

# Agenda

## Joint Museums Committee

**Tuesday, 7 June 2016, 2.00 pm**  
**The Commandery, Worcester**

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کوردی سۆزانی. ننگهر ناتوانی تێبگهی له ناوهرێکی نهم بێلگهی و دهستت به هیچ کس ناگات که و ههنگیر یتموه بۆت، تکلیه تلهفون بکه بۆ ژمارهی 01905 765765 و داوای پێنوونی بکه. (Kurdish)

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



## DISCLOSING INTERESTS

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

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

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

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

### WHAT MUST I DO WITH A DPI?

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

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

### WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

### WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

### DON'T FORGET

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

## Joint Museums Committee

**Tuesday, 7 June 2016, 2.00 pm, The Commandery, Worcester**

**Membership:** Mr R Berry, Worcester City Council  
Mr A N Blagg, Worcestershire County Council  
Mrs L C Hodgson, Worcestershire County Council  
Mr G Williams, Worcester City Council

### Agenda

Item No	Subject	Page No
1	<b>Named Substitutes</b> To receive details of any member nominated to attend the meeting in place of a member of the Committee.	
2	<b>Apologies/Declarations of Interest</b> To invite any member to declare any interest in any items on the Agenda.	
3	<b>Election of Chairman</b> To elect a Chairman for the ensuing year.  (The Museums Shared Services Agreement stipulates that the position of Chairman should be alternated between members representing different authorities. Therefore, the Chairman should be a representative of Worcestershire County Council)	
4	<b>Appointment of Vice-Chairman</b> To appoint a Vice-Chairman for the ensuing year.  (The Museums Shared Services Agreement stipulates that the Chairman and Vice-Chairman should not be members of the same authority. Therefore, the Vice-Chairman should be a representative of Worcester City Council)	
5	<b>Confirmation of Minutes</b> To confirm the Minutes of the meeting held on 9 March 2016 (previously circulated – pink pages)	
6	<b>Annual Review</b>	1 - 2
7	<b>Commandery development</b>	3 - 6
8	<b>Performance and planning - 4th Quarter</b>	7 - 28
9	<b>Finance report</b>	29 - 34

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

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

Date of Issue: Thursday, 26 May 2016

<b>Item No</b>	<b>Subject</b>	<b>Page No</b>
10	<b>Work programme</b>	35 - 36

**JOINT MUSEUMS COMMITTEE  
7 JUNE 2016**

**ANNUAL REVIEW**

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**Recommendation**

**1. The Museums General Manager recommends that the Museums Worcestershire Annual Review for 2015-16 be approved.**

**Background**

2. The Shared Service Partnership agreement includes arrangements for regular reporting of performance, to include quarterly statements of progress in achieving the targets within the forward plan and a range of performance indicators.

3. A further requirement is the presentation of an annual report or review to the Joint Committee at its annual meeting. As in previous years, the report will be provided in a presentation format to allow comments by members of the Joint Committee to be included before the design stage.

4. The Partnership Agreement requires a copy of the Annual Review to be submitted to the Chief Executive of each member authority but the intention is also to circulate it more widely to the key partners and stakeholders, as well as publishing the report on the museum website.

**Contact Points**

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Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

Specific Contact Points for this report

Iain Rutherford  
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**Background Papers**

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

Museums Shared Service Partnership Agreement

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**JOINT MUSEUMS COMMITTEE  
7 JUNE 2016**

**COMMANDERY DEVELOPMENT**

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**Recommendation**

- 1. The Museums General Manager recommends that:**
  - a) The outline design proposals for the Commandery be approved; and**
  - b) He be granted delegated authority to develop a cost plan for approval by Worcester City Council as the commissioning organisation.**

**Background**

2. On 19 March 2015, the Joint Committee supported the draft proposals for the redevelopment of the Commandery and recommended to the City Council that the scheme should proceed to the next stage of realisation. (Minute no. 218 refers) The scheme was based on an analysis of the potential of the City's Civil War heritage to drive forward the tourism agenda, originally commissioned in 2013 with funding from Arts Council England.
3. On 10 June 2015 a detailed development and business plan produced by DCA Associates was presented to the Joint Committee, assessing the impact of proposals on the long term operation and viability of the Commandery. (Minute no. 232 refers) The next steps in moving forward included the appointment of an exhibition designer and further work to identify the property requirements.
4. The City Council's Cabinet agreed to an investment of up to £260,000 on 28 July 2015 and authorised further discussions with the Heritage Lottery Fund on the potential for a grant to support the project, acknowledging that a phased approach was necessary to complete the scheme in full.
5. In September 2015, the Joint Committee then endorsed the steps needed to begin work on the Commandery's marketing strategy, an essential component of the campaign to reposition the building to sit at the heart of Worcester's tourism offer as the "Civil War City". (Minute no. 243)
6. For the years 2015-17, Museums Worcestershire was awarded £129,100 by Arts Council England for a range of museum resilience projects. This included the appointment of independent fundraisers to help drive forward a fundraising campaign. This appointment has now been made and after a mapping phase the service is working on several approaches to increase the potential investment available to the Commandery development, including a bid to HLF. Further fundraising may be required subject to the conclusions of the cost plan and the final phasing of the project.

7. Funding for the scheme has already increased with the support of £50,000 from Worcestershire County Council and £28,504 from the West Midlands Museum Development Capital Grants Scheme. Capital elements of the project are being channelled through City Council procurement and a project manager from the City Council is supporting the process.

8. This report deals specifically with the exhibition design phase of the project. Following a tender process, exhibition designers GuM were appointed in 2016 and they have been working with the Museums Worcestershire Team to produce some outline designs for the development of the site.

9. Their brief for the exhibition designers is to:

- a. Devise and design displays potentially including high and low-tech interactives and participatory elements, dramatic sound and light, key significant objects, and image and text-based visual information, for two key areas of The Commandery building:
  - A Civil War experience over nine rooms in the Garden Wing
  - The street window and site entrance, enticing visitors into the building
- b. Devise and design a high or low-tech trail interpreting the other Battle of Worcester sites around the city of Worcester, with The Commandery as the trail hub;
- c. Using the new brand guidelines that are being created as part of this project, design navigational signage for the whole Commandery site;
- d. Devise and design displays potentially including high and low-tech interactives and participatory elements, dramatic sound and light, key significant objects, and image and text-based visual information, for two phase 2 areas of The Commandery building:
  - The Presidents Room, bringing the visit of Thomas Jefferson and John Adams to life
  - The Great Hall, introducing the building throughout its history
- e. These phase 2 areas designs should initially be for submission to grant funders and then, following successful funding applications, to completion;
- f. Work from Museums Worcestershire's interpretation plan for each space, and the key findings from Morris Hargreaves McIntyre's audience research (*This Really Happened Here*, March 2014) and TSE Research's review of Worcester's Civil War product (*English Civil War in Worcestershire*, January 2014, *Heritage Product Development* April 2014 and *Strengthening Museums and the Visitor Economy in Worcester*, March 2014);
- g. Liaise with key Museums Worcestershire staff regarding the stories, research and objects to include in the new displays;



- h. Liaise with Property Services staff and the City's Conservation Officer on any physical changes required and advise on requirements prior to any application for Listed Building consent; and
- i. Advise Museums Worcestershire on the best contractors to complete the display build, and assist Worcester City Council with the contracting process by providing appropriate specifications of each element to be commissioned or purchased.

10. A presentation of the proposals in response to this brief will be provided to members of the committee. If the plans are endorsed, a cost plan will then be developed for submission to Worcester City Council as the host and funding agency for this project.

11. The next steps if approved will involve a detailed design and tender stage, to appoint contractors to implement the scheme in readiness for a launch in early summer 2017.

### **Contact Points**

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#### Specific Contact Points for this report

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### **Background Papers**

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

Joint Museum Committee Agenda papers and Minutes - 19 March 2015 and 10 June 2015;

City Council Cabinet Agenda papers and Minutes - 28 July 2015

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**JOINT MUSEUMS COMMITTEE  
7 JUNE 2016**

**PERFORMANCE AND PLANNING 4<sup>TH</sup> QUARTER 2015-16**

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**Recommendation**

**1. The Museums General Manager recommends that the performance and planning information provided for the 4th quarter 2015-16 be noted.**

**Background**

2. The attached plan and reports give an account of progress in delivering the work programme against existing service priorities and targets. A RAG (Red, Amber, and Green) rating for each work area has been introduced to give a visual snapshot and currently there are 5 red and 7 amber work areas out of 37 in total.

3. This report also provides data showing a summary of performance against indicators from the 3rd quarter in the old format, pending the introduction of new indicators. Work is also in progress to benchmark with other museums and heritage organisations to give a broader view of performance in relation to key indicators.

4. Some of the key points to note are:

- The number of visits to museums slowed in the 4<sup>th</sup> quarter, providing clear evidence of the need for the capital plans for both the Commandery and Hartlebury, due to open their first phases in 2017. The annual total for the service (excluding Museum on the Move now no longer available) saw a drop of only 2% overall, suggesting potential for real growth on completion of the Museum Futures Programme
- At the City Museum and Art Gallery where the destination exhibition strategy is now well developed, numbers are more encouraging and up by 10% overall for the year
- The website continued to demonstrate a very positive response with increased use up by almost 30% following the site's redesign. A presentation on the work to date and our digital marketing plans will be delivered to the Joint Committee in September
- Retail spend per head showed encouraging trends at all sites in the latter half of the year after a slow start but other earned income streams require further attention and investment. At the Commandery this includes a focus on weddings and other hires and space is being specifically allocated to provide a dedicated area in the garden wing
- Overall the split in the funding of the service, triggered by the management and funding agreements for Hartlebury will require a fundamental change in reporting arrangements in this financial year.

## **Contact Points**

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### Specific Contact Points for this report

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## **Supporting Information**

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

## **Background Papers**

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

# Museums Worcestershire Performance Indicators - Users

2015/2016 figures as at 31st March 2016

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2014	Apr-Jun 2015	Jul-Sep 2014	Jul-Sep 2015	Oct-Dec 2014	Oct-Dec 2015	Jan-Mar 2015	Jan-Mar 2016	2014/2015	2015/2016
<b>1</b>	<b>Number of visits in person</b>	24,666	23,712	30,627	30,541	22,298	19,956	24,890	21,987	102,481	96,196
a	City Museum and Art Gallery	12,196	14,907	14,231	18,428	12,925	12,345	14,958	14,204	54,310	59,884
b	The Commandery	3,527	3,666	8,678	6,123	3,320	3,391	5,225	3,871	20,750	17,051
c	County Museum, Hartlebury	6,600	5,139	6,579	5,990	5,691	4,220	4,621	3,912	23,491	19,261
d	Museum on the Move	2,343	0	1,139	0	362	0	86	0	3,930	0
<b>2</b>	<b>Number of virtual visits via website</b>	64,788	63,006	61,678	59,351	45,376	61,847	41,973	54,494	213,815	238,698
<b>3</b>	<b>Number of enquiries</b>	204	159	213	238	165	164	150	154	732	715
a	City Museum and Art Gallery	154	120	140	181	80	121	74	83	448	505
b	County Museum, Hartlebury	50	39	73	57	85	43	76	71	284	210
<b>4</b>	<b>Organised events and exhibitions</b>	62	67	46	71	28	32	24	30	160	200
a	City Museum and Art Gallery	21	17	17	13	9	11	13	13	60	54
b	The Commandery	25	30	7	22	5	6	5	8	42	66
c	County Museum, Hartlebury	16	20	22	36	14	15	6	9	58	80
<b>5</b>	<b>Number of visits by children/young people</b>	4,517	2,383	3,084	2,597	3,942	2,905	3,428	2,433	14,971	10,318

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# Museums Worcestershire Performance Indicators - Finance & Quality

2014/2015 figures as at 31st March 2016

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2014	Apr-Jun 2015	Jul-Sep 2014	Jul-Sep 2015	Oct-Dec 2014	Oct-Dec 2015	Jan-Mar 2015	Jan-Mar 2016	2014/2015	2015/2016
1	<b>Retail spend per head (based on turnover from retail outlets)</b>										
a	City Museum and Art Gallery	£0.67	£0.45	£0.58	£0.40	£0.72	£0.63	£0.53	£0.53	£0.62	£0.49
b	The Commandery	£0.59	£0.63	£0.35	£0.40	£0.61	£0.67	£0.69	£0.76	£0.52	£0.58
c	County Museum, Hartlebury	£1.03	£0.67	£0.94	£1.02	£0.81	£0.97	£0.69	£0.88	£0.88	£0.89
2	<b>Cost per visit or usage (net expenditure divided by physical visits or usages total)</b>										
a	City Museum and Art Gallery	£5.84	£5.43	£4.69	£3.44	£4.70	£5.06	£4.44	£5.61	£4.88	£4.78
b	The Commandery	£15.22	£17.28	£6.81	£8.48	£17.39	£15.85	£12.28	£16.01	£11.31	£13.55
c	County Museum, Hartlebury	£4.47	£7.47	£5.13	£6.89	£13.84	£11.06	£11.78	£13.85	£8.36	£9.37
3	<b>Level of earned income as percentage of subsidy</b>										
a	City Museum and Art Gallery	34.78%	20.11%	48.56%	22.12%	60.69%	22.16%	29.67%	22.93%	43.43%	21.83%
b	The Commandery	33.25%	40.62%	58.80%	58.34%	33.56%	39.42%	54.10%	36.82%	44.93%	43.80%
c	County Museum, Hartlebury	65.75%	29.34%	59.41%	40.87%	36.62%	17.25%	34.00%	26.15%	48.95%	28.40%
4	<b>Museums Libraries and Archives Council's Accreditation Scheme</b>										
a	City Museum and Art Gallery	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
b	The Commandery	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
c	County Museum, Hartlebury	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	<b>Direction of travel in respect of West Midlands Regional Museum Council's Fast Forward benchmarking scheme</b>										
a	City Museum and Art Gallery	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
b	The Commandery	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.90
c	County Museum, Hartlebury	4.60	4.60	4.60	4.60	4.60	4.60	4.60	4.60	4.60	4.60
6	<b>Heart of England Tourist Board Quality Assurance scheme</b>										
a	City Museum and Art Gallery	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
b	The Commandery	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
c	County Museum, Hartlebury	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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# MUSEUMS WORCESTERSHIRE

## SERVICE PLAN 2015-16

### Monitoring Report

4<sup>th</sup> quarter

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
To create compelling, high quality destinations, exhibitions and events.	1.	<p>Curate an exceptional programme of exhibitions at Worcester City Art Gallery, attracting visitors to the city and encouraging participation for local families.</p> <p><i>Targets:</i></p> <p><i>20% of visitors to spring exhibition coming from outside the city.</i></p> <p><i>1000 families take part in activities relating to the summer exhibition.</i></p> <p><i>100 items from the city collections items newly on display</i></p> <p><i>50 partner artists and organisations participating in the programme</i></p>	<p>Stanhope Forbes England</p> <p>The Way of the Warrior</p> <p>Illustration beats Explanation</p> <p>Worcester Society of Artists</p> <p>An Englishman Abroad</p> <p>Crafted for You</p>	<p>June 2015</p> <p>Sept 2015</p> <p>Nov 2015</p> <p>Jan 2016</p> <p>Nov 2015</p> <p>Jan 2016</p>	<p><i>Stanhope Forbes</i> exhibition:</p> <p>81% of visitors came specifically for the exhibition</p> <p><i>The Way of the Warrior:</i></p> <p>55% of visitors had not visited MAG before.</p> <p><i>Illustration Beats Explanation</i> exhibition:</p> <p>48% of visitors from outside WR postcodes.</p> <p>752 families participated in summer exhibition activities</p> <p>84 locally-based partner artists and 2 schools involved in the exhibitions programme.</p> <p>175 objects from the collection newly on display in 2015/16.</p>	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
	2.	Objects for new Hartlebury Castle displays identified.	Interpretation outline complete	Dec 2015	Awaiting HCPT commission for an exhibition designer. Joint MW/HCPT curatorial meetings continuing in interim.	<b>R</b>
		Research and create exhibition at the County Museum at Hartlebury celebrating its history as a VAD hospital during WW1.	Recruit HLF-funded staff member Exhibition launch	May 2015 March 2016	Interpretation outline for museum spaces improvements completed March 2016  Exhibition opened March 2016	<b>G</b>
	3.	Produce a capital development plan for the Commandery endorsed by partners and stakeholders, to include: <ul style="list-style-type: none"> <li>Assessment of timescales from commencement to</li> </ul>	Final report presented to:  Joint museums committee Worcester City Council Battle of Worcester Partnership	June 2015 June 2015 July 2015	Development plan completed and new investment recommended by JMC and approved by City Council in July 2015. Presentation to Battle of Worcester	<b>G</b>

