

Agenda

Joint Museums Committee

Monday, 17 November 2014, 2.00 pm
County Hall, Worcester

Please note the change of venue.

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

کوردی سۆزانی. ننگەر ناتوانی تێبگهی له ناوێر زکی نهم بێلگهی و دهستت به هیچ کس ناگات که و ههنگیر بتموه بۆت، تکلیه تملفون بکه بۆ ژمارهی 01905 765765 و داوای پێنوونی بکه. (Kurdish)

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



DISCLOSING INTERESTS

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

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

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

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

WHAT MUST I DO WITH A DPI?

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

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

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

DON'T FORGET

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

Joint Museums Committee

Monday, 17 November 2014, 2.00 pm, County Hall, Worcester

Membership: Mrs L C Hodgson – Worcestershire County Council (Chairman)
Mr A N Blagg – Worcestershire County Council
Mr A C Roberts – Worcester City Council
Mr D Wilkinson – 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 22 September 2014. (previously circulated – pink pages)	
4	Museums Worcestershire Strategic Plan 2015-18	1 - 30
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11	Work programme	89 - 90

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

To obtain further information or a copy of this agenda contact Simon Lewis, Committee Officer on 01905 766621, slewis@worcestershire.gov.uk

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

Date of Issue: Thursday, 6 November 2014

Item No	Subject	Page No
	<p>Exclusion of Public and Press The Joint Committee will be asked to exclude the press and public from the meeting for the following items as it is likely that exempt information relating to the financial or business affairs of any particular person (including the authority holding that information) will be disclosed and the public interest in maintaining the exemption outweighs the public interest in disclosure.</p>	
12	<p>The future of the Museum and Art Gallery, Worcester (salmon pages)</p>	91 - 146

4. MUSEUMS WORCESTERSHIRE STRATEGIC PLAN 2015-18

Recommendation

1. **The Museums General Manager recommends that the Museums Worcestershire Strategic Plan for 2015-18 be approved.**

Background Information

2. The current strategic plan for Museums Worcestershire was approved in 2011, to cover the period from 2011-14. It is therefore time for a review of the plan in order to chart a course for the medium term.

3. A forward plan is a requirement for Museum Accreditation, ideally to cover a 3-5 year planning cycle. It must include a clear statement of purpose, key aims and objectives and a resource plan. A planning document is also a requirement of the shared service partnership agreement. The scale and significance of decisions on capital projects has meant some delay in completing planning documents this year.

4. Members of the Joint Committee received a presentation on the issues for the service over the medium term in September and authorised the production of a new strategic plan for 2015-18. (Minute no. 192 refers)

5. A draft document is attached proposing the strategic priorities for the period and reviewing the achievements of the last three years. The creation of annual action plans will follow to develop a more detailed work programme.

Supporting Information

Appendix - Museums Worcestershire strategic plan 2015-18

Contact Points

Specific Contact Point for this report:

Iain Rutherford, Museums General Manager
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Email: IRutherford@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:

Museums Shared Service Partnership Agreement
Museums Worcestershire strategic plan 2011-14

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Museums Worcestershire Strategic Plan 2015-2018

Our vision

Our vision for the next five years is for Worcester and Worcestershire to be nationally recognised for the quality of its cultural offer.

We want to help the County become the place of choice for people to live, work and visit. Museums Worcestershire will support this by emphasising those things that make Worcestershire unique; by working with others to enhance the City and County's profile; and by encouraging a sense of place to give local residents the opportunity to learn more and feel proud of their heritage and culture.

By 2018 our Museum Futures programme will be well advanced. Our partnership with the Hartlebury Castle Preservation Trust will have evolved, following the Castle's acquisition and the first phase of an exciting redevelopment. We will be pursuing new plans to create a gallery on site for the transport collection. The Commandery will be attracting new and repeat visitors from around the UK and overseas to its renewed Civil War

displays and events and be the hub for new trails around Worcester.

Visitors will continue to seek out the high quality of exhibitions at the City Art Gallery and there will also be new plans for a Worcester Story gallery in the pipeline. These will be supported by new partnerships with national museums and locally with key venues including the Cathedral and the Guildhall. By 2018 we will also be making an important contribution to events and festivals, some existing and some new, to support the visitor economy and local business. Our innovative approaches to community learning outreach and volunteering will have attracted increasing support and funding from a range of sources.

Through the next five years the service will successfully continue its drive for support to help fund its work and have delivered significant savings to each of its funding Councils.

Statement of Purpose

We aim enrich the lives of people from Worcestershire and beyond.

We want to inspire them to deepen their knowledge of the City and County and make sense of the world.

We will do this by sharing our passion for the unique art, artefacts and stories that have shaped the identity of Worcestershire and its county town for over 2000 years.

Museums Worcestershire roles are to:

- Enable shared experiences, discovery and interaction at the County Museum at Hartlebury Castle, The Commandery, Worcester City Art Gallery & Museum, Museum on the Move and the joint collections store.
- Encourage understanding through the preservation and interpretation of the museum collections of Worcester City Council and Worcestershire County Council.
- Expand perspectives and opportunities by supporting other museums and organisations in Worcestershire and beyond.
- Enrich the cultural heritage and future of Worcestershire and beyond.

How we work - Museums Worcestershire aims to be more visible, viable and valued.

Visible

- An outward looking and enthusiastic organisation
- Visible senior managers and teams
- Clear communication and direction throughout the organisation
- A joint website aimed at different levels to promote Worcestershire to a worldwide audience
- Four unique properties within one brand

Viable

- Entrepreneurial in outlook
- Clear aims and objectives within a united service
- Increasing visitor numbers and targeting new audiences

- Understanding what our visitors and users want
- The right people in the right roles with the right attitude
- Securing the service to enable grant aid

Valued

- Satisfied visitors at every site
- Museums that are part of people's lives and the local community
- Ensuring museums are welcoming and a place people feel "at home"
- Collections accessible to all but retaining their historic identity
- A leading County service and a beacon for others
- A service supported and used by other Council departments and partners

The story so far

In the first three years following the setting up of Museums Worcestershire, our primary focus was to become a more unified service, with supportive partners who would help us take our museums forward through a period of austerity and uncertainty. The pressures identified in our last strategic plan included resolving the ownership and future of Hartlebury Castle; a solution to the problem of the ground floor space vacated by the City Library in 2012; responding to the need for new interpretation and catering at the Commandery; the vulnerability of the Museum on the Move and Museum Development schemes which are both reliant on external funding; and the reductions in our core funding. We have faced these challenges head on over the last three years.

The creation of the shared service saw a new form of governance for museums in the County and the service is currently led by a joint museums committee of four Cabinet members. In 2012 we commissioned a study into charitable trust status, and set out plans to expand the

shared service; these schemes have not been adopted however and Museums Worcestershire remains a formally constituted partnership between the City and County Councils. We have also worked to reduce costs over the last three years with more budget reductions due in future. In spite these uncertainties the service continued to successfully seek increasing amounts of new funding, new partners and the justification to support its plans for the future.

With the support of Arts Council strategic funding in 2013, we put in place the largest ever coordinated programme of research, consultation and development into museums, heritage and tourism in Worcestershire. We now have a more secure position and an evidence base from which to launch major development plans for our sites, as well as taking the lead in some of the key projects which will help to transform the local visitor economy and the lives of local residents.

Our Achievements 2011-14

- Launched our Museum Futures campaign to plan and raise funds for capital projects
- Secured funding and managed three tranches of training opportunities for local heritage organisations under the Skills for the Future programme funded by the Heritage Lottery Fund
- Secured funding for Museum Development and Museum on the Move for the period 2012-15
- Worked with our partners the Hartlebury Castle Preservation Trust to secure £413K of development funding from HLF in 2014
- Increased grant aid and voluntary income from £3K to £235K in three years
- Prepared the case for expansion to include other local authorities and devolution to a charitable trust
- Supported other local authorities planning a shared service approach
- Led the campaign for Citywide recognition of the value of Worcester's Civil War heritage
- Secured the acquisition of the Bredon Hill Hoard, the largest ever found in Worcestershire
- Our museums were visited by over 348,000 people over the last three years.

The context

The following are the key drivers behind the corporate plans of our funding Councils.

Worcestershire County Council

- Open for Business
- Children and Families
- The Environment
- Health and Well Being

Worcester City Council

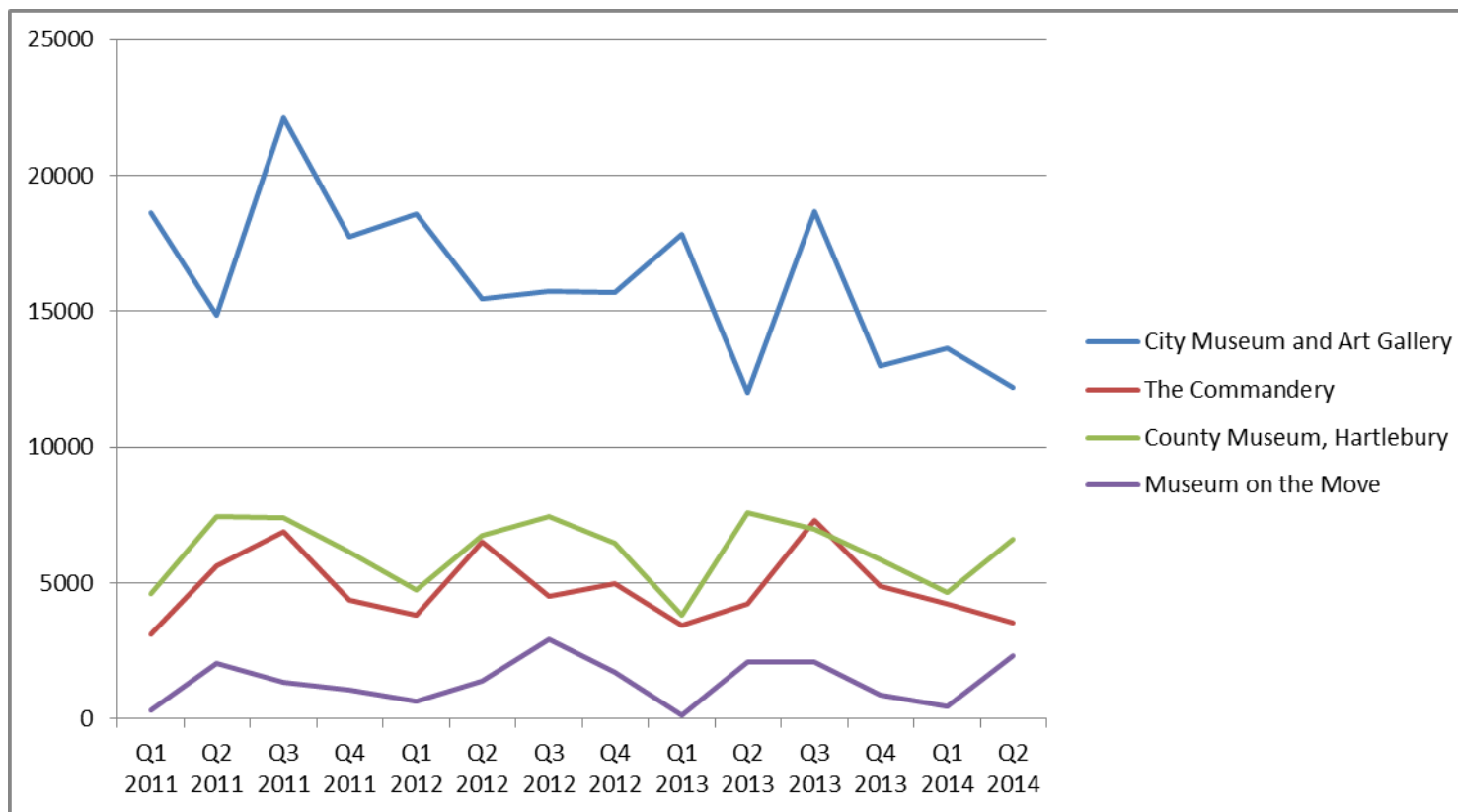
- Prosperity - Growing our economy and reducing unemployment.
- Ambition - Delivering on our aspirations for the whole city.
- Opportunity - Making sure no community is left behind.

We also aim to support the Arts Council's goals for the sector both directly in our work and in our support for regional activities:

- Excellence is thriving and celebrated
- More people experience and are inspired by museums
- Museums are sustainable, resilient and innovative
- The leadership and workforce are diverse and highly skilled
- Every child and young person has the opportunity to experience museums

Our audiences

Visits to Museums Worcestershire sites 2011-14



Our museums attracted a total of 108,000 visitors in 2013-14. The trends for the last three years are set out in the graph above, with key factors over that period being:

- The departure of the City Library from the Foregate Street building, emphasising the importance of destination exhibitions in maintaining visitor numbers
- A steady annual increase at the Commandery
- Maintenance of visitor numbers at Hartlebury which remain strongly linked to the range and quality of the events programme

The profile, expectations and learning styles of visitors at Hartlebury and the Commandery have been the subject of rigorous testing by Morris Hargreaves McIntyre over the last 18 months, in the lead up to capital developments to substantially improve and realign the product at each site. Details of these reports are set out in the next section. Completing the picture by securing funding for equivalent work at the City Art Gallery and Museum is a priority.

The 2013 Viewpoint Survey of Worcestershire residents showed that 70% of respondents visited museums and galleries once or more, up from 64% in the previous year, but that that figure reduced to just over 40% in areas of highest need.

The same survey showed satisfaction ratings for museums and galleries increase from a baseline of 53% in 2008 to 72% in Worcester City and 61% in the County.

Museum futures – Analysing the market

Our development plan has been informed by a wide range of consultation about, and independent analysis of, the future development, positioning and funding of Museums Worcestershire. These reports are intended to drive forward the strategy of the service and the wider tourism agenda for the City and County; a summary is set out below:

Research reports on the "Strengthening Museums and the Visitor Economy" Programme

Three separate but linked areas of work were commissioned from TSE Research of Eastleigh in Hampshire to address the following questions:

- The overall market for heritage tourism
- Worcester as a Civil War City
- Worcester's potential as a Civil War City
- Worcester potential to develop its US Presidential connections
- Worcester's potential to further develop its Elgar connections
- Worcester's wider opportunities to become a Heritage City

The reports found that Worcester's heritage offer overall was underexploited and that Civil War sites did not fulfil their potential. Following a presentation to an invited audience at a civic event in April 2014, work has begun to address the

product development and connectivity between the various agencies involved if Worcester is to punch above its weight as a destination.

Marketing and Audience development plans for the Commandery

In 2013 Museums Worcestershire commissioned Morris Hargreaves McIntyre to investigate new forms of interpretation at the Commandery in recognition of the need to clarify the proposition for visitors and develop the building's contribution to the visitor economy. The report identified some appetite for continuing to communicate the building's history but recommended greater concentration on the building's role in the Civil Wars as the building's USP. A development plan for the building has been established with a view to seeking external funding for the next round of investment and the Civil War events programme has already been strengthened within our existing resources.

The Commandery's marketing strategy sets out a detailed programme to develop and promote the building and its offer, starting with a year long programme in 2015-16 on the theme of liberty and democracy to coincide with the Magna Carta anniversary. Key to success is a range of partnerships to help deliver the Commandery's message as part of a wider "Civil War City" brand. We aim to increase the number of paying visitors by 20% year on year from 2016 once the development works are in place.

Marketing and Audience development plans for the Hartlebury

Analysing the market for Hartlebury has been carried out as part of the development phase for the HLF bid to acquire and develop the site, working jointly with the Hartlebury Castle Preservation Trust. Consultation on the redevelopment involved collecting feedback from over 800 people using a range of techniques to test the project. The report concluded that there is a healthy market for the future offer but that wider marketing and more varied events will be essential to

increase visits from non and lapsed visitors. Cross promotion with other venues was recommended. The audience development report recommended some changes to the themes in the interpretation to attract a wider cross section of visitors.

The Marketing Strategy for Hartlebury recommends that key targets for the new, unified destination are families, empty nesters and active seniors living within 60 minute travel time. The aims of the strategy are:

- Retain interest and repeat visits from current visitor base during the redevelopment phase
- Ensure that Hartlebury's enhanced offer is understood as one unified destination and appeals to current and new visitors
- Increase income for Hartlebury to ensure its sustainability and reduce its reliance on public sources

Options Appraisal and Feasibility Study on the future of the City Art Gallery and Museum building

DCA Consultants of Birmingham were appointed in June 2013 to carry out an options appraisal on the use of the ground floor space at the Foregate Street building, following the move of the City Library to the Hive in a previous year. Following presentation of their initial findings on the options available, the joint committee recommended that the consultants draw up a business plan for the use of the lower floor of the Museum and Art Gallery based on the concept of a children's museum. The feasibility study identified the key considerations in the installation of a Children's Museum or Gallery in the space, addressing the size and nature of the market, visitor numbers and pricing, architectural considerations and costs and potential funding.

In the interim, the financial pressures on the City Council forced the local authority into a review of its own office accommodation, leading to the decision to utilise the space for Council offices in order that its existing office buildings could be released. The planning and construction work to prepare for this move in early 2015 is in progress.

Museum Futures – Developing the venues

Our Museum Futures Programme includes development plans for all our sites, linked by the following ambitions:

- Marry together potential audiences and a sustainable product with possibilities for income generation
- Planning to be audience and marketing-focussed
- Priority to contribute to visitor economy
- Look at what gives us competitive advantage
- Use our strengths and work with them

The Commandery

Significant investment in 2006/7 stabilised the historic and fragile structure and the site has welcomed over 125,000 visitors, event attendees, commercial bookings and school parties since the re-opening. Now the facilities need to develop to better provide for all visitors and to reach out to those further away, encouraging more tourists into the historic city of Worcester. It needs to respond to the opportunities of the new national curriculum and the specific needs of its local community.

Funding from Arts Council England in 2013/14 has enabled Museums Worcestershire to intensively consult with visitors and with non-visitors, and to test the opportunities of the market for The Commandery. We aim to develop the work of the historic site in a series of phases over the next five years, with each phase targeted to different needs in partnership with specialist groups. The development plan for the Commandery sets out four phases of development:

- Civil War focus on display, interpretation and marketing

- The sustainability of the site including greater income opportunities and energy efficiency
- Developing the building's community links and learning opportunities
- Contributing to the City of Liberty theme including U.S. Presidential links

City Art Gallery and Museum

Work is proceeding to convert the ground floor of the City Art Gallery and Museum building to Council offices. These changes are at the planning stage but it is anticipated that existing exhibition programmes and services will not be affected. Critical to these changes are protection of the gallery's Government Indemnity status which enables the building to house loans from National collections. This will enable the current policy of developing destination exhibitions to attract visitors to the building and to create a regional and national profile to continue. Testing this proposition with our audiences needs further investment over the life of this plan.

The building's exhibition programme includes the following between now and 2018:

- Stanhope Forbes' England
- John Singer Sargent and Worcestershire
- