0.00	£8.00
Adult Group	£8.10	£2.25	£4.10	£4.00
Concession Group	£7.20	£2.25	£3.47	£3.73
Season family	£45.00	£14.00	£21.70	£23.30
Season individual	£22.00	£5.00	£11.90	£10.10
Education	£3.25	£0.00	£2.28	£0.97 <i>plus session charge to session lead</i>

ADMISSIONS INCOME PERFORMANCE April-Sept 2019

	WCC	HCPT
April	£5,230.52	£5,312.98
May	£7,028.53	£7,065.92
June	£3,832.99	£3,553.26
July	£4,314.88	£4,368.72
August	£7,620.02	£8,035.38
September	£3,695.46	£3,929.04
half year total	£31,722.40	£32,265.30

proposed ticket increases will, if visitor numbers can be maintained,
increase HCPT's income from admissions by about £6000 in 2020 over 2019

PROPOSED 2020-21 prices

	price		WCC share	HCPT share
		of which, grounds element		
<i>whole site</i>				
Adult	£9.50	£3.00	£4.55	£4.95
Concessions	£8.50	£3.00	£3.85	£4.65
Child (5-16)	£5.50	£1.50	£2.80	£2.70
Family	£26.00	£8.00	£12.60	£13.40
<i>grounds only</i>				
Adult	£3.50		£0.00	£3.00
Concessions	£3.00		£0.00	£3.00
Child (5-16)	£1.50		£0.00	£1.50
Family	£8.00		£0.00	£8.00
Adult Group	£8.55	£2.69	£4.10	£4.40
Concession Group	£7.65	£2.69	£3.47	£4.13
Season family	£45.00	£14.00	£21.70	£23.30
Season individual	£23.00	£6.00	£11.90	£11.10
Education	£3.25	£0.00	£2.28	£0.97 <i>plus session charge to session lead</i>

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County Museum at Hartlebury			
	19-20	proposed 20-21	<i>notes</i>
	£	£	
Admission Charges to full site			
Adult	9.00	9.50	<i>split with HCPT</i>
Child (5-16)	5.00	5.50	<i>split with HCPT</i>
Concession	8.00	8.50	<i>split with HCPT</i>
Family	23	26	<i>split with HCPT</i>
Family Annual Pass	45	45	<i>split with HCPT</i>
Individual Annual Pass	23	23	<i>split with HCPT</i>
Admission Charge to Museum when rest of site closed			
Adult	5	unchanged	
Child (5-16)	3		
Concession	4.50		
Family	15		
Group Visits			
Other group visits, min 10 people, discount to admission	10%	unchanged	<i>split with HCPT</i>
Private Party Adult Evening (min 25 persons) museum only	9		
Private Party Concession or Child Evening (min 25 persons) museum only	8		
Room Hire - 9-5 Mon-Fri, 10-5 weekends			
Orchard Room (Up to 20 people) per hour	15	unchanged	
Tickenhill Room (up to 40 people) subject to availability			<i>reduction of 20% for local authority or project partner</i>
half day	60		
Full Day	100		
Others			
Guided Tour/Talk	60	unchanged	
Hire of Stall at Craft Fairs	20		
Education			
Admission per child	3.25	unchanged	<i>split with HCPT</i>
Extra adults	4.50		<i>split with HCPT</i>
Roleplay Sessions (c.30 children) - Half Day	70		<i>for session lead</i>
Roleplay Sessions (c.30 children) - Full Day	130		<i>for session lead</i>

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Report to: Joint Museums Committee, 22nd November 2019

Report of: Museums Manager

Subject: SUPPORT FOR WORCESTERSHIRE HERITAGE ORGANISATIONS

1. Recommendation

- 1.1 That the Joint Museums Committee note the current support given to other heritage organisations in Worcester and Worcestershire and future plans to continue with this area of work;**
- 1.2 That the committee approve the protocol for considering consultancy work and its impact on the delivery of the annual service plan; and**
- 1.3 That the Committee consider the proposed next steps with regard to the future curation of Worcester's Guildhall.**

2. Background

- 2.1 Between 2005 and 2015, the Museums, Libraries and Archives Council and then Arts Council England funded the employment of a Museum Development Officer (MDO) for Worcestershire. This staff member was embedded within the Worcestershire County Museum, and then Museums Worcestershire, teams with a remit to support all Worcestershire museums across the areas of the Museum Accreditation scheme. In 2015, the national Museum Development Network was re-organised and the funding reduced. Ironbridge Gorge Museum Trust is now funded to manage Museum Development for the West Midlands and employs an MDO who covers all museums across Herefordshire and Worcestershire.
- 2.2 Museums Worcestershire remains the largest museums service in Worcestershire and, since 2015, has continued to support other heritage organisations in Worcester and Worcestershire as part of its core work through the sharing of networks, knowledge, collections and the benefits of our projects and profile. Some examples of this core support are set out in **Appendix 1**. In the future, Museums Worcestershire will continue to plan projects in partnership with other heritage organisations, maximising the reach of benefits.
- 2.3 As a key partner on the Hartlebury Castle site, the Museums Worcestershire team and wider Worcestershire County Council staff and members have supported Hartlebury Castle Preservation Trust through the first phase of their development of Hartlebury Castle. This support is formally set out in a Funding and a Management Agreement.
- 2.4 In addition, Museums Worcestershire has been commissioned to undertake work for several other heritage organisations in Worcester and Worcestershire on a paid consultancy basis. These have included:

- The Hive: to curate displays in their cases for their opening
- Broadway Museum: to develop policies and procedures for the new museum
- Hartlebury Castle Preservation Trust: to scope and write the decant plan for their stage 2 application to the Heritage Lottery Fund
- Society of Museum Archaeologists: to act as a coordinator and mentor in the West Midlands region for the 3-year project survey of archaeological expertise in museums
- West Midlands Museums Development: to deliver the Expert Eye programme in Tamworth Castle, Shakespeare Birthplace Trust and the Almonry supplying expertise in museum archaeology to museums with no specialist curator but who hold archaeological collections
- Society of Museum Archaeologists: to deliver archaeological archives training as part of a national training programme for archaeological collections without specialist curators.
- University of Worcester: to lecture in museum archaeology and caring for human remains
- Hartlebury Castle Preservation Trust: to train their volunteers in housekeeping conservation techniques
- Audience Agency: to lead a session about audience research for museums in the Midlands, including attendees from the Museum of Royal Worcester and Tudor House Museum
- National Trust Midlands & East Region: to lead a session about Museums Worcestershire's approach to marketing
- Worcestershire Arts Partnership: to lead a bookable session about marketing planning
- Museum of Royal Worcester: to curate their collection, plan, interpret and install their new museum display.

2.5 Over this period, Museum Worcestershire's joint professional teams have made significant savings as required by the two authorities and have been restructured twice, the most recent in July of this year. Capacity is now shaped around the service's core responsibilities to meet Accreditation requirements for the museums and the collections.

2.6 In the 2020-21 service plan, Museums Worcestershire will include compiling a prospectus of expertise that other organisations could commission for short pieces of work. This will be actively targeted at funded providers like West Midlands Museums Development initially, achievable within available extra capacity.

The Guildhall Collection

2.7 There is no formal agreement or protocol set out between the City Council and Museums Worcestershire to advise on or to curate the historic collections of pictures, objects and civic ceremonial items housed in the Guildhall. However, when capacity was available, the museum team have in the past ten years assisted their Guildhall colleagues by:

- Planning the decant and the subsequent rehang of the paintings following redecoration in advance of the Queen's visit. This resulted in a hang intended to halt, where possible, long-term damage from mould and light exposure
- Arranging the conservation and transport to enable the throne to be displayed at an important exhibition in Versailles
- Liaising with researchers and magazines to clear copyright and reproduce photographs of the Guildhall's paintings

- Lending paintings from the museum collection to the Mayor's Parlour and overseeing the care of those loans

2.8 The Guildhall is not managed as a museum and does not currently meet national Museum Accreditation standards. Achieving these standards would require a wide-ranging review of the building's use and investment in its heritage facilities, but would open up new future opportunities and external funding options. A review of these will be included in the report to Joint Museums Committee about the masterplanning for the Art Gallery & Museum, planned for the March 2020 meeting.

3. Preferred Option

3.1 Museums Worcestershire propose to adopt a protocol when considering paid consultancy work to ensure that core service delivery is prioritised and any impact is anticipated and managed. Any commissioned work over five days in duration will be assessed against individual work programmes before acceptance, and discussed within the Museums Management Team to discuss impact on Museums Worcestershire service plan and the ongoing balance between City and County support. Any change to the annual service plan required to accommodate such work will be agreed with the two client managers and reported to Joint Museums Committee through their quarterly overview of the service plan.

3.2 Commissioned work for the Guildhall, could be considered under this protocol for 2020-21 or subsequent years. If additional funding were made available, Museums Worcestershire could bring in part-time staff for additional hours to work to a brief on specific projects that would improve the appearance of the historic paintings and objects on display at the Guildhall. Museums Worcestershire recommends that this starts with:

- Overseeing the commissioning of a condition survey, which could then be used in future years to prioritise conservation and repair of the items in poor and damaged condition.
- Compiling the significant existing research undertaken into the Guildhall collection and summarising it for future use in labels or a guide.

