

# Agenda

## Joint Museums Committee

**Friday, 22 September 2017, 2.00 pm**  
**Randall Room, Guildhall, 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 3<sup>rd</sup> party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

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

## WHAT MUST I DO WITH A DPI?

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

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

## WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

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

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

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

Not normally. You must withdraw only if it:

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

## DON'T FORGET

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

## Joint Museums Committee

**Friday, 22 September 2017, 2.00 pm, Randall Room, Guildhall, Worcester**

**Membership:** Mr M Johnson, Worcester City Council (Chairman)  
Mrs L Denham, Worcester City Council  
Mrs L C Hodgson, Worcestershire County Council  
Ms K J May, Worcestershire County Council

## Agenda

Item No	Subject	Page No
1	<b>Named Substitutes</b> To receive details of any member nominated to attend the meeting in place of a member of the Committee.	
2	<b>Apologies/Declarations of Interest</b> To invite any member to declare any interest in any items on the Agenda.	
3	<b>Confirmation of Minutes</b> To confirm the Minutes of the meeting held on 21 June 2017 (previously circulated – pink pages)	
4	<b>Museums Joint Service Hosting</b>	1 - 12
5	<b>Heritage Marketing Report</b>	13 - 16
6	<b>Finance Report</b>	17 - 18
7	<b>Performance and Planning 1st Quarter 2017-18</b>	19 - 34
8	<b>Work programme</b>	35 - 36

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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: Wednesday, 13 September 2017

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### JOINT MUSEUMS COMMITTEE 22 SEPTEMBER 2017

### MUSEUMS JOINT SERVICE HOSTING

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#### Recommendation

1. The Museums General Manager recommends that:
  - a) the process and timescale for a decision on whether to switch hosting of the Joint Museums Service (Museums Worcestershire) from Worcestershire County Council to Worcester City Council be agreed as set out in paragraph 15;
  - b) the progress to date on costs and implications be noted, and a final business plan report be commissioned, funded by Worcestershire County Council as set out in paragraphs 13 and 14;
  - c) Worcester City Council be recommended to release transformation funding to commission the necessary external advice to complete the business plan report; as set out in paragraphs 13 and 14 and
  - d) an additional meeting of the Joint Committee be scheduled in early January to receive the final report and decide whether to recommend the 2 councils to proceed with the switch in hosting.

#### Background

2. The Joint Museums Committee first considered a review of the hosting arrangements at a members' workshop in October 2015. The investigation work on this proposal was paused in 2016 when the one-off transition costs and annual revenue implication for the County Council in the event of a switch was identified.
3. The Joint Museums Committee resolved at its last meeting that *'the proposal to reinstate the proposal to switch the hosting of the shared service be agreed subject to the deletion of the principle that the work would be achieved on a cost neutral basis'*. Thorough examination of the immediate and long-term costs and benefits was still required to inform any recommendation made to the Joint Museums Committee for a switch.
4. The following previously agreed principles continued to guide the work:
  - 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

5. The drivers for the switch remain the same as those agreed at the members workshop in October 2015 (23 Nov 2015 Joint Museums Committee – Minute no.256 refers). In summary, the City Council has the most assets in the shared service, and is committed to increasing its focus on History and Heritage as part of the overall tourism offer, boosting economic development. There is a desire to integrate Heritage and Economic functions more closely.

### **The Joint Committee governance model**

6. Museums Worcestershire is governed by a Joint Committee under Section 101 of the Local Government Act 1972. It was established in 2010 after a detailed and independent examination of alternative forms of governance. At this point the County Council was chosen as the host authority principally because of the respective capacity of the two authorities' support services and to protect VAT cultural exemption benefits.

7. The successes of the Joint Museums Service since 2010 include delivering significant savings required by both authorities, increasing grant aid and voluntary income from £3k to £235k in three years, working with Hartlebury Castle Preservation Trust to secure HLF funding, relaunching The Commandery as a lead partner in developing City-wide recognition for Civil War heritage and much more. Success has been achieved through a combination of economies of scale, shared expertise and the ability to lever in funds and raise the profile due to the size and ambition of being a larger organisation able to exploit the Museums Worcestershire brand.

8. There is no proposal to change the Joint Committee governance model of Museums Worcestershire.

### **Exploring the implications of a switch in hosting from Worcestershire County Council to Worcester City Council**

9. In September 2017, Worcestershire County Council engaged a project consultant, Debbie Birch, to assist the transition as Iain Rutherford retired as Museums General Manager and Philippa Tinsley was seconded into the role. It is proposed that Debbie Birch continue as consultant to oversee the business plan report, funded by Worcestershire County Council on behalf of the Joint Museums Service.

10. Production of this report, which identifies the current known costs and implications, will be followed by re-establishment of the steering group (HR, Legal, Finance, IT) to ensure full assessment of the implications of a switch, and that a programme of change can be put in place to carry out the practicalities of a switch should this be agreed.

11. Worcester City Council proposes to oversee the next stage of work through its transformation project, led by David Sutton, Deputy Director - Commissioning & Transformation, whilst the lead officer in Worcestershire County Council will be Hannah Needham, Assistant Director for Families, Communities and Partnerships.

12. In order for the Joint Committee to visualise Worcester City Council as host, **Appendix A** provides an overview of the scope of what's included in transfer, an outline of functions, and the costs of a central team and venues, now and as proposed.

13. The table In **Appendix B** details the known costs and implications of a switch in hosting, and the work that remains to be done to establish full costs and effects.

14. By agreeing to the recommendation to proceed with the full investigations, initial cost to Worcester City Council would be up to £12,000 and to Worcestershire County Council up to £5,000. If, after full costs are identified, the decision is taken not to proceed, no more costs would be incurred.

15. Process And Timescale:

Date	Action	Communications
22 Sept 2017	JMC asked to approve recommendations of this report.	Staff of Museums Worcestershire and Trustees of Hartlebury Castle Preservation Trust are kept abreast of recommendations made and decisions reached  Joint Museums Committee receive a progress update at the November meeting.
	<b>IF RECOMMENDATIONS ARE APPROVED:</b>	
25 Sept 2017	Forward Plan entries are made for February 2018 decisions for both authorities	
25 Sept 2017	Working group established to inform full costs and implications report	
24 Oct 2017	City Communities Committee recommended to release transformation funding to pay for costed reports	
8 Dec 2017	Reports and investigations are completed. Results are included in a full business plan report	
early Jan 2018	JMC meet and, on basis of full report, decide whether to recommend switch of hosting to Cabinet (County Council) and to Communities Committee (City Council)	
	<b>IF SWITCH IS RECOMMENDED BY JOINT MUSEUMS COMMITTEE:</b>	
23 Jan 2018	City Council Communities Committee meet - asked to recommend switch to City Council	
8 Feb 2018	County Council Cabinet meet to decide on switch of hosting	
20 Feb 2018	City Council Meeting to decide on switch of hosting	
	<b>IF SWITCH IS AGREED BY BOTH AUTHORITIES:</b>	
21 Feb 2018	Practical steps to ensure a smooth transition, including TUPE consultation, systems transfer, new legal agreements	
1 July 2018	Transfer of hosting takes place.	

## Supporting Information

Appendix A - Summary of functions and costs of service current and proposed

Appendix B – Known costs and implications report

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

### Specific Contact Points for this report

Philippa Tinsley, Museums General Manager

(01905) 25371

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

## **Background Papers**

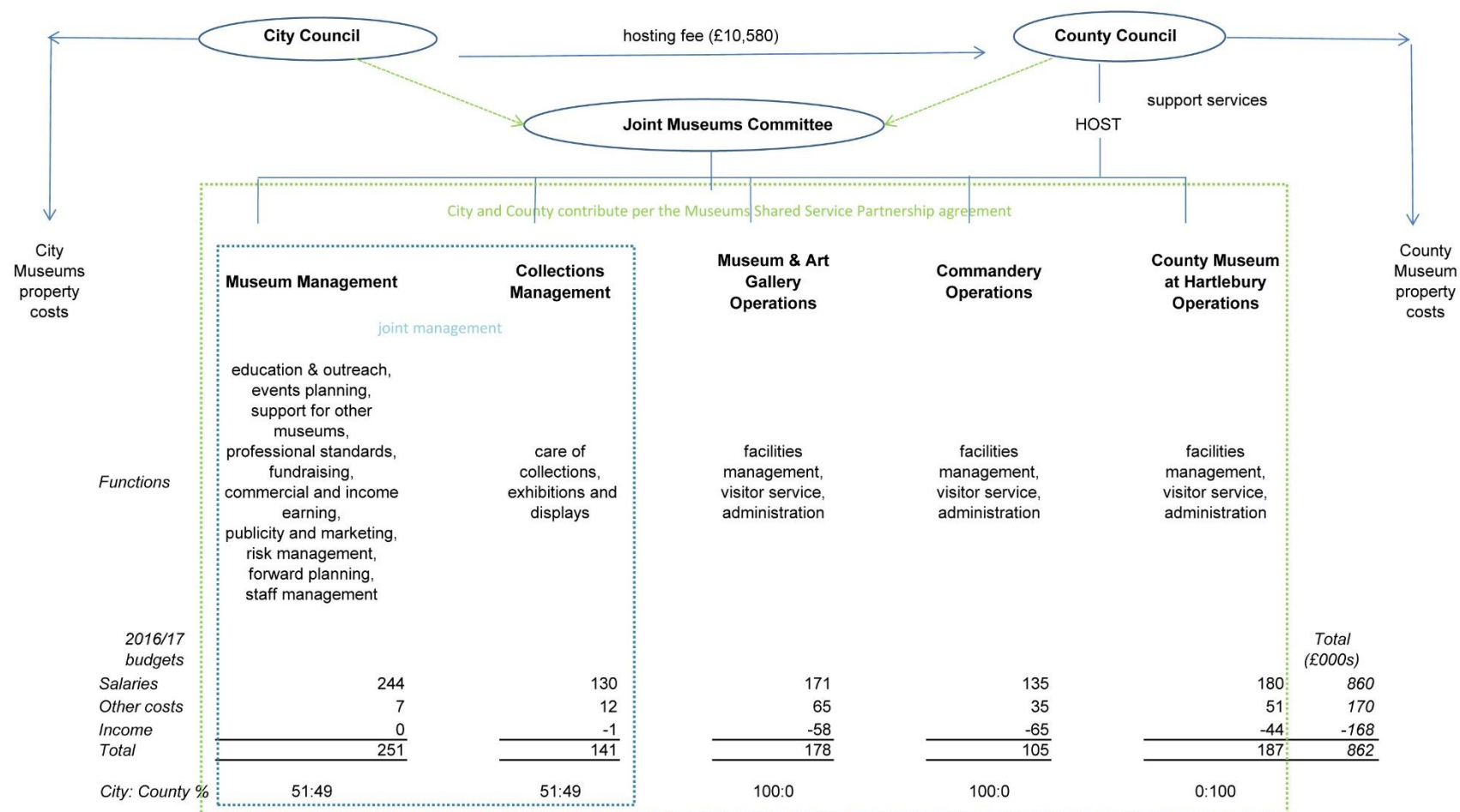
In the opinion of the Museums General Manager the following are the background papers relating to the subject matter of this report:

Business plan for Joint Service, 2009

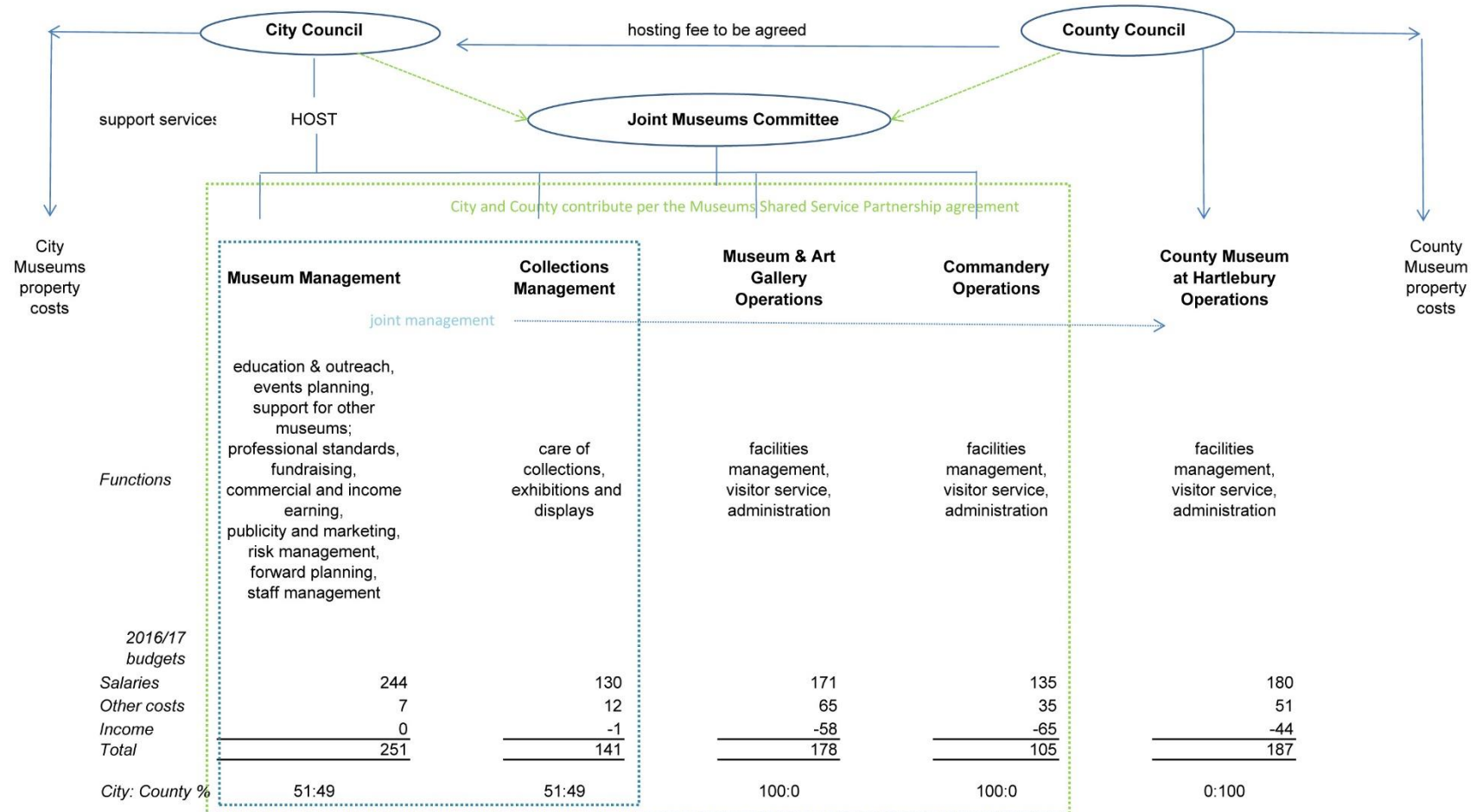


## APPENDIX A

### CURRENT MUSEUMS WORCESTERSHIRE GOVERNANCE



## PROPOSED MUSEUMS WORCESTERSHIRE GOVERNANCE



## APPENDIX B

### Known costs and implications

Key Issue	Switch hosting to City	Leave hosting with County	Next Steps
<b>One-off costs of transfer</b>			
Due diligence investigations of the transfer implications	VAT advice – up to £5,000	Some VAT advice still worth taking due to recent legislative changes that would benefit the JMS	Worcester City Council Communities Committee recommended to release funds
	Mercer pensions report – up to £2,000	n/a	City Council to commission VAT and pensions advice on behalf of Joint Committee
	Pensions advice – up to £5,000	n/a	
	Business plan review and report – up to £5,000 plus salaried staff time within both authorities to develop the work	n/a	County Council to commission project manager to develop business plan on behalf of Joint Committee.  Joint officer steering groups meet to continue detailed investigation
Transfer costs	IT transfer including hardware/software/cabling - £13,000	n/a	City Council to commission IT transfer work if switch in hosting agreed
<b>Ongoing revenue implications</b>			
Hosting charge	The hosting charge currently levied by County Council to	This is currently set at £10,850 from City Council to County	Review actual costs of hosting and impact on support staffing

Key Issue	Switch hosting to City	Leave hosting with County	Next Steps
<p><i>Support costs for Museums Worcestershire and the Joint Museums Committee</i></p>	<p>City Council is £10,580.</p> <p>This was the amount agreed in 2010 and no provision for inflation was included.</p> <p>Should hosting change, the County Council would lose this income and be asked to pay an amount to the City Council for hosting.</p>	<p>Council, without inflation provision.</p>	<p>for each authority.</p> <p>Steering group to discuss any alternative options or approaches to minimise negative impact.</p> <p>Steering group to propose a hosting charge for next five years and this proposal be included in the business plan.</p>
<p>VAT cultural exemption</p> <p><i>The County Council claims a cultural exemption, meaning no VAT is charged on admissions to the County Museum at Hartlebury Castle.</i></p>	<p>Loss of VAT cultural exemption on County Museum admission fees would mean a loss of £17,458 for 2018/19 based on predicted admissions; a figure that would rise each year.</p> <p>It is recommended that the County Museum operations team remains run by the County Council so as not to impact negatively on the VAT benefit.</p> <p>With the City Council as host and employer, it is unlikely that cultural exemption could extend to the Commandery or to exhibitions, which might otherwise be a potential saving. This needs expert analysis.</p>	<p>VAT benefit for the County Museum remains the same.</p> <p>There is the additional possibility that, as part of a County Council hosted service, the Commandery and Museum &amp; Art Gallery may be able to claim some VAT cultural exemption. This needs expert analysis.</p>	<p>City Council to commission VAT advice on behalf of the Joint Museums Committee.</p> <p>Advice to be incorporated into business plan.</p>

Key Issue	Switch hosting to City	Leave hosting with County	Next Steps
<p>Pensions</p> <p><i>The Joint Museums Service operates as a separate LGPS body.</i></p>	<p>Specialist advice is needed to establish if the proposed change in hosting brings any additional cost, if an additional ring-fencing of County Museum staff will impact contributions and if a different pensions structure would be more advantageous.</p>	<p>Pensions position remains the same.</p> <p>An alternative pensions structure could be investigated regardless of hosting switch decision in order to protect the joint service from significant changes in contribution requirements.</p>	<p>Although expertise exists within the County Council, independent advice may be required.</p> <p>Internal advice to be sought, with option for the City Council to commission advice on behalf of the Joint Museums Committee.</p> <p>Advice to be incorporated into business plan.</p>
<b>Contractual and Partnership Agreement Implications</b>			
<p>TUPE</p> <p><i>Transfer of staff</i></p>	<p>Staff (excluding County Museum operations staff) would be TUPE transferred from Worcestershire County Council to Worcester City Council.</p> <p>Terms and conditions would change for staff due to differences between the authorities. Due to legacy arrangements, a mixture of terms and conditions already exist for a number of staff and so this transfer process would need considered HR input.</p>	<p>Staff would remain on the Worcestershire County Council terms and conditions (plus any legacy conditions that already exist)</p>	<p>Steering group HR leads to review all legacy and current arrangements for T&amp;Cs</p>

Key Issue	Switch hosting to City	Leave hosting with County	Next Steps
<p>Museums General Manager</p> <p><i>Seconded into role until 31/3/2018</i></p>	<p>City Council to propose an approach to the management of Museums Worcestershire, to be agreed with the County Council before recommendation to the Joint Museums Committee</p>	<p>County Council to propose an approach to the management of Museums Worcestershire, to be agreed with the City Council before recommendation to the Joint Museums Committee</p>	<p>It is recommended that, if a switch to hosting is agreed, that the secondment be extended until 31/8/2018 to oversee the process to completion.</p>
<p>Worcestershire County Council's partnership with Hartlebury Castle Preservation Trust</p> <p><i>Funding and Management agreements exist between Worcestershire County Council and Hartlebury Castle Preservation Trust which support the Trust's Heritage Lottery project to redevelop Hartlebury Castle</i></p>	<p>It is recommended that, if the City Council becomes the host authority, the County Museum operations staff remain employed by the County Council and that venue-specific budgets remain administered by the County Council.</p>	<p>No impact on the relationship between the County Council and HCPT.</p>	<p>Development of SLA between the JMS and the County Council to determine issues such as cross-cutting functions and strategic management.</p> <p>HCPT should be kept abreast of recommendations and decisions reached, in the event of a JMS switch of host, even if County Museum staff remain County Council employees.</p>
<p>Legal agreements</p>	<p>Internal legal advice is needed to ensure there are no legal barriers to Worcester City Council taking on the hosting role.</p> <p>The proposal to leave County Museum operations staff at the County Council and the relationship between both</p>	<p>It is recommended that the Joint Museums 2010 Agreement be reviewed and updated to maximise commissioning opportunities even if hosting does not switch.</p>	<p>Legal representation required on the working group to ensure all issues covered.</p> <p>Steering group to review and revise Joint Museums agreement to increase clarity on what the JMS provides for each authority for its contribution.</p>

Key Issue	Switch hosting to City	Leave hosting with County	Next Steps
	authorities and HCPT also needs legal advice to ensure nothing has been missed.		

