

Agenda

Joint Museums Committee

Wednesday, 9 November 2016, 4.00 pm
Lakeview Room, County Hall, Worcester

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

Membership: 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 14 September 2016 (previously circulated – pink pages)	
4	Tickenhill Trust	1 - 2
5	Resilient Heritage Funding	3 - 4
6	Commandery Fees and Charges	5 - 10
7	Hartlebury Fees and Charges	11 - 12
8	Finance Report	13 - 14
9	Performance and Planning - 2nd Quarter 2016/17	15 - 36
10	Work Programme	37 - 38

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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

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Date of Issue: Friday, 28 October 2016

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**JOINT MUSEUMS COMMITTEE
9 NOVEMBER 2016**

TICKENHILL TRUST

Recommendation

1. **The Museums General Manager recommends that:**
 - a) **the commissioning of further work to develop the potential of the Tickenhill Trust be approved; and**
 - b) **the commitment of up to £3,000 from the Museum Reserve be agreed for this purpose.**

Background

2. The Tickenhill Trust was established in the 1950's to manage and care for the collections of JF Parker who lived at Tickenhill Manor, Bewdley, in the early 20th century. JF Parker and his wife amassed several collections of importance and owned a private museum at Tickenhill. They were central in the movement to record the ways of rural life and work as it went through significant change in the early 20th century.

3. The collection was declared a charitable trust in 1958 with the following purpose:

"the care and conservation of the objects, records and associated information from the Tickenhill Collection and the use of that collection for public benefit through display and educational activities"

4. Following Mr Parker's death, a home for the collection in the North wing of the Bishop's Palace at Hartlebury was offered to the County Council as the base for a new County Museum, which opened in May 1966. In 1970 the responsibilities of the Tickenhill Trustees were transferred to the County Council, which then became the sole trustee.

5. Since that time the County Museum collection has continued to grow but with the Tickenhill collection at its core and with the Tickenhill Charity still in place.

6. A preliminary report has been commissioned to assess the operation of the charity, in the context of Museums Worcestershire and its current and future operations and requirements, specifically in relation to fiscal benefits and fundraising. This report identified some key issues to be addressed as barriers to the Tickenhill Charity assuming a more active role in the development of the service and the County Museum.

7. The tasks include clarifying the extent and location of space occupied by the Tickenhill collection and reflecting this area of occupation, and the relationship between the County Council, the Trust and Museums Worcestershire, in a formal management

agreement. There are also issues identified in relation to governance, accounting and branding which require further action.

8. In view of the potential financial and operational benefits arising from the Tickenhill Charity playing a more active role, it is proposed that further exploration of these issues be undertaken through the commissioning of specialist advice and support. The resources for this are not available within the services' current revenue budget. It is therefore proposed that a sum be approved from the Museums Worcestershire Service reserve, up to a limit of £3000, to commission the work as an "invest to save" project. A further report will be presented to the Joint Committee on completion.

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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:

Museums Worcestershire – The Tickenhill Collection report (2016)

**JOINT MUSEUMS COMMITTEE
9 NOVEMBER 2016**

RESILIENT HERITAGE FUNDING

Recommendation

1. The Museums General Manager recommends that the principle of a bid to the Resilient Heritage Programme be approved subject to further discussions with the Heritage Lottery Fund.

Background

2. The Heritage Lottery Fund launched their Resilient Heritage programme earlier this year. Resilient Heritage grants are available to organisations in the UK who want to build their capacity or achieve significant strategic change. This is to be achieved through acquiring new skills or knowledge, or new models of governance, leadership, business and income – in order to improve management of heritage for the long term. Applications can be made at any time for a grant of between £3,000 and £250,000 and assessment of the application takes eight weeks. Local authorities are eligible to receive funding.

3. The Heritage Lottery Fund have provided an online diagnostic tool to help organisations assess their resilience and identify any areas that need action. This has been completed for Museums Worcestershire and the most pressing areas identified were the management of assets, and the generation of income and new funding. Several work areas have now been identified with the potential to form part of a bid for a grant and these are set out below.

4. The service operates from four sites, all of which are part of our transformation programme called "Museum Futures". The service is committed "*To secure a viable future for our museum sites through new ways of working*", one of the five aims in the current strategic plan. The Museum Futures Programme includes new capital investment, improved understanding of our audiences, working with partners and sharing assets. However, within the next decade, several leases are due to end and planning for this eventuality is an important part of ensuring the continued viability of the service.

5. Museums Worcestershire has also embarked on a new fundraising drive with funding from Arts Council England's Museum Resilience programme. A presentation on the scope of this work was given to the last Joint Committee. The next stage of fundraising needs to address corporate sponsorship and the development of the Customer Relationship Management (CRM) system as a tool to generate additional income.