4. Implications

4.1 Financial and Budgetary Implications

While Museums Worcestershire is always open to additional income-earning opportunities, the use of staff expertise on projects outside their core role has to be carefully balanced to maintain Museums Worcestershire's work programme. Transformation savings over the past two years have limited capacity to take on additional work without impact on Museums Worcestershire's core sites.

4.2 Legal and Governance Implications

Museums Worcestershire's core role is laid out in the Joint Agreement between the two local authorities. Significant change to that work would need both authorities to agree and for that to be reflected in an amended document.

4.3 Risk Implications

Worcester City Council should maintain oversight of commissioned projects to ensure they do not bring additional risk or liabilities.

4.4 Corporate/Policy Implications

There are no corporate policy implications to this report.

4.5 Equality Implications

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

4.6 Human Resources Implications

There may be human resources implications in future work for or with other heritage organisations, this will be reviewed on a project-by project basis.

4.7 Health and Safety Implications

There may be H&S implications in future work for or with other heritage organisations, this will be reviewed on a project-by project basis.

4.8 Social, Environmental and Economic Implications

Heritage organisations working in partnership have greater opportunities to make social and economic impact on the city and county. This is included in any project planning process.

Ward(s):

All Wards

Contact Officer:

Philippa Tinsley, Tel 01905 25371, email

Philippa.tinsley@worcester.gov.uk

Supporting

Documents:

Appendix 1: Support for Worcestershire Heritage Organisations

Professional advice and support given to other heritage organisations by Museums Worcestershire staff as part of their core roles or through staff CPD

- Museum Mentor for the Worcester Masonic Museum, supporting them to achieve their standards for Accreditation
- Trustee for Museum of Royal Worcester
- Member of the George Marshall Medical Museum management sub-committee
- Joint chair of WeMACRU, steering group for the management of the Portable Antiquities Scheme in the West Midlands
- Chair of The Marches Network, a network of County Museums in the West Midlands
- Member of the Heritage Education Leaders Group for Arts Connect, a bridge organisation funded by Arts Council England to lead in sector best practice for children and young people
- Membership and rotation of Chair for the Worcester Heritage Partnership group
- Represented on the Archaeological Archives Committee of the Chartered Institute for Archaeologists, publishing the Selection and Retention Toolkit for museums with archaeology collections
- Hosting the displays and collections stores for the Mercian (Worcestershire) Museum Trust and the Worcestershire Yeomanry Museum Trust and supporting with advice when required
- Long terms loans on display at Droitwich Heritage Centre, Tudor House Museum, Museum of Royal Worcester
- Actively supporting other local heritage by amplifying their messages on social media

Projects working with other heritage organisations with joint benefits

- Museums Worcestershire runs joint education offers with Severn Valley Railway and Tudor House to offer a more varied experience and curriculum links with schools.
- Museums Worcestershire is also in discussion with other museums to host a county-wide loans box service hosted on our website due to our knowledge and expertise developing and administering this service to schools.

- As part of Suitcase Stories, we have worked with other county museums to host the workshops with people living with dementia and their carers so they benefit from the relationships built. For example, the Museum of Carpet were a host venue and have continued to work with their group beyond the project.
- Pop up displays funded by the Art Fund of the Bredon Hoard at Broadway Museum, Almonry and The HIVE
- Pop up displays funded by West Midlands Museums Development as part of the Ice Age project at Broadway Museums, Almonry and Droitwich Heritage Centre
- The HLF-funded Ice Age project in partnership with Worcestershire Archive & Archaeology Service – over £70000 for two exhibitions at the HIVE and MAG, activities, workshops, lectures, teaching resources, training for metal detectorists and archaeologists
- Joint ticketing initiative with the Museum of Royal Worcester and the Tourist Information Centre
- Participating and in some years leading on the marketing campaign for the Love Worcester events
- Working with other organisations to produce events at Museums Worcestershire sites: Hartlebury Castle Preservation Trust, Battle of Worcester Society, Friends of Fort Royal, Worcester Re-enactors and Worcester Live.



Report to: Joint Museums Committee, 22nd November 2019

Report of: Museums Manager

Subject: 2019-20 QUARTER 2 PERFORMANCE

1. Recommendation

1.1 The Museums Manager recommends that the performance information provided for the 2nd quarter 2019-20 be noted.

2. Background

- 2.1 The appended service plan and summary of performance indicators give an account of progress in delivering the work programme against service priorities and targets.
- 2.2 **Appendix 1** also incorporates qualitative information that demonstrates improvement in the online ratings for The Commandery achieved over the last two years, and outlines the work undertaken with Maggs Day Centre, using museum resources and inspiration to encourage their users to build their confidence.
- 2.3 The annual service plan for 2019-20 was approved by the Joint Museums Committee at the March 2019 meeting. **Appendix 2** notes progress against targets in Q2, and those still upcoming. Targets achieved in Q1 and discussed at the previous meeting have been removed.

