

Agenda

Joint Museums Committee

Wednesday, 14 September 2016, 2.00 pm
Council Chamber, The Guildhall,
Worcester

This document can be made available in other formats (large print, audio tape, computer disk and Braille) on request from Democratic Services on telephone number 01905 728713 or by emailing democraticServices@worcestershire.gov.uk

If you can not understand the contents of this document and do not have access to anyone who can translate it for you, please contact 01905 765765 for help.

বাংলা। আপনি যদি এই দলিলের বিষয়বস্তু বুঝতে না পারেন এবং আপনার জন্য অনুবাদ করার মত পরিচিত কেউ না থাকলে, অনুগ্রহ করে সাহায্যের জন্য 01905 765765 নম্বরে যোগাযোগ করুন। (Bengali)

廣東話。如果您對本文檔內容有任何不解之處並且沒有人能夠對此問題做出解釋，請撥打 01905 765765 尋求幫助。 (Cantonese)

普通话。如果您对本文件内容有任何不解之处并且没有人能够对此问题做出解释，请拨打 01905 765765 寻求帮助。 (Mandarin)

Polski jeżeli nie rozumieją Państwo treści tego dokumentu i nie znają nikogo, kto mógłby go dla Państwa przetłumaczyć, proszę zadzwonić pod numer 01905 765765 w celu uzyskania pomocy. (Polish)

Português. Se não conseguir compreender o conteúdo deste documento e não conhecer ninguém que lho possa traduzir, contacte o 01905 765765 para obter assistência. (Portuguese)

Español. Si no comprende el contenido de este documento ni conoce a nadie que pueda traducírselo, puede solicitar ayuda llamando al teléfono 01905 765765. (Spanish)

Türkçe. Bu dokümanın içeriğini anlayamazsanız veya dokümanı sizin için tercüme edebileceğiniz birisine ulaşamıyorsanız, lütfen yardım için 01905 765765 numaralı telefonu arayınız. (Turkish)

اردو۔ اگر آپ اس دستاویز کی مشمولات کو سمجھنے سے قاصر ہیں اور کسی ایسے شخص تک آپ کی رسائی نہیں ہے جو آپ کے لئے اس کا ترجمہ کر سکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

کوردی سۆزانی. ننگهر ناتوانی تێبگهی له ناوهرۆکی نهم بێلگهی و دهستت به هیچ کس ناکات که و ههنگهر بتموه 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 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

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

WHAT MUST I DO WITH A DPI?

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

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

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

DON'T FORGET

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

Joint Museums Committee
Wednesday, 14 September 2016, 2.00 pm, Council Chamber,
The Guildhall, Worcester

Membership: Mr Roger Berry, Worcester City Council
Mr A N Blagg, Worcestershire County Council
Mrs L C Hodgson, Worcestershire County Council (Chairman)
Mr G Williams, Worcester City Council

Agenda

Item No	Subject	Page No
1	Named Substitutes To receive details of any member nominated to attend the meeting in place of a member of the Committee.	
2	Apologies/Declarations of Interest To invite any member to declare any interest in any items on the Agenda.	
3	Confirmation of Minutes To confirm the Minutes of the meeting held on 7 June 2016 (previously circulated – pink pages)	
4	Fundraising Report	1 - 2
5	Digital Marketing Report	3 - 4
6	Commandery Refurbishment Progress Report	5 - 8
7	Shared Service Hosting - Progress Report	9 - 10
8	Performance and Planning 1st Quarter 2016/17	11 - 28
9	Finance Report	29 - 32
10	Work Programme	33 - 34

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP

To obtain further information or a copy of this agenda contact Simon Lewis, Committee Officer on 01905 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: Monday, 5 September 2016

This page is intentionally left blank

**JOINT MUSEUMS COMMITTEE
14 SEPTEMBER 2016**

FUNDRAISING REPORT

Recommendation

- 1. The Museums General Manager recommends that:**
 - a) the ongoing work to develop a fundraising strategy to contribute towards a more resilient service be noted; and**
 - b) the development of a new membership scheme and a corporate sponsorship campaign be authorised.**

Background

2. In 2013-14 using resilience funding from Arts Council England, Museums Worcestershire commissioned a number of studies under the heading 'Strengthening museums and the visitor economy in Worcester' to help deliver the objectives of the Museum Futures programme adopted that year, and to enhance the service's role in supporting the city and county's heritage and visitor economy.
3. As part of this suite of reports a Fundraising strategy was produced by Swift Fundraising, which set out the groundwork for a new focus on sustainable fundraising; improved fundraising and more diverse income streams will lay the foundations for Museums Worcestershire to move forward confidently as a resilient and more viable organisation.
4. The second round of resilience funding, granted in 2015 gave Museums Worcestershire the resources to act on the strategy and in April this year Manda Graham and Lucy Wells were appointed fundraising consultants. Their role is to support Museums Worcestershire developments by writing funding bids and applications to trusts and foundations for identified projects including a HLF Our Heritage bid to support the development of The Commandery; and focussing on sustainable fundraising by introducing new sources of income generation.
5. As part of this resilient fundraising focus a sustainable and reinvigorated membership scheme is being planned, both to raise income and as a mechanism to build relationships with our loyal visitors.
6. A number of museum developments, including The Commandery refurbishment programme would benefit from a corporate sponsorship programme which builds on existing support from, for example, the Sealed Knot. Corporate sponsorship would be used to enhance projects such as the Commandery events programme and would build

relationships with the corporate sector to further embed Museums Worcestershire into the County's tourism and economic development offer.

7. The award from Arts Council England Resilience Fund has allowed procurement of a Customer Relationship Management system which will support our fundraising plans and in particular the new membership scheme.

8. The fundraising strategy supports the following Museums Worcestershire strategic priorities:

- To secure a viable future for our museum sites through new ways of working

9. A presentation on the details of current work on the Fundraising Strategy will be provided to members of the committee.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Helen Large, Marketing & Events Manager, Museums Worcestershire

Tel: 01905 25371

Email: HLarge@worcestershire.gov.uk

Background Papers

In the opinion of the Museums General Manager the following are the background papers relating to the subject matter of this report:

Arts Council Resilience Fund application 2015-17

Swift Fundraising Strategy

**JOINT MUSEUMS COMMITTEE
14 SEPTEMBER 2016**

DIGITAL MARKETING REPORT

Recommendation

- 1. The Museums General Manager recommends that the progress made in digital marketing be noted.**

Background

2. At the Joint Committee meeting on 9 March 2016 it was requested that a report on Museums Worcestershire's digital marketing strategy be brought to a future meeting (Minute no. 266 refers).
3. Engaging with audiences digitally offers Museums Worcestershire huge opportunities; it allows interested members of the public to see 'behind the scenes', and it builds peer recognition. It gives us the opportunity to engage with people who may never visit our museums and it helps us build relationships with those who do by allowing us to talk to our visitors before and after they visit. Online platforms widen the audience base and deepen their engagement.
4. Online activity is by its nature quantifiable, and the measurement of digital communications can bring clarity to areas that have been traditionally difficult to assess, such as the impact of word-of-mouth.
5. In order to make the most of our digital potential, Museums Worcestershire appointed a part-time Digital Marketing Assistant in March 2015 following a restructuring of the existing team. The focus of the post was to expand our digital presence in terms of online content and marketing.
6. Achievements in the seventeen months since the appointment include:
 - a) Launch of a new website which includes a new events calendar, is fully compatible with all formats and has a data capture function;
 - b) Extension to social media practice including a new Instagram account and improved approach to Facebook and Twitter;
 - c) Creation of new video content;
 - d) Regular e-newsletters;
 - e) Digitisation and use of collections images for use in press, on social media and research blog;

- f) Improved presence on key external websites such as Visit Worcestershire;
- g) Trial of SMS marketing; and
- h) Incorporation of a digital strategy in all exhibition and event marketing plans.

7. The £136k award from Arts Council England Resilience Fund has increased our marketing capacity through procurement of a Customer Relationship Management system. More than 11,000 records have been migrated to the cloud-based system which will allow us to target marketing more personally and effectively, and will support our fundraising plans.

8. The digital marketing strategy supports the following Museums Worcestershire strategic priorities:

- 1 To create compelling, high quality destinations, exhibitions and events
- 5 To secure a viable future for our museum sites through new ways of working

9. A presentation of digital marketing practice will be provided to members of the Joint Committee.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Helen Large, Marketing & Events Manager, Museums Worcestershire

Tel: 01905 25371

Email: HLarge@worcestershire.gov.uk

Background Papers

In the opinion of the Museums General Manager the following are the background papers relating to the subject matter of this report:

Arts Council Resilience Fund application 2015-17

Joint Museum Committee minute 266b, Wednesday 9 March 2016

**JOINT MUSEUMS COMMITTEE
14 SEPTEMBER 2016**

COMMANDERY REFURBISHMENT PROGRESS REPORT

Recommendation

- 1. The Museums General Manager recommends that the progress made in developing the Commandery refurbishment project be noted.**

Background

2. At their meeting on 7 June and following a presentation on the Commandery master plan, the Joint Committee requested that a progress report on the Commandery project be submitted to each meeting (Minute no. 280 refers).
3. In July 2015 the City Council's Cabinet had agreed investment of up to £260,000 in improvements to the Commandery Museum. This was based on a development and outline business plan, produced by DCA Associates, which had been commissioned by Museums Worcestershire and referred back to the Cabinet for an investment decision by the Joint Museums Committee.
4. The strategic case for the investment was based on the studies into the value of heritage tourism, commissioned by Museums Worcestershire in 2013. Funded by an Arts Council grant, these included a detailed assessment of the current and potential value of Civil War heritage as part of Worcester's Tourism Strategy.
5. Museums Worcestershire has since appointed award winning exhibition designers GuM who have developed a new master plan for the building, with new Civil War displays at the heart of phase 1 as originally agreed. The outline designs for the sequence of works were presented to the last meeting and the phasing of the project has since been refined as follows:

Phase 1: Worcester – the Civil War City

- A series of linked garden wing displays will tell the story of Worcester's part in the English Civil Wars, the key historical figures and the significance of the conflict in helping to shape our Parliamentary democracy
- The façade of the building will be enhanced by the display of pikes above the gates which will be opened to provide a new entrance into the courtyard
- To the rear of the building a new Commandery Civil War study centre will be established including a library, research and volunteer facilities. The shop displays and stock will be refreshed to reflect the change of theme and reception for group visits will be enhanced in the canal wing.

Phase 2 - "It happened here"

- A new light and projection display in the Great Hall to introduce the significance of the Commandery to visitors, plus the story of the visit of US Presidents John Adams and Thomas Jefferson in rooms overlooking Fort Royal Park.

Phase 3 - Commercial and visitor services

- The creation of a new café in the front of the building facing the street the courtyard and canal, with the relocation of retail and admission point nearer the Great Hall entrance
- The establishment of a high quality wedding and corporate hire suite of rooms on the ground floor with an independent entrance
- The creation of temporary exhibition space.

Phase 4 - Future Interpretation

- Completion of the interpretation plan, concentrating on Medieval and Tudor Worcester.

6. Museums Worcestershire has also appointed professional fundraisers to raise the additional financial backing necessary to complete the project to a more ambitious scale than was previously the case, particularly in the area of Civil War interpretation and enhanced visitor services and signing. Further meetings have been held with the Heritage Lottery Fund and a grant bid was submitted on 27 July 2016. Worcestershire County Council as a formal partner in the shared service has also agreed an investment contribution of £50,000. An additional grant of £28,500 has also been secured through the West Midlands Museum Development Scheme to help with heating; discussions with other potential funders are in progress.

7. Museums Worcestershire has engaged in extensive consultation to help define the form of the final proposals and ensure public and community engagement with the plans is high before and during the relaunch. A part time Marketing Officer has been appointed in accordance with the original recommendation to help boost the profile of the Commandery. New branding for the Commandery has also been commissioned.

8. The detailed proposals are being developed for phases 1 and 2 and aligned with the maintenance priorities for the building. The final decision on implementing the project rests with the City Council and a further report to the Cabinet will be necessary to proceed with the project.

Contact Points

Worcestershire Hub: 01905 765765
Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Iain Rutherford
Tel: 01905 361821
Email: irutherford@worcestershire.gov.uk

Background Papers

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

Strengthening Museums and the Visitor Economy (TSE Research)

Heritage Product Development (TSE Research)

English Civil War in Worcestershire (TSE Research)

"This really happened here" Audience Research and Evaluation of Interpretation at the Commandery (MHM)

This page is intentionally left blank

**JOINT MUSEUMS COMMITTEE
14 SEPTEMBER 2016**

SHARED SERVICE HOSTING – PROGRESS REPORT

Recommendation

1. The Museums General Manager recommends that the impact of a shortfall in the budget available to implement a change in the hosting of the shared service be considered.

Background

2. In March 2016 the Joint Committee received a progress report on the proposal to change the hosting of the shared service, with particular reference to the work required to achieve a revised financial package (Minute no.264 refers). The tasks identified included the following:

- Prepare a revised 2016-17 (subject to timing) and 2017-18 budgets and the partners to agree a baseline % contribution
- Agree any variations to the current partnership agreement including the treatment of future budget reduction plans
- Determine the current contractual requirements in relation to grant aid and other external funding
- Assess the impact of hosting changes on VAT and the cultural exemption position
- Agree the recharges for hosting the support services
- Establish any workforce implications including pensions
- Review the treatment of property budgets
- Identify the transitional funding required to complete the switch in hosting e.g. IT requirements.

3. Since March a steering group has been established and formal project management arrangements have been set up, including a project board of senior managers to provide oversight. The steering group have identified the following principles to guide the work to complete the project:

- To be cost neutral
- To be achieved through a thorough examination of the issues
- To be true to the principles of partnership working through continued joint arrangements
- To achieve as far as possible a seamless move of the service

- To meet corporate objectives
- To reflect the work carried out in relation to Hartlebury in any future structure.

4. The financial arrangements in relation to Hartlebury operational budgets are dictated by the new partnership arrangements with Hartlebury Castle Preservation Trust. This will alter the share of funding provided to the shared service.

5. A decision to proceed with the transfer of hosting to Worcester City Council has not yet been made and therefore a report to the Cabinets of both Councils will be required once the preparatory work has been done.

6. A key financial issue has emerged from the discussions of the project steering group. The County Council require the delivery of the project to be fully cost neutral, in relation both to one off spending and ongoing revenue commitments. Although the full financial appraisal has yet to be completed, implementing the change will attract significant one-off costs in relation to IT (estimate - £15K) and an annual revenue shortfall in relation to hosting charges in the region of £30K.

7. Members of the Joint Committee are requested to note the impact of this financial shortfall on the project and consider how best to proceed.

Contact Points

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Iain Rutherford

Tel: 01905 361821

Email: irutherford@worcestershire.gov.uk

Background Papers

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

JOINT MUSEUMS COMMITTEE 14 SEPTEMBER 2016

PERFORMANCE AND PLANNING 1ST QUARTER 2016-17

Recommendation

1. **The Museums General Manager recommends that the performance and planning information provided for the 1st quarter 2016-17 be noted.**

Background

2. The attached service plan and reports give an account of progress in delivering the work programme against existing service priorities and targets.
3. This report also provides data showing a summary of performance against indicators from the 1st quarter in the old format, pending the introduction of new indicators in 2017-18 to respond to corporate plan changes. Work is also in progress to benchmark with other museums and heritage organisations, in particular the English Civic Museums Network.
4. Some of the key points to note are:
 - Visitor numbers overall are down by 3% although there have been some successes for specific targets against key exhibitions. "This Green Earth" at the City Art Gallery exceeded its target audience by 6,000 and the Commandery's increase is a sign of the impact of more focussed marketing and events on a single Civil War theme
 - The calculations on website use have been amended to include use by first time visitors
 - Lower levels of activity at the Commandery and Hartlebury reflect both the spike in 2015 from extra funding for the Magna Carta/Liberty and Democracy programme and the concentration at both sites on planning for major capital projects
 - Retail spend per head and levels of earned income show encouraging trends by comparison with the same quarter last year.

Contact Points

Worcestershire Hub: 01905 765765
Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report
Iain Rutherford
Tel: 01905 361821
Email: irutherford@worcestershire.gov.uk

Supporting Information

- 2016-17 Performance summary report
- 2016-17 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

2016/2017 figures as at 30th June 2016

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2015	Apr-Jun 2016	Jul-Sep 2015	Jul-Sep 2016	Oct-Dec 2015	Oct-Dec 2016	Jan-Mar 2016	Jan-Mar 2017	2015/2016	2016/2017
1	Number of visits in person	23,712	22,493	30,541		19,956		21,987		96,196	22,493
a	City Museum and Art Gallery	14,907	13,950	18,428		12,345		14,204		59,884	13,950
b	The Commandery	3,666	4,054	6,123		3,391		3,871		17,051	4,054
c	County Museum, Hartlebury	5,139	4,489	5,990		4,220		3,912		19,261	4,489
2	Website Usage										
a	Number of virtual visits via website (page views)	63,006	42,096	59,351		54,186		36,495		213,037	42,096
b	Sessions generated by first-time visitors to website	--	8,949	--		--		--		--	8,949
3	Organised events and exhibitions	67	29	71		32		30		200	29
a	City Museum and Art Gallery	17	15	13		11		13		54	15
b	The Commandery	30	7	22		6		8		66	7
c	County Museum, Hartlebury	20	7	36		15		9		80	7
4	Number of visits by children/young people	2,383	2,270	2,597		2,905		2,433		10,318	3,324

This page is intentionally left blank

Museums Worcestershire Performance Indicators - Finance & Quality

2016/2017 figures as at 30th June 2016

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2015	Apr-Jun 2016	Jul-Sep 2015	Jul-Sep 2016	Oct-Dec 2015	Oct-Dec 2016	Jan-Mar 2016	Jan-Mar 2017	2015/2016	2016/2017
1	Retail spend per head (based on turnover from retail outlets)										
a	City Museum and Art Gallery	£0.45	£0.69	£0.40	£0.40	£0.63	£0.69	£0.53		£0.48	£0.69
b	The Commandery	£0.63	£0.73	£0.40	£0.40	£0.67	£0.73	£0.69		£0.53	£0.73
c	County Museum, Hartlebury	£0.67	£1.07	£1.02	£1.02	£0.97	£1.07	£0.69		£0.89	£1.07
2	Cost per visit or usage (net expenditure divided by physical visits or usages total)										
a	City Museum and Art Gallery	£5.43	£4.06	£3.44	£3.44	£5.06	£4.06	£4.44		£4.53	£4.06
b	The Commandery	£17.28	£13.28	£8.48	£8.48	£15.85	£13.28	£12.28		£12.83	£13.28
c	County Museum, Hartlebury	£7.47	£7.90	£6.89	£6.89	£11.06	£7.90	£11.78		£8.23	£7.90
3	Level of earned income as percentage of subsidy										
a	City Museum and Art Gallery	20.11%	33.45%	22.12%	22.12%	22.16%	33.45%	29.67%		16.10%	8.36%
b	The Commandery	40.62%	45.63%	58.34%	58.34%	39.42%	45.63%	54.10%		34.59%	11.41%
c	County Museum, Hartlebury	29.34%	36.17%	40.87%	40.87%	17.25%	36.17%	34.00%		21.87%	9.04%
4	Museums Libraries and Archives Council's Accreditation Scheme										
a	City Museum and Art Gallery	✓	✓	✓	✓	✓	✓	✓		✓	✓
b	The Commandery	✓	✓	✓	✓	✓	✓	✓		✓	✓
c	County Museum, Hartlebury	✓	✓	✓	✓	✓	✓	✓		✓	✓
5	Direction of travel in respect of West Midlands Regional Museum Council's Fast Forward benchmarking scheme										
a	City Museum and Art Gallery	4.00	4.00	4.00	4.00	4.00	4.00	4.00		4.00	4.00
b	The Commandery	3.90	3.90	3.90	3.90	3.90	3.90	3.90		3.90	3.90
c	County Museum, Hartlebury	4.60	4.60	4.60	4.60	4.60	4.60	4.60		4.60	4.60
6	Heart of England Tourist Board Quality Assurance scheme										
a	City Museum and Art Gallery	✓	✓	✓	✓	✓	✓	✓		✓	✓
b	The Commandery	✓	✓	✓	✓	✓	✓	✓		✓	✓
c	County Museum, Hartlebury	✓	✓	✓	✓	✓	✓	✓		✓	✓

This page is intentionally left blank

MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2016-17

1st quarter

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
To create compelling, high quality destinations, exhibitions and events.	<p>Curate an exceptional programme of exhibitions at Worcester City Art Gallery, attracting visitors to the city and encouraging participation for local families</p> <p><i>Targets:</i> 30% of visitors to spring exhibition coming from outside the city 10,000 visitors to summer exhibition Significant loans brought in from 3 major museums 50 local artists worked with</p>	<p>Destination: <i>This Green Earth</i> Family: <i>Pirates, Pants and Wellyphants</i> Challenge: <i>Jeremy Deller</i></p> <p>Collection: <i>Divided Loyalties</i></p> <p>Local creative: <i>Society of Artists</i> Local creative: <i>Crafted for You</i></p>	<p>June 2016 Sept 2016 Oct 2016 Nov 2016 Jan 2017 Jan 2017</p>	42% visitors to This Green Earth came from non-WR postcodes Significant loans from the Ashmolean Museum made exhibition very successful.
	Objects for new Hartlebury Castle displays identified	Exhibition designs complete Loan paperwork to HCPT complete	March 2017	
	<p>Commission and install a new Civil War section and research room at The Commandery and a city Civil War trail from the site</p> <p><i>Target:</i> 45 minute visitor dwell time</p>	<p>Designer appointed Trail designed Research room open Installation tender commissioned</p>	<p>April 2016 Sept 2016 Sept 2016 Dec 2016</p>	Trail delayed to 2017 in order to link better to application to Heritage Lottery Fund for project elements. Research room open.

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	First series of behind-the-scenes workshops undertaken <i>Target:</i> <i>30 paying attendees</i>	Collections Centre meeting room set up 2016 programme of day schools and enquiries events	May 2016 Dec 2016	Costume & Textiles and Archaeology workshops held and oversubscribed – 16 attendees Shared expertise and hands-on work welcomed by smaller regional museums. Art Day school 6 attendees and very successful. First public enquiry day sparsely attended, suggesting no demand, review at end of year.
To develop heritage marketing and related tourism opportunities in the City and County	To respond to key drivers and priorities of our funding Councils by working with partners across Worcester to increase the profile of heritage and maximise opportunities to improve the visitor economy in Worcester	Real-time and static heritage information points Work with Worcester Cathedral to provide reciprocal guides and create a group tour package	July 2016 March 2017	Research and writing for info points completed
	To continue to lead on raising the profile of Worcester – The Civil War	Review and report actions to stakeholders present at Civic	May 2016	Deferred pending decision on Commandery refurbishment

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	City	presentation in April 2014 Embed in Commandery relaunch marketing strategy	March 2017	project
	Increase the reach of our venues through joint marketing initiatives <i>30% of visitors to spring exhibition coming from outside the city</i>	Promote This Green Earth to Ashmolean Museum visitors Attendance at tourism exhibitions with Worcester Heritage Partnership and Visit Worcestershire	June 2016 March 2017	Exhibition included in Ashmolean e-newsletter and sent to their 25,000+ enews subscribers
	Support Museum of Royal Worcester with their Heritage Lottery Funded improvements	Undertake research for new gallery designs Oversee installation of new china store	June 2016 Dec 2016	Gallery development at RIBA stage E (ready to tender), with first installation phase planned in summer 2017.
To improve health, volunteering and learning opportunities in local communities	Skills development programme	Work with Skills for the Future steering group to develop skills development programme research for future trainee/apprenticeship opportunities	Dec 2016	Project Enquiry Form submitted to HLF for next round of funding – First round application deadline October 13 th 2016
	Improve out of term educational offer for the Commandery and	Improve quality and uptake of out of term activities and	April 2017	Backpack activities produced and currently in pilot stage. To

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	Hartlebury Develop curriculum based learning offer at Commandery and Hartlebury	attract new visitor groups for the Commandery Develop 'back pack' offer for Commandery family visitors Trial new schools sessions with pilot schools at Commandery for full new offer	April 2017 April 2017	be reviewed and expanded if successful. Half term activities modified to improve quality and uptake. Review required in order to assess areas of improvement.
	Community loans development Access development for groups	Successful fundraising for county wide care home project following on from evaluation Develop and trial 'Autism Friendly Openings' at MAG and develop resources	March 2017 Aug 2016	Fundraising element complete – successful funding bids to ACE and Elmley Foundation. Project to be completed by end of March 2017 Delayed until Jan 2017 due to Open Gallery project at MAG
	Work with GRT community to develop new project at Hartlebury	Work with Stourport High School to develop new project with GRT community, with new project, exhibition or event as	Oct 2016	

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
		final product.		
	Widen volunteer and work experience offer	Work with HCPT to merge with Hartlebury volunteers Test new recruitment methods through colleges and WCC work experience database Trial new county volunteer pass scheme with <i>Learning Worcs</i> group	April 2017 Oct 2016 April 2017	Curatorial and Learning year12 work experience student placements very successful June/July
To maintain responsible guardianship for our collections	City collection documentation backlog	Phase 1 inventories complete and available publicly on website	Dec 2016	
	Collection highlights digitised	100 objects from across the stored collections digitised for access online	Dec 2016	
	Insurance and heritage assets review: Phase 1 collections re-valuation	Oil paintings, city collection	Jan 2017 March	

Strategic Objective	Key Targets/Work Areas	Actions		Progress
		What	By when	
		Transport, county collection	2017	
	County collection move of social history from SHIC store to collections centre complete	All collection integrated into shelving layout and accessible	May 2016	Complete
	New space for archaeology deposits created	New shelving installed Archive from Hive site excavations deposited	June 2016 March 2017	Complete
To secure a viable future for our museum sites through new ways of working	To continue with the Museums Futures programme to ensure sustainable solutions for all venues through product development and organisational resilience <i>Target: £50,000 from unrestricted giving</i>	Develop first stage of 10 year horizon development plan for museum properties Active sustainable fundraising programme CRM system fully functioning supporting marketing and fundraising strategies Programme of audience research across city sites	January 2017 October 2016 December 2016 March 2017	CRM system fully operational for marketing, 11,000 records migrated. Staff training in progress. System being customised to support Fundraising

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
				Audience Finder programme in place and surveys taking place across all venues
	New hosting arrangements for Museums Worcestershire at Worcester City Council	Work with the steering group for shared service hosting to implement plans	March 2017	Formal project management arrangements established, with sub groups to deal with finance, legal, HR and IT matters. Implementation subject to Cabinet decision.
	Develop new working methods at Hartlebury as part of next phase of development	To work with Hartlebury Castle Preservation Trust to provide interim solutions for catering and events at Hartlebury	July 2016	New Café operator has been operational since May 2016. New Café building on track to be ready Spring 2017. An integrated annual programme of HCPT and County Museum events is planned out and is now being delivered. Our first jointly delivered event with HCPT will happen in September – Heritage Open Days.
	Develop audience reach by focussing marketing resources on product development at Hartlebury	Implement Blue Sail marketing strategy at Hartlebury	March 2017	

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	<p>and The Commandery, and headline exhibitions at the Art Gallery & Museum</p> <p><i>Target: 20% year-on-year increase in visitors to the Commandery</i></p> <p><i>Visitor target for This Green Earth: 19,000</i></p> <p><i>Visitor target for Pirates, Pants and Wellyphants: 13,000</i></p> <p><i>Visitor target for Crafted for You with Society of Artists: 10,000</i></p>	<p>Rebrand and relaunch of Commandery</p> <p>Segmenting and targeting of exhibitions programme at Art Gallery & Museum to increase audience reach</p>		This Green Earth 25,000 visits
	Increase attendance to Commandery Events by 10%	<p>Commandery Events Team, working with external partners to develop and undertake.</p> <p>Tie in with Citywide and National projects and Heritage City developments</p>	February 2017	
	Increase uptake of Commandery Learning by 10%	Update and revise Commandery Learning offer and target new school audiences.	Dec 2017	

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	Raise the academic profile of the Commandery	Talks and Tours Programme in partnership with external collaborators. New library opened	April 2017	Third successive run of talks continue to attract an academic audience. Library books and furniture installed. Library near completion.
	Ensure visitor facilities, hires and retailing contribute to the visitor offer and venue sustainability <i>Increase income from all sources by 12%</i>	Install EPOS systems across City venues Support with improved systems, exhibitions and customer service training. Refresh and restock Commandery shop, linking with Events and new offer	April 2017 April 2017 July 2016	Stock refreshed, new display furniture sourced, increase of 15.7% April – July 2016.
	Develop the Commandery as a venue for Weddings and Civil ceremonies and increase private hires <i>Target: 5 weddings in year 1 rising to 20 by year 3</i>	Recruit Wedding/Events organiser Complete Wedding Package for Marketing	July 2016 Sept 2016	Internal experience utilised. Action plan in place, on target to meet 'soft launch' of weddings in March 2017

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
		Launch New Wedding/Events package	May 2017	

This page is intentionally left blank

**JOINT MUSEUMS COMMITTEE
14 SEPTEMBER 2016**

FINANCE REPORT

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) Projection as at 31 July 2016;
 - b) Subjective analysis;
 - c) Explanation of major variances; and
 - d) Surplus/deficit split.

(a) Table 1 : 2016/17 Projected Outturn as at 31 July 2016

	2016/17 Budget	Projected 2016/17	Variance	Variance %
	£'000	£'000	£'000	%
Hartlebury Operations	207	174	-33	-16%
Hartlebury Education	-	0	0	
Hartlebury Café	-	0	0	
Joint Museums Collections Team	141	128	-13	-10%
Worcester City Museum & Art Gallery	179	177	-2	-1%
Commandery	105	120	15	14%
Grants	-	-	-	
Joint Museums Management Team	250	241	-9	5%
Future Fit from BEC reserves		-	-	
Total Joint Museum Service	882	840	-42	-5%

(b) Table 2 : Subjective Analysis 2016/17

	Budget	Projection	Variance	%
	£000	£000	£000	
Employees	836	853	17	2%
Redundancy	0	0	0	
Premises	8	8	0	0%
Transport	11	9	-2	-14%
Supplies & services	150	162	12	8%
Transfer to reserve	0	0	0	
Income:				
Sales	-62	-58	4	-7%
Admissions	-34	-65	-31	94%
Education	0	-3	-3	
Other	-27	-51	-24	89%
Transfer from reserve	0	-15	-15	
Total	882	840	-42	-5%

3. The transfer from reserve is:

- £14,532 from a Hartlebury Insurance reserve for Hartlebury Learning Projects.

(c) Explanation of major variances

4. The salary variance, in the main, is due to the retention of a Property Manager at Hartlebury working on the transfer.

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 is within 5%, any monies will be transferred to the Joint Museum Reserve (value at 31.03.16 = £43,459.61)

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Wendy Pickering / Alison Rainey, BEC Finance Manager

Tel: 01905 844980 / 844979

Email: wpickering@worcestershire.gov.uk arainey@worcestershire.gov.uk

Background Papers

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

This page is intentionally left blank

**JOINT MUSEUMS COMMITTEE
14 SEPTEMBER 2016**

WORK PROGRAMME

Recommendation

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

Background

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

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

Commandery progress report and business plan
Hartlebury Development and Tickenhill Trust
Shared Service hosting update
Skills for the Future
Budget review
Performance and Planning Report – 2nd quarter
Finance – 2nd quarter monitoring report

15 March 2017 at 2.00pm

Strategic Plan review
Heritage Marketing Progress Report
Commandery Development
Staff structure report
Performance and Planning Report – 3rd quarter
Finance – 3rd quarter monitoring report
Commandery Development

21 June 2017 at 2.00pm

Annual Review
Hosting – Policy and Procurement
Museum and Art Gallery Development
Hartlebury progress report
Performance and Planning Report – 4th quarter
Finance – 4th quarter monitoring report

September 2017

Commandery Development – phase 3
Performance and Planning Report – 1st quarter
Finance – 1st 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

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Simon Lewis, Committee Officer

Tel: 01905 846621

Email: slewis@worcestershire.gov.uk

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.