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		<p>practical completion.</p> <ul style="list-style-type: none"> <li>Outline costs of fitting out, infrastructure, works and fees.</li> <li>Fundraising potential and grant aid, including the costs of developing applications to the required standard.</li> <li>Proposals and costs for implementing marketing plans.</li> <li>Concept plans and visuals of key spaces.</li> </ul> <p><i>Targets: 20% year on year increase in visitors to The Commandery from relaunch</i></p>			<p>Partnership on 29<sup>th</sup> July. Update given 21<sup>st</sup> October 2015.</p> <p>Proposals and costs for implementing marketing plans for first phase approved at JMC September 2015</p> <p>Exhibition designer GuM started work March 2016.</p>	
	4.	Redeveloped website launched	<p>Recruit digital marketing assistant</p> <p>Re-designed website launch</p>	<p>May 2015</p> <p>October</p>	<p>Digital Marketing Assistant in place</p> <p>New website completed and</p>	<p>G</p> <p>G</p>



Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		the profile of Worcester – The Civil War City	<p>since Civic Presentation in April 2014</p> <p>Make Heritage Product Development report available on Worcester City Council website</p>	April 2015	<p>partners and stakeholders in April.</p> <p>City Council confirmed it will bid for Heritage City status, as suggested in the MW 'Heritage Product Development' report of 2014.</p> <p>City Council has appointed Tourism &amp; Marketing Manager to lead on the Heritage Cities project.</p> <p>Discussions taking place with County Transport on appropriate battlefield signage</p> <p>Ongoing – recent change in personnel at county.</p>	A
	7.	To raise the profile of Museums Worcestershire venues by contributing to	<p>To include:</p> <ul style="list-style-type: none"> <li>Contemporary Elgar Festival</li> </ul>	June 2016	Museums Worcestershire participating in discussions for Elgar	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		major Worcestershire events as part of our events programme	<ul style="list-style-type: none"> <li>Year of Liberty &amp; Democracy at The Commandery as part of Worcestershire's 2015 anniversary programme</li> <li>MOTHS (Museums on the High Street)</li> <li>Worcester Literature Festival</li> </ul>	<p>June 2016</p> <p>March 2016</p> <p>June 2015</p>	<p>Day initiative YOLAD Programme well under way with good attendances at major events</p> <p>19,000 attended YOLAD events programme</p> <p>Delay in appointing ACE-funded marketing post</p> <p>Post now in place</p> <p>Successful programme of author talks in association with the Battle of Worcester Society</p>	G
	8.	Increase the reach of our venues through joint marketing initiatives	<p>Passport promotion with Worcester Heritage Partnership Group</p> <p>Included in group travel itinerary with Spetchley Park and Gardens</p> <p>Magna Carta 800<sup>th</sup> Anniversary with Worcester Cathedral</p>	<p>October 2015</p> <p>April 2016</p> <p>June 2016</p>	<p>Passports distributed across WHPG venues</p> <p>Delayed due to change in timeline of Commandery development</p> <p>Commandery featured in the promotional video 'Worcestershire –</p>	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			Joint events with Friends of Fort Royal Park & Commandery Gardens	December 2015	the home of Liberty & Democracy'	
2. <i>To improve health, volunteering and learning opportunities in local communities</i>	9.	To work with HCPT on recruitment of new volunteering roles for Trust and <i>Target: Recruit 30 new volunteers to a variety of cross service roles</i>	To actively promote via Worcestershire Heritage Portal website.	Dec 2016	Opportunities for participation in gardening initiatives, stewarding and holiday activities advertised. Numbers of new volunteers lower than hoped for.	A
	10.	Create cycle and walking trails at Hartlebury and within Worcester.  <i>Target: To deliver a minimum of 6 walks for approx. 120 visitors.</i>	Develop 1 walking trail around the Hartlebury estate as part of HLF development. Explore possible links with Sustrans cycle networks	March 2016	Walking trail planned as part of consultants reports. First phase tree clearing works cannot begin until PTS. Unclear if HCPT still plan to open any of grounds in 2016.  Sustrans info and contacts have been passed to HCPT.	R



Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
	11.	Develop play opportunities on all sites, including early years provision  Embed Arts Award Discover and Explore Awards. <i>Target: To offer a programme of up to 10 sessions per year for 15 children per session.</i>	Consultation with up to 10 local children & parent groups  Establish toddler play area at Hartlebury  Launch "Young at Art" group for Museum and Art Gallery	Dec 2015  April 2016  March 2016	Consultation at Hartlebury took place in October.  Part of HLF funded programme – delay in securing permission to start.  Sessions have taken place and have been successful – more sessions now planned to continue with project	G  R  G
	12.	Renewing the Loans service  <i>Target: Work with up to 12 county museum partners to have a presence on the site.</i>	Develop Learning Worcs website for schools marketing and promote to all schools within the county.	March 2016		G
	13.	Develop a legacy for the Skills programme in partnership	To explore opportunities via workshops and present	September 2015	Research and development for	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		with University of Worcester	findings		apprentices taking place. Further funding identified	
	14.	Develop services for schools in the light of feedback.  <i>Target: 10% increase in school visits to The Commandery by Dec 2016</i>	To develop new programme of activities at The Commandery, broadening historical and curriculum focus.	September 2015	New activities are being launched – more consultation needed to complete programme and align with new interpretation.	R
3. To maintain responsible guardianship for our collections	15.	Review current insurance coverage and requirements for heritage assets reporting, and set out options for future	Report to council client leads Action plan for preferred option(s)	April 2015 Dec 2015	Completed; valuations of City oil paintings and County vehicles in Registrar work programme.	G
	16.	Review collections documentation for insurance and heritage asset reporting  <i>Target: County collection electronic documentation fully searchable</i>	Recruit registrar	May 2015	Registrar in post; County collection documentation now fully searchable.	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
	17.	Disposal framework discussed by Joint Committee	Seek Museums Association advice	Feb 2016	New disposal framework adopted Nov 2015 and in operation.	G
	18.	Designated collections application	Develop Action plan	March 2016	Completed March 2016, first year actions in 2016/17 service plan	G
4. <i>To secure a viable future for our museum sites through new ways of working</i>	19.	To continue with the Museums Futures programme to ensure sustainable solutions for all venues through product development and organisational resilience.	Review headline strategy for all sites	March 2016	Commandery development plan approved by Joint Museums Committee and City Council Cabinet	G
	20.	Partnership with Hartlebury Castle Preservation Trust  <i>Target: Completion of new annex for management agreement to cover 2016</i>	Develop and agree detailed management and funding arrangements with the County Council and HCPT for the construction and development phase of the Hartlebury Project	Sept 2015	Final drafts now completed	A
	21.	Provide support and advice to new providers of museum	Establish agreement/ monitoring arrangements with	June 2015	Recruitment of new museum development posts completed.	A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		development in the West Midlands	Marches Network and Ironbridge as delivery partner for museum development in Worcestershire 2015-18		Marches Network to be represented on steering group.	
	22.	Ensure all sites have received an energy efficiency review within the period of the strategic plan	Commission a report for the Commandery as part of the capital development review	May 2015	Preliminary assessment completed as part of DCA study. Successful funding application submitted to Arts Council capital fund for additional heating and damp investigation and work.	G
			Develop proposals for the Hartlebury store	Jan 2016	Place Partnership commissioned Jacob UK to assess the site for solar panels, completed Jan. Place Partnership decided cost/benefit analysis not efficient to take forward.	G
	23.	Develop capacity to increase audience engagement and support	Build into ACE resilience funding bid. To include: Fundraising post	March 2015	Partnership agreement signed Interviews to appoint Fundraiser being held	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		<i>Total target for fundraising requirement: £555,000 includes core, project and capital requirements</i>	Marketing support Customer Relationship Management system Membership scheme		start March 16 Fundraisers in place as of March 16. Recruitment taking place for Marketing support post. Post now in place. CRM system research under way, long-list narrowed to short list of 6 options. System identified, liaison with partners now taking place before system can be purchased. CRM system in place, data migration to be completed by June 2016. Developed in full agreement with City and County data managers.	
	24.	Develop audience reach by focussing marketing resources on headline exhibitions and events	Launch refreshed brand and implement Blue Sail marketing strategy at Hartlebury	March 2016	Unlikely any branding/marketing work will happen by March due to project delays and failure to	

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			<p>Year of Liberty &amp; Democracy at The Commandery <i>Target: 24,000 visitors</i></p> <p>Packaging of exhibitions at Art Gallery &amp; Museum to show potential dwell time of visit and widen appeal:</p> <p>Stanhope Forbes England with An Englishman Abroad <i>Target for Stanhope Forbes: 13,000 visitors</i></p> <p>The Way of the Warrior <i>Target: 14,000 visitors</i></p> <p>Crafted For You with Society of Artists</p>	<p>June 2016</p> <p>June 2015</p> <p>September 2015</p> <p>January</p>	<p>recruit to marketing post Post is now in place and review of marketing strategy is complete.</p> <p>Programme under way Target to be revised in the light of Monday and January closures and a new programme for launch of new displays.</p> <p>19,000 visitors to Stanhope Forbes 16,227 visitors to Way of the Warrior 11,852 visitors to Crafted for You/Society of Artists</p>	<p>A</p> <p>G</p>

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			<i>Target: 9,000 visitors</i>	2016		
	25.	Meet required budget reductions in 2015-16 <i>Target £55k</i>	Complete changes to venue opening hours at Commandery	January 2016	Monday closing as from 1.4.15 New staff structure in place, with new contracts for 11 months – closing January 2016	G
	26.	Ensure visitor facilities contribute to the visitor offer and venue sustainability  <i>Target: Increased income from retail by 10% at Art Gallery &amp; Museum/Commandery</i>	Extend catering concession at Art Gallery & Museum Appoint to catering concession at The Commandery  Review pricing strategy at The Commandery in light of its new focus as a regional visitor destination	March 2015 April 2015  March 2016	Extended to March 2016 MeeMee Catering appointed – 3 year licence  Report to JMC November 2015	G
	27.	Review staffing structure at Art Gallery & Museum in light of City Council move into	Report presented to Joint Museums Committee	September 2015	Deferred pending shared service review	R

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		Foregate Street				
	28.	Review performance indicators to align with our Strategic Plan	Develop new set of KPIs in association with Joint Museums Committee	June 2015	Proposed changes to KPI's submitted to June committee.	G



**JOINT MUSEUMS COMMITTEE  
7 JUNE 2016**

**FINANCE REPORT**

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**Recommendation**

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

**Background**

2. This report provides financial information on the following:
  - a) 2015-16 Outturn;
  - b) Subjective analysis;
  - c) Explanation of major variances;
  - d) Surplus/deficit split;
  - e) Café report (Appendix); and
  - f) Budget proposal 2016-17.

**(a) Table 1 : 2015/16 Outturn**

	<b>2015/16 Budget</b>	<b>Projected 2015/16</b>	<b>Variance</b>	<b>Variance %</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>%</b>
Hartlebury Main	203	150	-53	-26%
Hartlebury Education	-	-4	-4	
Hartlebury Café	-	47	47	
Collections	138	132	-6	-4%
Worcester City Museum & Art Gallery	173	169	-4	-2%
Commandery	107	114	7	7%
Grants	-	-	-	
Other City Museum Servs	239	252	13	5%
Future Fit from BEC reserves		-	-	
<b>Total Joint Museum Service</b>	<b>860</b>	<b>860</b>	<b>0</b>	<b>0%</b>

**(b) Table 2 : Subjective Analysis 2015/16**

	<b>Budget</b>	<b>Projection</b>	<b>Variance</b>	<b>%</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Employees</b>	875	862	-13	-1%
<b>Redundancy</b>	0	35	35	
<b>Premises</b>	8	8	0	0%
<b>Transport</b>	11	7	-4	-34%
<b>Supplies &amp; services</b>	163	193	30	18%
<b>Transfer to reserve</b>	0	18	18	
<b>Income:</b>				
<b>Sales</b>	-102	-99	3	-3%
<b>Admissions</b>	-34	-63	-29	84%
<b>Education</b>	0	-14	-14	
<b>Other</b>	-30	-44	-14	47%
<b>Transfer from reserve</b>	-31	-43	-12	
<b>Total</b>	<b>860</b>	<b>860</b>	<b>0</b>	<b>0%</b>

3. The transfer from reserve is:

- £30,750 from an Economy and Infrastructure Directorate reserve to fund a post at Hartlebury.
- £11,693 from a Hartlebury Insurance reserve for Hartlebury Learning Projects.

**(c) Explanation of major variances**

4. The salary variance is from vacancies which have been filled now. The redundancy is as a result of Hartlebury Café closing.

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

**(d) Surplus/deficit split**

6. Under the terms of the agreement, as the variance to budget was within 5%, £17,739 was transferred to the Joint Museum Reserve.

**(e) Café Report**

7. The financial position of Hartlebury Café is set out in the Appendix. The extended opening of the café cost £12k over and above the £35k redundancies.

**(f) Budget 2016-17**

	<b>Budget</b>
	<b>£000</b>
<b>Employees</b>	836
<b>Premises</b>	8
<b>Transport</b>	11
<b>Supplies &amp; services</b>	150
<b>Income:</b>	
<b>Sales</b>	-62
<b>Admissions</b>	-34
<b>Other</b>	-27
<b>Total</b>	<b>882</b>

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

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### Specific Contact Points for this report

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## **Supporting Information**

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

## **Background Papers**

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

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**Appendix**  
**Joint Museums Service**  
**Budget Monitoring report for Hartlebury Café 2015/16**

	Budget £	Budgeted %	Qtr 1 £	%	Qtr 2 £	%	Qtr 3 £	%	Qtr 4 £	%	Outturn £	Actual %
<b>Sales</b>												
Catering	-39,840		-12,718		-15,284		-9,698		-4,061		-41,761	
Catering supplies	12,370		4,488		4,172		2,353		1,653		12,665	
Gross profit	<u>-27,470</u>	69	<u>-8,230</u>	65	<u>-11,112</u>	73	<u>-7,345</u>	76	<u>-2,409</u>	59	<u>-29,096</u>	70
<b>Employees</b>												
Salary	27,470		11,557		15,429		44,748 *		3,764		75,498	
Car allowances											0	
	<u>27,470</u>		<u>11,557</u>		<u>15,429</u>		<u>44,748</u>		<u>3,764</u>		<u>75,498</u>	
<b>Other</b>												
Equipment/Rental	0		53		91		128		21		293	
Laundry	0		113		257		347		68		785	
Other	0		-30		0		0		-329		-359	
Insurance	0		0		0		316		0		316	
	<u>0</u>		<u>136</u>		<u>348</u>		<u>791</u>		<u>-241</u>		<u>1,035</u>	
Total profit/loss	<u>0</u>		<u>3,464</u>	-27	<u>4,665</u>	-31	<u>38,195</u>	-394	<u>1,114</u>		<u>47,437</u>	-114

\* includes £35,011 redundancy / pension strain

**Visitor numbers - café only tickets**

2007/08	1,193	first full year of operation of new café
2008/09	2,100	
2009/10	2,208	
2010/11	2,549	
2011/12	2,678	
2012/13	1,744	
2013/14	2,212	
2014/15	1,896	

	Total visitors	income	spend per head
2007/08	24,226	26,000	1.07
2008/09	23,715	36,000	1.52
2009/10	26,342	40,000	1.52
2010/11	24,342	54,000	2.22
2011/12	25,728	50,810	1.97
2012/13	24,500	47,809	1.95
2013/14	25,087	49,340	1.97
2014/15	23,491	44,689	1.90
2015/16	19,261	41,761	2.17

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**JOINT MUSEUMS COMMITTEE  
7 JUNE 2016**

**WORK PROGRAMME**

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**Recommendation**

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

**Background**

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

**14 September 2016 at 2.00pm – Council Chamber, The Guildhall, Worcester**

Fundraising update  
Shared service hosting  
Heritage Marketing Progress Report – Digital marketing  
Performance and Planning Report – 1st quarter  
Finance – 1st quarter monitoring report

**9 November 2016 at 4.00pm – Lakeview Room, County Hall, Worcester**

Commandery progress report and business plan  
Hartlebury Development  
Staff structure report  
Performance and Planning Report – 2nd quarter  
Finance – 2nd quarter monitoring report

**15 March 2017 at 2.00pm**

Heritage Marketing Progress Report  
Performance and Planning Report – 3rd quarter  
Finance – 3rd quarter monitoring report

**21 June 2017 at 2.00pm**

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

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

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

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## **Background Papers**

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