3. Information

- 3.1 Some of the key points on performance in the second quarter of 2019-20 to note are:
- Following a previous declining trend, strategic and management focus in 19-20 and an exceptional exhibition programme has made 2019 a record-breaking year for Worcester City Art Gallery & Museum. With ongoing success currently related so closely to exhibitions, this will form part of the upcoming review of the Art Gallery & Museum.
 - As previously reported, The Commandery has struggled to maintain momentum into 2019 following its 2017 relaunch. Staff vacancies since December 2018 have had an impact with commercial initiatives lacking capacity to nurture growth. Into Q2, significant roadworks on Sidbury from mid-June into September have impacted on The Commandery's opportunities to recover from an underperforming Q1. The underachievement in income will be managed this financial year with reduction in spend. Following the planned changes to staff rotas and work programme capacity, we hope to see improvement again in 2020.

- At Hartlebury, visitor numbers continue on an overall upward trend following reopening in 2018 with summer visitor numbers very close to target. July was a poor month compared to July 2018 having seen a significant boost from the relaunch, but overall the growth has been maintained.
- Although commercial income is down against a very ambitious target, a 10% increase against 18-19 actuals demonstrates the potential of the newly formed commercial team. Commercial success takes time to improve and grow, as we start to better understand our market.
- Formal learning numbers are being maintained at The Commandery and Hartlebury Castle following intensive work. Despite the family success of *May the Toys be With You* at the Art Gallery & Museum, formal education numbers are down compared to last year's *Ice Age* exhibition. The sites have also seen significantly lower volumes of language students visiting this summer than previously, possibly related to Brexit uncertainty.

Ward(s):	All Wards
Contact Officer:	Philippa Tinsley, Tel: 01905 25371, Email: Philippa.tinsley@worcester.gov.uk
Supporting Documents:	Appendix 1: 2019-20 Q2 PIs Summary Appendix 2: Service Plan 2019-20 Q2

Museums Worcestershire Performance Indicators

2019-20 Quarter 2

	<i>measures</i>	<i>2019-20 Q2</i>	<i>2018-19 Q2</i>	<i>2017-18 Q2</i>	<i>Notes</i>
Number of visitors, Worcester City Art Gallery & Museum	Participation	27,016	17,095	17,468	UP The most successful summer since records began for the incredibly popular <i>May the Toys be With You</i> exhibition

	<i>measures</i>	<i>2019-20 Q2</i>	<i>2018-19 Q2</i>	<i>2017-18 Q2</i>	<i>Notes</i>
Number of visitors, Commandery	Participation	5,296	6,058	7,144	DOWN The Commandery continues to trend downwards in the second year since relaunch.

	<i>measures</i>	<i>2019-20 Q2</i>	<i>2018-19 Q2</i>	<i>2017-18 Q2</i>	<i>Notes</i>
Number of visitors, County Museum at Hartlebury Castle	Participation	6,872	7,118	4,891	DOWN Year to date 2019-20 so far is very close to targets.

	<i>measures</i>	<i>2019-20 Q2</i>	<i>2018-19 Q2</i>	<i>2017-18 Q2</i>	<i>Notes</i>
Website users sessions	Reach	37,668	85,777 (roughly equivalent to 28,592 users)	71,227 (roughly equivalent to 23,742 users)	PI changed at start of 18-19 to count users sessions rather than page views to align with City Council and more general standard – <i>user sessions are anticipated to be about a third of page views, so this performance represents a rising trend</i>
Income performance for all sites against target (%)	Viability	90.3% Income £47,084	88% Income £43,907	Not previously measured	DOWN AGAINST TARGET; 10% UP FROM 18-19 Includes admission fees, shop spend, cafés and lettings.
Number of children and young people visiting as part of a formal education programme	Engagement	569	725	Previously only measured as income	DOWN lower numbers relate mainly to Art Gallery & Museum
Number of learners engaged in informal education programmes, adults and children	Engagement	2,258	1,829	Not previously measured	UP A particularly successful summer of family activities at the Art Gallery & Museum

THE COMMANDERY'S ONLINE RATINGS

Since the redevelopment in 2017, online comments and ratings for The Commandery have significantly improved, reflecting the improved offer. Staff now always respond to comments.



VanillaMochi
Worcester, United Kingdom

96 42



Reviewed 15 May 2019

A slice of Worcester's history

Having lived in Worcester for 4 years or so, I have often walked past this place with curiosity, but am sorry to say I didn't pay a visit inside sooner. The museum is greater in size than perhaps is obvious from the outside, and although I wouldn't describe myself as a history buff, I felt like I learnt a lot and it was of real interest to understand the history behind the city I live in. The sun was shining which meant a nice stroll around the garden too, and appreciating the beauty of the building's exterior. Would definitely recommend a visit to the cafe after as the food was delicious!

[Show less](#)

Date of experience: May 2019



LassInFife
Fife, Scotland

92 39



Reviewed 10 May 2019

A fascinating slice of history

Had never heard of the Commandery but we were staying in an Airbnb on the canal and walked into the city along the towpath, arriving at the Commandery. It was the HQ for the Royalists during the Battle of Worcester in the English Civil War (and had also been a medieval hospital and a Tudor home, later a Georgian residence visited by two US presidents). Very relaxed and friendly visit -great coffee afterwards in the lovely dog friendly café. Would thoroughly recommend a visit

[Show less](#)

Date of experience: May 2019



Gavin Hyde

★★★★★ 12 weeks ago

Had a lovely visit, my daughter was studying the civil war at school and we came here to help with her project. We purchased our admissions at the gift shop and proceeded to tour the house. There was a guided tour due about half an hour after we arrived so stayed close. Whilst we were waiting a member of staff came over and we got chatting about The Commandery. When it was time for the guided tour we were the only people so we had our own private tour and guide. As we were the only ones our guide said that she would do things a little different to normal. The tour lasted around two hours (not sure if it was supposed to), there was lots of information that I either didn't know about or could remember from my school days regarding the civil war. The tour guide was very informative, very enthusiastic, friendly and able to answer any questions we had. Also told us about the cannon ball and musket ball dents in the boundary wall on City Walls Road which we later went and found. After our tour and visit we entered the gift shop and purchased a few items including a book which was recommended by the guide. We left feeling as though we had learnt something new and that the service we had received was great value for money. Overall great day/afternoon. Will go back again in the not to distant future. 5*.....and my daughter received good marks for her project, so a big thank you to all the staff/volunteers at The Commandery.



Veronica Tyrrell

★★★★★ 5 weeks ago

It is a peaceful spot in the middle of a busy city. The ground and the building are both impressive

[Reply](#)



Matt

★★★★★ 5 weeks ago

I love this place. Full of history with beautiful relaxing gardens.

[Reply](#)

MAGGS DAY CENTRE AT WORCESTER CITY ART GALLERY & MUSEUM

Since our first project with Maggs Day Centre for *What Do We Want?* in 2018, the Museums Worcestershire team and Maggs have been developing a stronger relationship. The Art Gallery & Museum resources contribute to Maggs' work providing life skills training and building confidence to help their users function better in society.

During each exhibition, Maggs users have come to see the exhibition and then taken part in some creative activity in the Activity Space.

Comments by the Maggs group on their visit to *May the Toys be With You*

- Fabulous
- Memorable, saw the original film in 1978 when I was 11
- It was a really good display!
- Best bits – looking at the figures
- Nice to have a day out
- Best bit – sitting down and drawing at the light box
- Can we come back next week?
- Brought back memories from my youth
- I was star struck
- Very enjoyable, looking forward to the next ... and I enjoyed my cup of tea!

"The group LOVED the Star Wars exhibition – including one user, who usually refuses to leave Maggs. He loved the Odeon letters – and recalls creeping into the cinema with his older brother. He sat beneath them for ages and reminisced."

Museums Worcestershire's Learning and Communities Co-ordinator

Museums Worcestershire have also been working with Maggs Day Centre to display their own art. Their group came to display their work on the 17th September in the Open Gallery space at Worcester City Art Gallery & Museum.

← Tweet

Just some of the excellent work by @MaggsDayCentre at @worcestermuseum- Thank you for exhibiting our work! On from today till the end of October



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MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2019-20 Quarter 2 report

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What Quarter 2 deadlines in blue	Progress

A. <i>To create compelling, high quality destinations, exhibitions and events.</i>	Curate an exceptional programme of exhibitions at Worcester City Art Gallery, attracting visitors to Worcester, encouraging participation for local families <i>Working with key partners and funders</i>	Exhibitions Destination: The Young Turner: Ambitions in Architecture and the Art of Perspective Family: May The Toys Be With You Challenge: Living Ruins Local Creative: Society of Artists Local Creative: Crafted for you Collection: Georgian Art	2020 has been a spectacular year for MAG exhibitions, with each month so far attracting visitor numbers significantly over both targets and 10-year averages.
	Maintain the momentum of improvement at The Commandery and Hartlebury Castle <i>Working with key partners including Hartlebury Castle Preservation Trust</i>	Deliver 2 x Spotlight displays at The Commandery The Port, the Purse and the Prince Investigate sources of funding for re-development of the County Museum gallery which current houses Springs, Spas and Holidays and The Commandery's Painted Chamber Deliver a programme of events, at The Commandery based around its unique and significant history, and at Hartlebury Castle supporting family and community visits	Small developments to The Commandery site added, within core budgets continue to improve the visitor experience. 2019 events programmes being evaluated to improve 2020 programme.
	Improve the customer experience at all museum sites <i>Using audience research to plan development</i>	Front-line teams to plan and implement improvements responding to Audience Finder surveys, Visit England's VAQAS assessments and evaluation	Evaluation plans for further discussion at team meetings over the winter
		In partnership with Worcester City Council, secure funding for and redevelop entrance foyer and welcome at City Art Gallery & Museum	Detailed planning underway for implementation in new year

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What Quarter 2 deadlines in blue	Progress
	<p>Further increase engagement at our newly developed sites, focusing on local and repeat visitors</p> <p>Improve new website following change of hosting</p>	<p>Review structure of Worcester City Art Gallery's exhibition programme planning</p> <p>Plan and deliver Commandery marketing campaign targeted at Worcester residents</p> <p>Local advocacy marketing campaign at Hartlebury Castle in partnership with Hartlebury Castle Preservation Trust</p> <p>Audit of content and plan for development</p>	<p>Campaigns continue, maximising partnership opportunities. Impact review planned for November</p> <p>Complete, updates and improvements underway including opportunity to book events online</p>
<i>B. To develop heritage marketing and related tourism opportunities in the City and County</i>	<p>Support City and County heritage partnership working</p> <p>Explore joint ticketing opportunities with heritage partners</p>	<p>Research and develop Mayflower 400 display at Worcester City Museum</p> <p>Participate in Love Worcester joint heritage events and activities</p> <p>Review opportunities for touring exhibitions for county museums</p> <p>Assess effectiveness of existing ticket partnership with TIC</p> <p>Discussion with specific heritage venues in Worcester on development of joint or shared ticketing</p>	<p>2020 programmes under development. Included in West Midlands Expert Eye project, with support from a North American Curator</p> <p>Complete, normal Commandery tickets low demand. Moving on to joint ticket with MoRW and</p>

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What Quarter 2 deadlines in blue	Progress

			residents passes.
C. <i>To improve health, volunteering and learning opportunities in local communities</i>	Review formal learning service responding to change in booking performance and assessment as part of Sandford Award	<p>Simplify Commandery's school booking system</p> <p>Investigate new curriculum links that build on the significance of The Commandery, adapt sessions to remain relevant</p> <p>Develop and promote learning outreach service</p> <p>Hold 2 events specifically for Home Educators</p> <p>Integrate project-developed resources into outreach service and promote to community users</p>	<p>New system for all sites launched. Most popular at Hartlebury so far.</p> <p>Leaflets promoting Suitcase Stories resources for wider audience distributed.</p>
	Develop Museums Worcestershire's specialisms in working with home educated students and with reminiscence work for those living with dementia		
	Improve participant learning potential from informal learning programme	<p>Develop exhibition and drop-in activities further at City Art Gallery & Museum</p>	<p>Trails and passports for summer exhibition, sensory/activity bags in others</p>
	Support wellbeing in our communities	<p>Develop joint activities with 2 community partners at City Art Gallery & Museum</p> <p>Complete volunteer roles, systems and policy review and integrate social impact and wellbeing outcomes</p> <p>Identify community audiences whose location precludes uptake in museum activities and develop joint partnership working as part of the Glove Affair project</p>	<p>Community groups starting to use Art Gallery as a community resource</p>

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What Quarter 2 deadlines in blue	Progress
D. <i>To maintain responsible guardianship for our collections</i>	<p>Ensure collections are managed effectively and made accessible when not on display <i>Working with partners to develop priority collections, raising profile of their heritage significance</i></p> <p>Review and revise collection policies and procedures in line with Museum Accreditation requirements <i>Ensuring that the Tickenhill Collection is appropriately overseen on behalf of its trustee</i></p>	<p>Documentation audit of City costume and City and County furniture collections, making available online</p> <p>Audit and transfer those materials stored at Worcester Museum that would more appropriately be available for research at the Collections Centre</p> <p>Completion of year 1 of the Glove Affair project: collection level inventories</p> <p>Audit Transport and Bromsgrove Guild Collections, scoping of opportunities and funding streams</p> <p>Update the Collections Development Policies for each authority</p> <p>Review and update the Emergency plans and supplies at all sites</p>	<p>On track with collections inventories available online at researchworcestershire.wordpress.com</p> <p>Successful grant application to Ellerman Foundation for transport collection</p> <p>Planned for adoption by JMC in June 2020</p>
E. <i>To secure a viable future for our museum sites through new ways of working</i>	<p>Strengthen partnership working when it can lower costs and increase income development</p> <p>Align income and expenditure, meeting savings targets and reducing partner authorities' subsidy</p>	<p>Support Hartlebury Castle Preservation Trust to further develop the sustainability of the Hartlebury Castle site, planning for the end of their HLF funding</p> <p>Complete and embed restructured teams</p> <p>Review business plan targets and frontline staff roles at The Commandery</p>	<p>HCPT have been successful in their bid for additional 'resilience' funding from HLF.</p> <p>Joint teams restructured 1/6/19, reducing subsidy by 13%.</p>

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What Quarter 2 deadlines in blue	Progress
	<p>Review and improve commercial income opportunities</p> <p>Further diversify income throughout service</p>	<p>New Commercial Team structure in place</p> <p>Introduce new EPOS system at City Art Gallery & Museum shop, research best practice in museum retain and implement changes to increase secondary spend per head</p> <p>Further develop commercial hire packages at all sites</p> <p>Work with Café licensee at Balcony Cafe and Commandery Coffee to grow their business and meet income targets</p> <p>Benchmark fees and charges and review income targets</p> <p>Put documentation in place to enable Tickenhill Collection Trust to become a vehicle for museums fundraising</p>	<p>Team in place 1/6/19 and starting joint working, including liaising with Guildhall. New Commercial Officer being recruited, hire packages to form part of their work programme</p>



Report to: Joint Museums Committee, 22nd November 2019

Report of: Head of Finance

Subject: Q2 Finance Report 2019/20

1. Recommendation

1.1 That the Joint Committee reviews the financial monitoring details including budget variances for the 2nd quarter ended 30th September 2019.

1.2 That the Joint Committee reviews the draft budget for 2020/21.

2. Background

2.1 This report provides information on the following at Q2:

- Year end forecast as at 30th September 2019
- Explanation of main variances
- Reserves
- Other reserves

3. Information

3.1 Q2 Revenue Budget Performance

The forecast year-end performance at Q2 is to achieve a £6k surplus, this is a slight improvement on the Q1 forecast position.

3.2 Table 1: 2019/2019 Projected Outturn as at 30th September 2019

Worcester City Hosting	2019/20 Budget	Projected 2019/20	Variance	Variance %
Museum and Art Gallery	209,482	207,773	(1,709)	-1%
Commandery	97,550	112,509	14,959	15%
Joint Museums Collections Team	84,280	83,656	(624)	-1%
Joint Museums Management Team	243,924	224,643	(19,281)	-8%
Total Joint Museum Service	635,236	628,580	(6,656)	-1%
Worcester City Contribution	456,335	456,335	-	
Worcestershire County Council Contribution	176,401	176,401	-	
Other grant funding	2,500	2,500	-	

3.3 **Table 2: Subjective Analysis 2019/20**

Worcester City Hosting	2019/20 Budget	Projected 2019/20	Variance	Variance %
Employees	680,136	657,469	(22,667)	-3%
Premises	1,030	1,130	100	10%
Transport	1,750	1,199	(551)	-31%
Supplies & services	84,020	71,607	(12,413)	-15%
Third Party payment	-	5,000	5,000	0%
Fees & Charges	(79,100)	(67,400)	11,700	15%
Other Income	(52,600)	(40,425)	12,175	23%
Total	635,236	628,580	(6,656)	-1%

3.4 **Table 3: 2019/20 Projected Outturn as at 30th September 2019**

County Hosting	2019/20 Budget	Projected 2019/20	Variance	Variance %
Hartlebury Operations	183,435	182,883	(552)	0.3%

3.5 **Table 4: Subjective Analysis 2019/20**

County Hosting	2019/20 Budget	Projected 2019/20	Variance	Variance %
Employees	213,390	213,390	-	0%
Premises	-	-	-	-
Transport	5,059	5,059	-	0%
Supplies & services	12,332	12,284	(48)	-0.3%
Income	(47,346)	(47,850)	(504)	0%
Total	183,435	182,883	(552)	-0.3%

Hartlebury Operations is hosted by the County Council.

3.6 **Explanation of major variances**

The year end underspend of £7k in the areas hosted by the City Council is due to a small saving in employee costs due to vacancies whilst implementing the new structure.

The projected shortfall in the income/commercial activity at the Commandery has been met by efficiencies within the Service.

The Hartlebury operations hosted by the County Council are forecast to achieve a small surplus on income at year end.

3.7 Draft Budget proposal 2020/21

	2020/21 City Contribution Proposal	2020/21 County Contribution Proposal	2020/21 Total Draft JMS Budget
Worcester City Hosting			
Base budget 2019/20	456,335	176,401	632,736
Plus inflation	23,645	8,200	31,845
Total (Including inflation)	479,980	184,601	664,581

This draft budget may alter to reflect any savings requested as part of the budget setting decisions. The 2020/21 draft budget for the City Council is being prepared for review by Committee on 10th December, final approval in February.

	2020/21 Budget Proposal
County Hosting – Hartlebury	
Base budget 2019/20	183,435
Plus Inflation	10,637
Plus Recalculation of Base Budget	23,127
Total (Plus inflation)	217,199

Worcestershire County Council have adjusted the base budgets for Hartlebury operations and Hartlebury property (which sits outside of the Joint Museums Service), following the change in hosting and the restructure of the Hartlebury team.

The 2020/21 draft budget for the County Council is also being prepared for review by Cabinet on 13th December, final approval in February.

3.8 Surplus/deficit split

Under the terms of the agreement, any variance to budget within 5%, will be transferred to the Joint Museum general reserve. The value of the reserve at the end of Q1 2019/20 was £62k.

No transfers have been made from the general reserve during Q2.

3.9 Restricted Reserves

These funds are restricted to be used on specific projects and museum work:-

Project reserve £77k at Q1

A transfer of £450 has been made in Q2 from the Membership reserve to part fund the Seal Gut Parka project.

Donations reserve £15k at Q1.

A transfer of £330 has been made in Q2 from the MAG donations reserve to part fund the Seal Gut Parka project.

Other reserves:-

Shop stock (ring fenced reserve) £18k.

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



Report to: Joint Museums Committee, 22 November 2019

Report of: Museums 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 Following the adoption of the Museums Worcestershire Strategic Plan 2019-2024 at the last meeting, a programme of decisions aligned to the priorities and deadlines of that plan has been included in the work programme.
- 2.3 Members of the committee should consider if they would like to add any additional items to the work programme over the upcoming year.
- 2.4 The Joint Museums Committee has previously met on occasion for an additional meeting in January to resolving pressing business. It is not anticipated that this will be necessary in 2020.

3. Information

	13th MARCH 2020
1.	Worcestershire County Museum Development
2.	2020-21 Service Plan
3.	2019-20 quarter 3 performance
4.	Finance, 3rd quarter monitoring report
5.	Joint museums committee work programme

	22nd JUNE 2020
1.	Election of Chair and Appointment of Vice Chair
2.	Worcester City Art Gallery & Museum development
3.	2019-20 Annual Review and performance
5.	Finance, 4th quarter monitoring report
6.	Joint museums committee work programme
	SEPTEMBER 2020
1.	Learning service development
2.	Accreditation gap analysis and policy review
3.	2021-22 Fees & Charges
4.	2020-21 quarter 1 performance
5.	Finance, 1st quarter monitoring report
6.	Joint museums committee work programme
	NOVEMBER 2020
1.	Tickenhill Trust review and development
2.	2020-21 quarter 2 performance
3.	Finance, 2nd quarter monitoring report
4.	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 Committee, 22nd November 2019

Report of: Museums Manager

Subject: COMMANDERY REVIEW BUSINESS CASE RECOMMENDATIONS

1. Recommendations

- 1.1 That the Joint Museums Committee note the information provided in the attached exempt business case following review of the Commandery operations, opening hours and opportunities for commercial activity.**
- 1.2 That the proposed recommendations for change in the business case be approved.**

2. Background

- 2.1 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 Commandery team prior to the 2020 visitor season.
- 2.2 A review has been undertaken, considering the most efficient operation of the site, an analysis of visitor patterns and opportunities for increased commercial activity. The business case for change is set out in the linked exempt appendix.

3. Preferred Option

- 3.1 A proposed option is outlined in the linked exempt appendix.

4. Alternative Options Considered

- 4.1 Alternative options considered are outlined in the linked appendix.

5. Implications

- 5.1 Full implications are included in the linked exempt appendix.

Ward(s):

All Wards

Contact Officer:

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Background Papers:

Appendix 1 (exempt): Business Case Following Review of Commandery Operations

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