6. The greatest potential for earned income alongside admissions is currently the development of weddings and other hires at the Commandery. Following an initial assessment in 2015 as part of the DCA study, an action plan has been developed to put all the elements in place to deliver a high quality weddings package on site, subject to funding.

7. It is proposed that these three areas will form the focus of further dialogue with the Heritage Lottery Fund and, subject to their advice, the development of a bid. Any work programme will need to be completed within a period of 18 months.

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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:

Resilient Heritage – Application Guidance (Heritage Lottery Fund)

**JOINT MUSEUMS COMMITTEE
9 NOVEMBER 2016**

COMMANDERY FEES AND CHARGES

Recommendation

1. **The Museums General Manager recommends that:**
 - a) **the Joint Museums Committee consider the pricing options for the Commandery as set out below;**
 - b) **pricing proposals be recommended to Worcester City Council as part of the fees and charges for 2017-18; and**
 - c) **he be granted delegated authority in consultation with the Chairman and Vice-Chairman to decide on the timing of the introduction of new charges for weddings and room hire.**

Background

2. On 25 October the City Council's Cabinet approved a revised phasing and cost plan for the Commandery development and gave authority to proceed with phases 1 and 2, the latter subject to a successful bid to the Heritage Lottery Fund.
3. The proposals were originally based on an outline business plan by DCA Associates, previously approved by this Joint Committee in March 2015. Initial plans to amend fees and charges in response to the original business plan and an understanding of the new offer at the Commandery were considered by this Joint Committee in November 2015 and a decision was deferred. The development of the project in the current year, including the creation of a new master plan and additional funding secured from external organisations, has provided a new focus for reconsidering the fees and charges for the Commandery following the relaunch.
4. The setting of fees and charges is not a function delegated to the Joint Committee under the shared services partnership agreement dated April 2010. The agreement does specify however that any decisions on excluded powers, including the setting of fees and charges, should be made by the member authorities in the light of a recommendation from the Joint Committee.

Original recommendations

5. The work by DCA Associates included a review of a pricing plan commissioned from Blue Sail with financial assistance from Arts Council England, in 2013-14. A copy of the original pricing plan is attached to this report. The building's marketing strategy identifies the importance of the following:

- The Commandery should directly target family, boomer and educational segments living within a 45-60 minute travel time.
- The Commandery should work in partnership to reach tourism markets (day trippers and staying visitors, including VFRs)
- The focus on the Battle of Worcester presents an opportunity to target a specialist market too
- There is potential to work in partnership with other heritage attractions in the City, including the Cathedral and Greyfriars.

6. The modelling of additional income potential by DCA suggested that an additional £46K in admissions income, excluding VAT, would be achievable, with growth to £59K up to 3 years after opening, if the principle of an increase in charges was adopted as set out in their report.

7. The City Council has proposed through its medium term financial plan that Museums Worcestershire achieve a further £95k reduction in operating subsidy over the next two financial years – changes to fees and charges would therefore help in meeting this requirement, with the balance to come from other sources of income and operational efficiencies in 2018-19.

Admission charges

8. Pricing strategies have a significant role to play for museums in raising income, particularly at a time of pressure on public finances, but it is also important that pricing is not perceived as a barrier to access, learning and enjoyment of the City's heritage. Admission charges also need to be competitive and represent value for money; the significant levels of investment in the Commandery refurbishment now provide an opportunity to review the current levels of charging and to make changes to meet current circumstances and future funding gaps.

9. The pricing plan endorsed by DCA recommended the following options:

- An increase in price across all categories
- Introduction of charging for Worcester City Council residents, though at a reduced rate and once only in any one year, allowing any number of repeat visits
- Introduction of children go free offer
- A reduction in age related concessions
- Introduction of a Visitor Pass to include entry to multiple heritage attractions.

10. The above principles if adopted would suggest the following price structure. The proposal below would only be introduced upon completion of phase 1 of the improved visitor offer.

Admission Charges	Current £	Proposed £	See note
Adults	5.50	5.95	
Adult Concession	4.50	4.95	1
Students 17+	4.50	4.95	
Child	2.50	Free	2
Worcester Residents	Free	5.00	3
Season Ticket (Adult)	6.00	10.95	4
Season Ticket (Concession)	6.00	9.95	5
Group Adult (10 people)	4.50	5.95	6
Group Concession (10 people)	3.50	4.95	7
School Visits – Includes 3 workshops and Audio Guide	4.50	4.50	
School Visits – Extra workshop or City Walk	6.00	6.00	
Drop-in activities (in addition to admission fee)	2 – 5.00	2 – 5.00	

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

11. Further work has been done to compare these recommended prices with other heritage sites in the County. The following table provides some benchmarks for comparative venues:

PRICE COMPARISONS ADMISSION CHARGES TO COMPARABLE VENUES IN WORCESTER AND THE REGION 2016

	Adult	Concession	Child to 16 or 18	Family 2+2 or 2+3
Commandery*	£5.50	£4.50	£2.50	£13.00
Greyfriars NT	£5.50 / £5.00	n/a	£2.75 / £2.50	£13.75 / £12.50
Hartlebury	£5.00	£2.50	£2.50	£13.00
Elgar Birthplace Museum	£7.50	£6.50	£3.50	£15.00
Royal Worcester Porcelain Museum	£6.00	£5.00	free	£12.00
Croome NT	£11.50 / £10.45	n/a	£5.70 / £5.15	£28.70 / £26.05
Little Malvern Court	£8.00	n/a	£3.00	n/a
Kenilworth Castle EH	£11.20 / £10.10	£10.10 / £9.10	£6.70 / £6.00	£29.10 / £26.20
Spetchley Park Gardens	£7.00	£6.50	£2.50	£17.00

Charges in bold = Gift-aid price

12. Further work on a multi-site visitor pass will be carried out in 2017, with partners, in readiness for a further report for the next round of fees and charges. Members of the committee are asked to consider the proposed options and proposals for admission prices in section 10 above, as part of the review of fees and charges to be conducted by the City Council for 2017-18.

Weddings and Private Hire

13. The DCA study also included a review of the potential for the development of a weddings package at the Commandery. The proposals have been reviewed more recently by the in house team in the light of new plans for the building's layout. Advice has also been sought from the County Council's Registration Service and charges for equivalent venues have been researched in order to identify a competitive range of charges. The following charges are proposed:

Great Hall, Wedding Suite and Wedding Garden Accommodates up to 70 people from 3pm onwards

Package 1	Ceremony & Photographs – 3 hours	£950
	<i>Drinks can be provided at an extra charge p.p. price dependant on drink required</i>	
Package 2	Ceremony, Photographs and Reception (between 3pm – 8pm)	£1,500
Package 3	Ceremony, Photographs, Reception & Evening Hire (between 3pm – 11pm)	£2,000
Package 4	Wedding Reception only (between 5pm-9pm)	£950
Package 5	Evening Reception only (between 7pm – 11pm)	£1,100

Wedding Suite and Wedding Garden (Food Room or Games Room for Ceremony) Accommodates up to 25 people at any time

Package 1	Ceremony & Photographs – 3 hours	£700
	<i>Drinks can be provided at an extra charge p.p. price dependant on drink required</i>	
Package 2	Include a Wedding Breakfast or Evening Reception in the Great Hall (or Marquee extra charge)	£550 - £1050

- *Discount of 20% Sunday-Thursday (except Bank Holidays/late availabilities). Late availabilities are offered within 3 months.*
- *25% non-refundable deposit required at time of booking, balance to be paid 12 weeks in advance.*
- *All timings include set up time*

Great Hall or Wedding Suite for other Celebrations

Between 5pm – 9pm	£950
Between 7pm – 11pm	£1100
Outside of the above times	By negotiation
Whole Site (Paranormal evenings etc.)	£180 per hour
Corporate Room Hire – various room (includes equipment hire)	£70 per hour
Garden Hire	£70 per hour

14. The projected income for weddings and room hire is estimated to rise from its base of £9,500 in 2016-17 to £34,400 by 2019-20 on the basis of these charges.

15. The timetable for the introduction of the full offer will depend on progress with the main building works and the success of an application to the Resilient Heritage Fund. The bid will need to set out the financial impact of a Weddings and Private Hire Service from its current base, hence the need to identify charges now. The joint committee is therefore asked to approve these charges in principle and to delegate authority on the timing of the introduction of wedding hire charges in 2017-18 to the Chairman and Vice Chairman.

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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:

Pricing Plan for the Commandery (Blue Sail March 2014)

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**JOINT MUSEUMS COMMITTEE
9 NOVEMBER 2016**

HARTLEBURY FEES AND CHARGES

Recommendation

1. **The Museums General Manager recommends that:**
 - a) **the proposed fees and charges for Hartlebury be recommended to Worcestershire County Council for approval; and**
 - b) **he be granted delegated authority in consultation with the Chairman and Vice-Chairman to decide on the timing of their introduction.**

Background

2. In February 2015, the Joint Committee approved the principles of a management agreement with the Hartlebury Castle Preservation Trust (HCPT) for the future operation of the wider site at Hartlebury Castle and the County Museum. The development of a new business and financial model has been an integral part of the project alongside securing permission to start from the Heritage Lottery Fund, which has now been granted.
3. The first elements of the project are now being tendered and Hartlebury Castle Preservation Trust has also begun the process of appointing a staff team to help deliver the project. Completion of the first phase of construction works is programmed for the summer of 2017 and it is important therefore that preparations begin for relaunching the site to the public at that point, including the printing of new promotional materials.
4. The following price changes are proposed by HCPT for 2017-18:

Admission Category	£Current Price	£Proposed Price
Adult	5.00	6.75
Seniors	2.50	4.50
Children aged 5-16	2.50	3.00
Children under 5	Free	Free
Family Ticket (2 adults and up to 2 children)	13.00	16.50
Individual Hartlebury Annual Pass	14.00	18.00
Family Hartlebury Annual Pass	32.00	34.00
Education Group Child	2.00	2.75

Adult Group Tours	5.00	6.75
Adult Gardens Only – with Gift Aid	n/a	2.75
Children aged 5-16 Gardens Only – with Gift Aid	n/a	1.10
Family Gardens Only Ticket (2 adults and up to 2 children) – with Gift Aid	n/a	6.60
Adult Gardens Only	n/a	2.50
Children aged 5-16 Gardens Only	n/a	1.00
Family Gardens Only Ticket (2 adults and up to 2 children)	n/a	6.00
Individual Hartlebury Gardens Only Annual Pass	n/a	10.00
Family Hartlebury Gardens Only Annual Pass	n/a	20.00

5. The Trust's business plan proposes that ticket categories in bold (where a charge already exists) are subject to a split in revenue of 70% to Museums Worcestershire and 30% to HCPT. All revenue for gardens tickets will be retained by HCPT.

6. Work is ongoing to complete the management and funding agreements which will confirm the financial arrangements for the collection of income and the relationship between the two parties.

7. A decision on fees and charges where a charge does not currently apply is a decision for the County Council. The partnership agreement sets out those decisions on such excluded powers are to be made following a recommendation from this committee. It is therefore proposed that the table of charges above be recommended for approval and that authority will be granted to the Chairman and Vice Chairman to agree the timing of their introduction. This will be subject to the completion of the building programme.

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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) there are no background papers relating to the subject matter of this report.

**JOINT MUSEUMS COMMITTEE
9 NOVEMBER 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 30 September 2016
 - b) Subjective analysis
 - c) Explanation of major variances
 - d) Surplus/deficit split, and
 - e) Draft budget 2017-18.

(a) Table 1 : 2016/17 Projected Outturn as at 30 September 2016

	2016/17 Budget	Projected 2016/17	Variance	Variance %
	£'000	£'000	£'000	%
Hartlebury Operations	207	207	0	0%
Joint Museums Collections Team	141	128	-13	-10%
Worcester City Museum & Art Gallery	179	174	-5	-1%
Commandery	105	121	16	15%
Grants	-	-	-	
Joint Museums Management Team	250	241	-9	5%
Future Fit from BEC reserves		-	-	
Total Joint Museum Service	882	871	-11	-1%

(b) Table 2 : Subjective Analysis 2016/17

	Budget	Projection	Variance	%
	£000	£000	£000	
Employees	836	843	7	1%
Premises	8	9	1	6%
Transport	11	9	-2	-14%
Supplies & services	150	162	12	8%
Transfer to reserve	0	0	0	
Income - Sales	-62	-61	1	1%
Income - Admissions	-34	-71	-37	106%
Income - Other	-27	-20	7	-30%
Transfer from reserve	0	0	0	
Total	882	871	-11	-1%

(c) Explanation of major variances

3. The salary variance, in the main, is due to the retention of a Property Manager at Hartlebury working on the transfer.
4. There is no supplies and services budget for publications and stock at Hartlebury. The increase in supplies is offset by additional income.

(d) Surplus/deficit split

5. 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)

(e) Draft Budget 2017-18

6. The 2017-18 budgets at the County Council will be considered at the Cabinet meeting on 1 December. The figures below are as known now and include an income target for Hartlebury (removed in 2015-16).

	Budget Proposal £
2016-17 Base Budget	882,303
Inflation on Pay and Insurances	17,462
Reinstate Hartlebury Income	-44,000
2015-16 Draft Budget	855,765

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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.

**JOINT MUSEUMS COMMITTEE
9 NOVEMBER 2016**

PERFORMANCE AND PLANNING 2ND QUARTER 2016-17

Recommendation

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

Background

1. The attached service plan and reports give an account of progress in delivering the work programme against existing service priorities and targets.

2. This report also provides data showing a summary of performance against indicators from the 2nd quarter, 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. New and increased targets for museums will be set for next year in view of the two major capital projects to be launched in 2017.

3. Some of the key points to note currently are:

- Specific exhibitions and events continued to draw significant audiences through the summer. The exhibition *Pirates, Pants and Wellyphants* exceeded its target of 13,000 visitors by 500 and there was a 30% increase in attendances for the Battle HQ event at the Commandery at the end of August
- Although Hartlebury has struggled to maintain numbers as a result of the reduction in events while the site waits for the main capital project to start, September's figures were more encouraging (18% up). The limits on parking and ongoing construction work will continue to have an impact on numbers until the site fully reopens again in 2017
- All sites received their Visit England Visitor Attraction Quality Scheme inspection reports during the period and all passed their Visit England accreditation. Copies of the score sheets are attached as Appendix 3. The scores provide a snapshot based on a mystery visit but they are useful pointers to areas of achievement and others that need improvement
- Two museums have increased their percentage ratings in the last three years, Hartlebury by three points and the City Art Gallery and Museum by 5 points. The Commandery has lost one percentage point over the same period but the opening of new displays will have a significant and positive effect on next year's ratings.

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Supporting Information

- Appendix 1 - 2016-17 Performance summary report
- Appendix 2 - 2016-17 Service plan
- Appendix 3 - Visit England VAQAS summary reports

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 September 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	30,545	19,956		21,987		96,196	53,038
a	City Museum and Art Gallery	14,907	13,950	18,428	18,708	12,345		14,204		59,884	32,658
b	The Commandery	3,666	4,054	6,123	6,340	3,391		3,871		17,051	10,394
c	County Museum, Hartlebury	5,139	4,489	5,990	5,497	4,220		3,912		19,261	9,986
2	Website Usage										
a	Number of virtual visits via website (page views)	63,006	42,096	59,351	52,644	54,186		36,495		213,037	94,740
b	Sessions generated by first-time visitors to website	--	8,949	--	11,936	--		--		--	20,885
3	Organised events and exhibitions	67	29	71	58	32		30		200	87
a	City Museum and Art Gallery	17	15	13	14	11		13		54	29
b	The Commandery	30	7	22	23	6		8		66	30
c	County Museum, Hartlebury	20	7	36	21	15		9		80	28
4	Number of visits by children/young people	2,383	2,270	2,597	2,189	2,905		2,433		10,318	4,459

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Museums Worcestershire Performance Indicators - Finance & Quality

2016/2017 figures as at 30th September 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	£0.06	£0.63		£0.53		£0.48	£0.33
b	The Commandery	£0.63	£0.73	£0.40	£0.42	£0.67		£0.69		£0.53	£0.54
c	County Museum, Hartlebury	£0.67	£1.07	£1.02	£0.66	£0.97		£0.69		£0.89	£0.84
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	£4.64	£5.06		£4.44		£4.53	£4.39
b	The Commandery	£17.28	£13.28	£8.48	£9.84	£15.85		£12.28		£12.83	£11.18
c	County Museum, Hartlebury	£7.47	£7.90	£6.89	£8.53	£11.06		£11.78		£8.23	£8.25
3	Level of earned income as percentage of subsidy										
a	City Museum and Art Gallery	20.11%	33.45%	22.12%	11.18%	22.16%		29.67%		16.10%	11.16%
b	The Commandery	40.62%	45.63%	56.34%	63.45%	39.42%		54.10%		34.59%	27.27%
c	County Museum, Hartlebury	29.34%	36.17%	40.87%	39.27%	17.25%		34.00%		21.87%	18.86%
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	
b	The Commandery	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	
6	Heart of England Tourist Board Quality Assurance scheme										
a	City Museum and Art Gallery	✓	✓	✓	✓	✓		✓		✓	
b	The Commandery	✓	✓	✓	✓	✓		✓		✓	
c	County Museum, Hartlebury	✓	✓	✓	✓	✓		✓		✓	

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MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2016-17

2nd 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	<p>Exhibition designs complete Loan paperwork to HCPT complete</p>	March 2017	Exhibition design work now in progress. Unlikely that HCPT will wish to loan any MW objects.
	<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	
	<p>First series of behind-the-scenes workshops undertaken</p> <p><i>Target:</i> <i>30 paying attendees</i></p>	<p>Collections Centre meeting room set up</p> <p>2016 programme of day schools and enquiries events</p>	<p>May 2016</p> <p>Dec 2016</p>	<p>Costume & Textiles and Archaeology workshops held and oversubscribed – 16 attendees</p> <p>Shared expertise and hands-on work welcomed by smaller regional museums.</p> <p>Art Day school 6 attendees and very successful.</p> <p>First public enquiry day sparsely attended, suggesting no demand, review at end of year.</p>
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	<p>Real-time and static heritage information points</p> <p>Work with Worcester Cathedral to provide reciprocal guides and create a group tour package</p>	<p>July 2016</p> <p>March 2017</p>	<p>Research and writing for info points completed</p> <p>Real-time information points now carrying MW exhibitions information</p> <p>Static heritage information points no longer going ahead, another partner withdrew funding making project unviable</p>

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	To continue to lead on raising the profile of Worcester – The Civil War City	Review and report actions to stakeholders present at Civic presentation in April 2014 Embed in Commandery relaunch marketing strategy	May 2016 March 2017	Deferred pending decision on Commandery refurbishment 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 UPDATE – full submission cancelled due to capacity and

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
				resources. Research into similar programmes has started.
	<p>Improve out of term educational offer for the Commandery and Hartlebury</p> <p>Develop curriculum based learning offer at Commandery and Hartlebury</p>	<p>Improve quality and uptake of out of term activities and attract new visitor groups for the Commandery</p> <p>Develop 'back pack' offer for Commandery family visitors</p> <p>Trial new schools sessions with pilot schools at Commandery for full new offer</p>	<p>April 2017</p> <p>April 2017</p> <p>April 2017</p>	<p>Backpack activities produced and currently in pilot stage. To be reviewed and expanded if successful.</p> <p>Half term activities modified to improve quality and uptake. Review required in order to assess areas of improvement.</p>
	<p>Community loans development</p> <p>Access development for groups</p>	<p>Successful fundraising for county wide care home project following on from evaluation</p> <p>Develop and trial 'Autism Friendly Openings' at MAG and develop resources</p>	<p>March 2017</p> <p>Aug 2016</p>	<p>Fundraising element complete – successful funding bids to ACE and Elmley Foundation. Project to be completed by end of March 2017</p> <p>Delayed until Jan 2017 due to Open Gallery project at MAG</p>

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	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 final product.	Oct 2016	Still awaiting response from school – will push to continue discussions during Autumn term
	Widen volunteer and work experience offer	<p>Work with HCPT to merge with Hartlebury volunteers</p> <p>Test new recruitment methods through colleges and WCC work experience database</p> <p>Trial new county volunteer pass scheme with <i>Learning Worcs</i> group</p>	<p>April 2017</p> <p>Oct 2016</p> <p>April 2017</p>	<p>Planning work is in progress. HCPT Volunteer Coordinator will take this forward once recruited (February).</p> <p>Research into this has commenced – developing plan to do wider research policy for volunteers for MW and identify gaps</p> <p>Curatorial and Learning year12 work experience student placements very successful June/July</p>
To maintain responsible guardianship for our	City collection documentation backlog	Phase 1 inventories complete and available publicly on	Dec 2016	

Strategic Objective	Key Targets/Work Areas	Actions		Progress
		What	By when	
collections		website		
	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 Transport, county collection	Jan 2017 March 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	Develop first stage of 10 year horizon development plan for museum properties Active sustainable fundraising	January 2017 October	Programme in place and some successes so far. Membership

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
	<i>Target: £50,000 from unrestricted giving</i>	programme CRM system fully functioning supporting marketing and fundraising strategies	2016 December 2016	scheme being formulated CRM system fully operational for marketing, 11,000 records migrated. Staff training in progress. System being customised to support Fundraising
		Programme of audience research across city sites	March 2017	Audience Finder programme in place and surveys taking place across all venues First reports received
	New hosting arrangements for Museums Worcestershire at Worcester City Council	Work with the steering group for shared service hosting to implement plans	March 2017	Project deferred by Joint Committee until September 2017
	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 now being

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
				delivered. Our first jointly delivered event, Heritage Open Days weekend, was very successful (636 visitors).
	<p>Develop audience reach by focussing marketing resources on product development at Hartlebury 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>Implement Blue Sail marketing strategy at Hartlebury</p> <p>Rebrand and relaunch of Commandery</p> <p>Segmenting and targeting of exhibitions programme at Art Gallery & Museum to increase audience reach</p>	March 2017	<p>Branding exercise underway</p> <p>Website review taken place</p> <p>This Green Earth 25,000 visits</p> <p>Pirates, Pants and Wellyphants 13,500 visits</p>
	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</p>	February 2017	<p>30% increase in visitors for August Bank Holiday Battle HQ event</p> <p>Presence at Worcester Foodie Festival</p>

Strategic Objective	Key Targets/Work Areas	Actions		Progress
	What	What	By when	
		City developments		
	Increase uptake of Commandery Learning by 10%	Update and revise Commandery Learning offer and target new school audiences.	Dec 2017	
	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.

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

	<p>Develop the Commandery as a venue for Weddings and Civil ceremonies and increase private hires</p> <p><i>Target: 5 weddings in year 1 rising to 20 by year 3</i></p>	<p>Recruit Wedding/Events organiser</p> <p>Complete Wedding Package for Marketing</p> <p>Launch New Wedding/Events package</p>	<p>July 2016</p> <p>Sept 2016</p> <p>May 2017</p>	<p>Internal experience utilised. Action plan in place, on target to meet 'soft launch' of weddings in March 2017</p>
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VisitEngland Visitor Attraction Quality Scheme 2016

Commandery

You were visited by Tim Davies on Tuesday 16 August 2016

The following report relates to the recent quality assessment of The Commandery under the Visitor Attraction Quality Scheme. The report details the findings of the assessment, as discussed during the debrief on 16th August 2016 with David Nash.

This attraction has passed its VisitEngland accreditation.



	Score awarded	Score possible		Score awarded	Score possible		Score awarded	Score possible
Online presence	3	5	Car park & arrival areas	4	5	Ease of use & visitor flow	4	5
Leaflet / brochure	4	5	The attraction	4	5	Display units, fittings & lighting	4	5
Pre-arrival total	7	10	Toilets	5	5	Presentation of merchandise	4	5
	70%		Catering outlets	5	5	Range & appropriateness of merchandise	5	5
Car park	N/A	0	Retail outlets	5	5	Retail total	17	20
First impressions	3	5	Cleanliness total	23	25		85%	
Layout & entry management	4	5		92%		Appearance of staff	4	5
Visitor information & signage	3	5	Provision, location & layout	4	5	Admissions: customer care	4	5
Arrival total	10	15	Décor & maintenance	5	5	Admissions: efficiency	4	5
	67%		Fixtures & fittings	5	5	Admissions: knowledge	4	5
Layout & visitor flow	3	5	Toilets total	14	15	Guides: customer care	3	5
Range of content	2	5		93%		Guides: efficiency	3	5
Visitor information & signage	2	5	Layout & ease of use	3	5	Guides: knowledge	4	5
Appearance of grounds & gardens	5	5	Ambience & first impressions	4	5	Catering: customer care	4	5
Appearance of buildings	N/A	0	Decoration, furniture & fittings	4	5	Catering: efficiency	4	5
Décor & maintenance	4	5	Food: range & menus	3	5	Catering: knowledge	3	5
Presentation of displays	2	5	Food: quality & presentation	5	5	Retail: customer care	N/A	0
Quality of interpretation (fixed)	3	5	Catering total	19	25	Retail: efficiency	N/A	0
Quality of interpretation (other)	3	5		76%		Retail: knowledge	N/A	0
Attraction total	24	40				Staff total	37	50
	60%						74%	

You have achieved 151 marks out of a possible 200 marks, which gives a score of 76%

KEY: 0 = unacceptable / 1 = poor / 2 = disappointing / 3 = good / 4 = very good / 5 = excellent

In order to achieve accreditation, the attraction must score at least 60% overall and in all sections, excluding Pre-arrival. Additionally, all individual elements must score 1 (poor) or higher. A sectional or overall score below 60% or an individual element score of 0 (unacceptable) will result in a fail.

VisitEngland Visitor Attraction Quality Scheme 2016

Worcestershire County Museum

You were visited by Tim Davies on Tuesday 09 August 2016

The following report relates to the recent quality assessment of Worcestershire County Museum - Hartlebury under the Visitor Attraction Quality Scheme. The report details the findings of the assessment, as discussed during the debrief on 9th August 2016 with Rachel Robinson, Property & Projects Manager.

This attraction has passed its VisitEngland accreditation.



	Score awarded	Score possible		Score awarded	Score possible		Score awarded	Score possible
Online presence	4	5	Car park & arrival areas	5	5	Ease of use & visitor flow	4	5
Leaflet / brochure	4	5	The attraction	4	5	Display units, fittings & lighting	4	5
Pre-arrival total	8	10	Toilets	4	5	Presentation of merchandise	5	5
	80%		Catering outlets	4	5	Range & appropriateness of merchandise	5	5
Car park	3	5	Retail outlets	4	5	Retail total	18	20
First impressions	4	5	Cleanliness total	21	25		90%	
Layout & entry management	3	5		84%		Appearance of staff	3	5
Visitor information & signage	3	5	Provision, location & layout	3	5	Admissions: customer care	4	5
Arrival total	13	20	Décor & maintenance	4	5	Admissions: efficiency	4	5
	65%		Fixtures & fittings	4	5	Admissions: knowledge	4	5
Layout & visitor flow	4	5	Toilets total	11	15	Guides: customer care	5	5
Range of content	5	5		73%		Guides: efficiency	5	5
Visitor information & signage	4	5	Layout & ease of use	4	5	Guides: knowledge	4	5
Appearance of grounds & gardens	5	5	Ambience & first impressions	3	5	Catering: customer care	4	5
Appearance of buildings	4	5	Decoration, furniture & fittings	4	5	Catering: efficiency	3	5
Décor & maintenance	4	5	Food: range & menus	4	5	Catering: knowledge	4	5
Presentation of displays	4	5	Food: quality & presentation	3	5	Retail: customer care	N/A	0
Quality of interpretation (fixed)	4	5	Catering total	18	25	Retail: efficiency	N/A	0
Quality of interpretation (other)	4	5		72%		Retail: knowledge	N/A	0
Attraction total	38	45				Staff total	40	50
	84%						80%	

You have achieved 167 marks out of a possible 210 marks, which gives a score of 80%

KEY: 0 = unacceptable / 1 = poor / 2 = disappointing / 3 = good / 4 = very good / 5 = excellent

In order to achieve accreditation, the attraction must score at least 60% overall and in all sections, excluding Pre-arrival. Additionally, all individual elements must score 1 (poor) or higher. A sectional or overall score below 60% or an individual element score of 0 (unacceptable) will result in a fail.

VisitEngland Visitor Attraction Quality Scheme 2016

Worcester City Art Gallery and Museum

You were visited by Tim Davies on Friday 19 August 2016

The following report relates to the recent quality assessment of Worcester City Art Gallery and Museum under the Visitor Attraction Quality Scheme. The report details the findings of the assessment, as discussed during the debrief on 19th August 2016 with Angela Bishop, Museums Business Manager.

This attraction has passed its VisitEngland accreditation.



	Score awarded	Score possible		Score awarded	Score possible		Score awarded	Score possible
Online presence	4	5	Car park & arrival areas	4	5	Ease of use & visitor flow	4	5
Leaflet / brochure	5	5	The attraction	4	5	Display units, fittings & lighting	4	5
Pre-arrival total	9	10	Toilets	3	5	Presentation of merchandise	4	5
	90%		Catering outlets	4	5	Range & appropriateness of merchandise	4	5
Car park	N/A	0	Retail outlets	5	5	Retail total	16	20
First impressions	4	5	Cleanliness total	20	25		80%	
Layout & entry management	3	5		80%		Appearance of staff	4	5
Visitor information & signage	3	5	Provision, location & layout	4	5	Admissions: customer care	N/A	0
Arrival total	10	15	Décor & maintenance	3	5	Admissions: efficiency	N/A	0
	67%		Fixtures & fittings	4	5	Admissions: knowledge	N/A	0
Layout & visitor flow	4	5	Toilets total	11	15	Guides: customer care	4	5
Range of content	4	5		73%		Guides: efficiency	4	5
Visitor information & signage	4	5	Layout & ease of use	4	5	Guides: knowledge	4	5
Appearance of grounds & gardens	N/A	0	Ambience & first impressions	4	5	Catering: customer care	5	5
Appearance of buildings	N/A	0	Decoration, furniture & fittings	4	5	Catering: efficiency	5	5
Décor & maintenance	4	5	Food: range & menus	4	5	Catering: knowledge	5	5
Presentation of displays	5	5	Food: quality & presentation	4	5	Retail: customer care	5	5
Quality of interpretation (fixed)	4	5	Catering total	20	25	Retail: efficiency	5	5
Quality of interpretation (other)	4	5		80%		Retail: knowledge	5	5
Attraction total	29	35		80%		Staff total	46	50
	83%						92%	

You have achieved 161 marks out of a possible 195 marks, which gives a score of 83%

KEY: 0 = unacceptable / 1 = poor / 2 = disappointing / 3 = good / 4 = very good / 5 = excellent

In order to achieve accreditation, the attraction must score at least 60% overall and in all sections, excluding Pre-arrival. Additionally, all individual elements must score 1 (poor) or higher. A sectional or overall score below 60% or an individual element score of 0 (unacceptable) will result in a fail.

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**JOINT MUSEUMS COMMITTEE
9 NOVEMBER 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:

15 March 2017 at 2.00pm at the Museum and Art Gallery

Strategic Plan review
Heritage Marketing Progress Report
Commandery Development
Membership Scheme and Fundraising
Performance and Planning Report – 3rd quarter
Finance – 3rd quarter monitoring report
Commandery Development

21 June 2017 at 2.00pm at the Commandery

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

September 2017

Museum Hosting
Commandery Development – phase 3
Performance and Planning Report – 1st quarter
Finance – 1st quarter monitoring report

November 2017

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

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

Contact Points

County Council Contact Points

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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.