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### JOINT MUSEUMS COMMITTEE 22 SEPTEMBER 2017

### HERITAGE MARKETING REPORT

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#### Recommendation

1. **The Museums General Manager recommends that the progress made in delivering museums and heritage marketing projects be noted.**

#### Background

2. At previous Joint Museum Service meetings, the Joint Committee approved a new charging policy (9 November 2016 – Minute no. 296 refers), a marketing strategy and revised business plan for The Commandery, as part of the 'It Happened Here' project to improve the overall visitor experience at The Commandery, increase sustainability and reflect the importance of Worcester's Civil War heritage.
3. The development plan for The Commandery was forged from research commissioned by Museums Worcestershire in 2013-14 and funded by a resilience grant from Arts Council England. The reports focussed on the development of the heritage product in the city, and specifically on the potential of the City's Civil War history to contribute to Worcester's visitor economy, as well as testing the visitor experience at The Commandery.
4. Subsequent funding from Worcester City Council, Worcestershire County Council, Heritage Lottery Fund, Arts Council England and a number of other supporters has enabled Museums Worcestershire to make environmental and other improvements to the building and the visitor experience and to launch new displays bringing into focus Worcester's Civil War Story in July 2017.
5. The Commandery marketing strategy focussed on situating the building and its history at the core of the tourism offer for Worcester and to increase income to ensure sustainability. The strategy directly targets family, boomer and educational segments living within a 45-60 minute travel time.
6. As part of the marketing campaign running up to the launch, The Commandery was advertised through:
  - Worcester News double-page spread
  - Adverts in 9 local magazines and newspapers
  - Worcester News online targeted takeover
  - Facebook advertising
  - AA event signage
  - Rear of bus advertising
  - Posters in parks, cafes and partners' notice boards throughout the city
  - Digital advert on real-time information points in Worcester
  - Direct mail-out of leaflet to 60,000 people

- Digital events listings on 20+ websites
- In-house videos shared on social media
- E-newsletters to mailing list
- Sword-shaped leaflets given out in Cathedral Square on the opening weekend
- Free-standing leaflets stands in The Hive, Crowngate Shopping Centre, Malvern Library, Worcester TIC and used for events (including Cathedral Square opening weekend and Spetchley Living History show).

7. PR coverage of the launch was achieved in local and regional media including BBC Midlands Today. 25 representatives from Tourist Information Centres and accommodation providers have attended Familiarisation visits.

8. The revised ticketing strategy offers the option to purchase a year-round ticket for residents and tourists. Almost 100 residents' tickets were purchased prior to opening.

9. Branded shop stock maximised retail opportunities and refreshed the Commandery shop. 15 new lines were introduced for the opening weekend with a further 10 being introduced in August.

10. The Commandery opened the gates to its new interactive experience *Worcester's Civil War Story* on Saturday 29 July, timed to maximise links with the Three Choirs Festival and the opening of Cathedral Square. Throughout the weekend The Commandery was brought to life by the UK's oldest re-enactment society the Sealed Knot, who provided entertainment for visitors including living history, short cameos and displays of arms, and costumed interpretation staff within the exhibition

11. On the launch weekend The Commandery welcomed almost 1,000 visitors. Up to 20 August 2,500 visitors had seen the new displays.

12. The opening three weeks have met 14.5% of the business plan admissions income target (up 300% on the same period in 2016) and 8% of the retail target (up 261% on the same period in 2016).

13. Visitor advocacy is positive, with one visitor commenting: "Wonderful to see The Commandery come alive again and to rediscover Worcester's Civil War Story, told with such imagination and insight. Love it!"

14. The next phase of development sees the launch of a family Civil War trail through the city.

15. Museums Worcestershire continues to advocate the wider Civil War City project. Through its support of the Battle of Worcester Heritage Partnership we are involved in discussions regarding the 370<sup>th</sup> anniversary of the Battle of Worcester in 2021. The Mayflower 400 project will also provide the opportunity to make links with the US travel market.

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

### Specific Contact Points for this report

Helen Large, Marketing & Events Manager, Museums Worcestershire

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## **Background Papers**

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

Agenda papers and Minutes of the Joint Museums Committee on 9 November 2016

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# JOINT MUSEUMS COMMITTEE

## 22 SEPTEMBER 2017

### 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 2017;
  - b) Subjective analysis;
  - c) Explanation of major variances; and
  - d) Surplus/deficit split.

**(a) Table 1 : 2017/18 Projected Outturn as at 31 July 2017**

	2017/18 Budget	Projected 2017/18	Variance	Variance %
	£'000	£'000	£'000	%
Hartlebury Operations	187	187	0	0%
Joint Museums Collections Team	142	142	0	0%
Museum and Art Gallery	179	179	0	0%
Commandery	106	106	0	0%
Grants	-	-	-	
Management Team	244	244	0	0%
<b>Total Joint Museum Service</b>	<b>857</b>	<b>857</b>	<b>0</b>	<b>0%</b>
Worcester City	493	493	0	0%
Worcester County	364	364	0	0%

**(b) Table 2 : Subjective Analysis 2017/18**

	Budget	Projection	Variance	%
	£000	£000	£000	
<b>Employees</b>	853	853	0	
<b>Premises</b>	8	8	0	
<b>Transport</b>	11	11	0	
<b>Supplies &amp; services</b>	152	152	0	
<b>Transfer to reserve</b>	0	0	0	
<b>Income - Sales</b>	-62	-62	0	
<b>Income - Admissions</b>	-78	-78	0	
<b>Income - Other</b>	-27	-27	0	
<b>Transfer from reserve</b>	0	0	0	
<b>Total</b>	<b>857</b>	<b>857</b>	<b>0</b>	<b>0%</b>

### **(c) Explanation of major variances**

3. The overall forecast for the end of the 2017/18 financial year is for the Joint Museums service to break even with its £857k budget. The forecast has been supplemented by additional manual activity to ensure costs are correctly allocated within the service (since the implementation of a new finance system), and this work will be continued over the next few months.
4. The actual expenditure to date at Month 4 is £264k or 39% of the budget. This is broadly in line with expectations with no significant variances identified.

### **(d) Surplus/deficit split**

5. Under the terms of the agreement, any variance to budget within 5%, will be transferred to the Joint Museum Reserve (value at 31.03.17 = £56,475.06)

### **Contact Points**

#### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

#### Specific Contact Points for this report

Caroline Brand, CFC Finance Manager

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### **Background Papers**

In the opinion of the proper officer (in this case the Head of Children, Families and Communities) there are no background papers relating to the subject matter of this report.

### **JOINT MUSEUMS COMMITTEE 22 SEPTEMBER 2017**

### **PERFORMANCE AND PLANNING 1<sup>st</sup> QUARTER 2017-18**

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#### **Recommendation**

- 1. The Museums General Manager recommends that the performance and planning information provided for the 1st quarter 2017-18 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. Work is in progress to develop the performance reporting framework, with the aim being to extend the data in line with the two authorities' corporate plans with indicators of satisfaction and narrative reporting on the difference the museums service makes. The proposed new framework will be presented to the Joint Museums Committee with the third quarter performance report.
4. Some of the key points on performance in the first quarter to note are:
  - Visitor numbers to the spring exhibition at Worcester City Art Gallery & Museum were below the internal target, despite a profile-raising partnership with the British Museum and an externally grant-aided marketing campaign. This suggests that visits to this site are at a plateau and that the museum needs investment to increase its audience. Additional audience evaluation was undertaken and this will feed into longer-term development planning for the building over the next twelve months
  - Construction work at Hartlebury Castle has impacted on the visitor numbers to the County Museum. The castle will relaunch in late spring 2018
  - Shop income at the City sites continues on an upward trend, and should grow further following the redevelopment at the Commandery
  - Usage of the new website is growing, reflecting the impact of its more sophisticated integration with search engines and social media
  - There is a general increase in visits by young people both in formal and informal groups, demonstrating success in our focus on attracting families and schools.

#### **Supporting Information**

- Appendix 1 - 2017-18 Performance summary report
- Appendix 2 2017-18 Service plan quarter 1

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

### Specific Contact Points for this report

Philippa Tinsley, Museums General Manager

(01905) 25371

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

## **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 2017

PI	Description	Quarter 1		Quarter 2	
		Apr-Jun 2016	Apr-Jun 2017	Jul-Sep 2016	Jul-Sep 2017
<b>1</b>	<b>Number of visits in person</b>	22,493	21,685	30,545	
a	City Museum and Art Gallery	13,950	13,262	18,708	
b	The Commandery	4,054	4,091	6,340	
c	County Museum, Hartlebury	4,489	4,332	5,497	
<b>2</b>	<b>Website Usage</b>				
a	Number of virtual visits via website (page views)	42,096	54,917	52,644	
b	Sessions generated by first-time visitors to website	8,949	12,219	11,936	
<b>3</b>	<b>Organised events and exhibitions</b>	29	57	58	
a	City Museum and Art Gallery	15	23	14	
b	The Commandery	7	23	23	
c	County Museum, Hartlebury	7	11	21	
<b>4</b>	<b>Number of visits by children/young people</b>	2,270	2,473	2,189	

## Retail and Café Monthly Sales - Monthly Totals for 2015/2016 to 2017/2018

<b>MAG</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Total</b>
<b>2015/16</b>	2,028	2,504	2,077	2,443	2,569	1,986	2,189	2,556	3,814	1,917	2,547	1,825	<b>28,455</b>
<b>2016/17</b>	1,938	1,905	1,990	2,300	2,642	2,011	2,139	2,833	3,756	1,815	2,632	2,259	<b>28,220</b>
<b>2017/18</b>	2,264	2,014	1,797										<b>6,075</b>

<b>Commandery</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Total</b>
<b>2015/16</b>	619	741	840	732	1,328	526	763	1,090	799	0	1,815	763	<b>10,016</b>
<b>2016/17</b>	848	640	1,002	904	1,295	437	758	986	1,043	0	2,025	705	<b>10,643</b>
<b>2017/18</b>	989	1,375	796										<b>3,160</b>

<b>Hartlebury</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Total</b>
<b>2015/16</b>	1,140	1,205	557	1,126	1,909	847	1,535	903	2,001	449	1,023	1,258	<b>13,953</b>
<b>2016/17</b>	1,132	1,085	792	1,057	1,824	729	1,211	1,126	1,374	357	956	720	<b>12,363</b>
<b>2017/18</b>	1,052	872	818										<b>2,742</b>

### Admissions and Schools Income - Monthly Totals for 2015/2016 to 2017/2018

<b>CMY</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Total</b>
<b>2015/16</b>	1,946	1,519	1,203	1,757	2,591	1,020	1,664	861	731	0	2,548	1,403	<b>17,243</b>
<b>2016/17</b>	1,619	1,699	1,812	1,724	2,993	1,351	1,580	820	736	0	3,213	1,423	<b>18,970</b>
<b>2017/18</b>	2,175	1,302	864										<b>4,341</b>

<b>CMY (Schools)</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Total</b>
<b>2015/16</b>	0	824	1,292	816	0	306	54	2,384	900	0	975	1,062	<b>8,613</b>
<b>2016/17</b>	857	488	1,169	928	0	0	0	3,031	379	0	0	1,520	<b>8,372</b>
<b>2017/18</b>	396	984	2,161										<b>3,541</b>

<b>HBV</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Total</b>
<b>2015/16</b>	5,544	3,821	1,600	3,383	7,399	2,081	4,756	891	3,694	0	3,336	3,693	<b>40,198</b>
<b>2016/17</b>	2,935	4,477	2,292	2,677	6,353	1,818	3,600	1,001	3,055	1,237	3,784	1,672	<b>34,901</b>
<b>2017/18</b>	4,402	3,438	2,369										<b>10,209</b>

<b>HBV (Schools)</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Total</b>
<b>2015/16</b>	0	251	941	383	0	328	266	645	372	0	890	538	<b>4,614</b>
<b>2016/17</b>	308	373	141	406	0	215	405	887	20	293	896	516	<b>4,460</b>
<b>2017/18</b>	0	442	518										<b>960</b>

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# MUSEUMS WORCESTERSHIRE

## SERVICE PLAN 2017-18

Quarter 1 progress

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
A. To create compelling, high quality destinations, exhibitions and events.	1	<p>Curate an exceptional programme of exhibitions at Worcester City Art Gallery, attracting visitors to the city and encouraging participation for local families</p> <p><i>Targets:</i></p> <p>26,000 visitors to David Cox</p> <p>14,000 visitors to Celebrity</p> <p>12,000 visitors to Warhol to Walker</p> <p><i>Increased visitor engagement compared with 2016 evidenced through evaluation</i></p> <p><i>Programme of partnership activities with British Museum improving skills and visitor offer</i></p>	<p>Collection: <i>Enquiring Minds</i></p> <p>Destination: <i>David Cox and his Contemporaries</i></p> <p>Family: <i>Celebrity</i></p> <p>Local Creative: <i>Society of Artists 70<sup>th</sup> anniversary</i></p> <p>Challenge: <i>Warhol to Walker</i></p> <p>Local Creative: <i>Crafted for You</i></p>	<p>Nov 2017</p> <p>June 2017</p> <p>Sept 2017</p> <p>Oct 2017</p> <p>Jan 2018</p> <p>Jan 2018</p>	<p>20,800 visitors (38% were first-time visitors to the Art Gallery &amp; Museum)</p> <p>55% of visitors to the David Cox exhibition said they came to "learn something" and be "intellectually stimulated". 86% of visitors agreed they had learned something new after seeing the exhibition.</p>
	2	Refresh permanent displays at all sites and put 100 objects from the collection newly on display	<p>Museum Gallery 2</p> <p>Hartlebury transition lobby</p>	<p>Aug 2017</p> <p>March 2018</p>	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
	3	In partnership with Worcestershire Archaeology and the Hive, start HLF-funded Ice Age project	2 events at Museum & Art Gallery	Dec 2017	Marketing strategy focussed on situating The Commandery at the core of the tourism offer for Worcester. The strategy directly targeted family, boomer and educational segments living within a 45-60 minute travel time. Collateral included 60,000 leaflets, interactive POS and novelty sword-leaflets.  3 Museum after Hours events
	4	Commission and install Worcester's Civil War Story display at The Commandery and a city Civil War trail from the site <i>Targets:</i> <i>Increase average visitor on-site dwell time to 1 hour 45 minutes</i> <i>£37K admissions income from July 17 – March 18</i>	Complete and launch phases 1 and 2 of capital project  Implement Blue Sail marketing strategy Commission marketing collateral Launch new displays	July 17  April 17 July 17 April 17	
	5	Pilot new programme of adult-focussed events at Art Gallery & Museum to target new audiences	Event content 3 events delivered	July 17	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
		<i>Targets:</i> <i>3 new events to deliver 50 visitors each</i>			delivered 278 visitors. A fourth event has been added for September.
B. To develop heritage marketing and related tourism opportunities in the City and County	1	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	To continue to lead on raising the profile of Worcester – The Civil War City	March 18	Celebrity marketing plan being implemented.
	2	Package Destination exhibitions at Art Gallery & Museum to appeal to visitors from outside WR postcodes  <i>Target:</i> <i>40% of visitors to major exhibitions coming from outside WR postcodes</i>	Devise marketing plans for: Celebrity Warhol to Walker BW Leader	April 17 June 17 Sept 17	
	3	Package the new Commandery offer as part of a wider heritage			



Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
		offer in the city <i>Target: 60% of admissions from outside City</i>			
C. To improve health, volunteering and learning opportunities in local communities	1	Open Gallery Space at Museum and Art Gallery <i>Yr2 – Target: 4 exhibitions for 17/18</i>	Full launch of community exhibition space at MAG for	March 18	In-post Interpretation Assistants delivering loans redevelopment plan, keeping expertise in house
	2	Redevelop loans service to meet learning and health outcomes <i>Target: New community loans offer to continue dementia friendly work</i>	Create plan and allocate loans funds to 3 year plan for loans redevelopment Appointment of Loans Assistant to deliver redevelopment plan	Oct 17  June 17	
	3	Increase formal learning activities at the Commandery <i>Target: 10% increase</i>	Redevelop schools package using internal and external funds	March 18	
	4	Develop formal learning offer at Hartlebury	Redevelop schools package using internal and external	March 18	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
	5	<i>Target: Development 2 new schools sessions</i> <i>Target: 10% increase</i>  Increase levels of volunteering at Museums Worcestershire sites and support heritage volunteering across the County	funds  Commission research into current MW volunteering opportunities and skills gaps  Review impact of Worcs. Volunteer Portal	July 17  March 18	
D. To maintain responsible guardianship for our collections	1	City collection documentation backlog	Phase 2 inventories complete and available on website	Dec 2017	
	2	Network and resources for glove collection increased, towards Designation	Map partner collections, academic study and audit collection strengths	Sept 2017	
	3	Increased number of objects in store and their associated information made accessible remotely	50 objects from across the stored collections digitised for access online Near Field Communication	Jan 2018	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
	4	Environmental conditions improved at Commandery, Collections Centre and Hartlebury, enabling the display of more objects	tablet-based additional research and interpretation available at The Commandery  Installation of Arts Council-funded equipment at Commandery County costume collection inspected for pests and infested items frozen/sprayed	Oct 2017  May 2017  Aug 2017	New responsive radiators and dehumidifiers installed as part of capital development scheme
	5	Archaeology collections and archives scoped for rationalisation, funded by Historic England	Action plan report	Nov 2017	
<i>E. To secure a viable future for our museum sites through new ways of working</i>	1	To continue with the Museums Futures programme to ensure sustainable solutions for all venues through product development and organisational resilience	Devise Audience Development Plan for Art Gallery & Museum  Develop new medium term financial plan for museums and report to joint committee	May 17  Nov 17	In progress, to review as part of service-wide strategic development planning in 2017

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
	2	Continue to implement Fundraising strategy <i>Targets:</i> 100 new members to new Membership Scheme			Membership scheme launched April, 42 members so far Delayed to align with launch of new displays and revised pricing strategy
	3		Launch Membership Scheme MAG	April 17	
		Develop the Commandery as a venue for Weddings and Civil ceremonies and increase private hires <i>Targets:</i> Year 1 18/19 6 weddings, 2 small hires	Launch Membership Scheme Commandery	June 17	
	4		New wedding /private hire co-ordinator recruited	September 17	
		Work with Hartlebury Castle Preservation Trust team to develop capital project and activity plans as part of HLF funded scheme	Launch New Wedding/Events package	October 17	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
	5	Ensure visitor facilities, hires and retailing contribute to the visitor offer and venue sustainability <i>Increase retail income from both venues by 10%</i>	Complete agreements and devise new working arrangements to meet the needs of the project Install EPOS systems at MAG and Commandery	March 18  April 18	Commandery Coffee opened in April on a 3 year licence agreement.   New systems still have significant teething problems. Staff time prioritised to this work to assist WCC support staff to resolve errors.
	6	Implement Mercury Project across all Museums sites	Establish new catering provision at the Commandery on basis of a 3 year lease  Support all staff on new systems for Finance and HR & put procedures in place for managing those systems in Museums	April 2017  May 17	
		Share our expertise with partners as part of externally-funded projects and events, returning income to service	Organise Skills sharing workshops, 30 attendees	Oct 2017	
			Lecturing at University of	Mar 2018	

Strategic Objective	Key Targets/Work Areas		Actions		Progress
	What		What	By when	
		Contribute to regional partnership working for LA museum services to act as strategic leaders	<p>Worcester</p> <p>Decant Museum of Royal Worcester displays before redevelopment</p> <p>Commission of research through Marches Network for long-term strategic working between West Midlands LA museum services</p>	<p>Dec 2017</p> <p>Dec 2017</p>	

## **JOINT MUSEUMS COMMITTEE 22 SEPTEMBER 2017**

### **WORK PROGRAMME**

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#### **Recommendation**

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

#### **Background**

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

##### **16 November 2017 at 2.00pm at The Commandery, Worcester**

Commandery Development – future phases  
Financial Planning Report  
Performance and Planning Report – 2nd quarter  
Finance – 2nd quarter monitoring report

##### **23 March 2018 at 2.00pm**

Hartlebury progress report  
Strategic Plan 2018-21  
Service Plan 2018-19  
Performance and Planning Report – 3rd quarter  
Finance – 3rd quarter monitoring report

##### **22 June 2018 at 10.00am**

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

##### **September 2018**

Museum and Art Gallery Development Plan  
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

Specific Contact Points for this report  
Simon Lewis, Committee Officer  
Tel: 01905 846621  
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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.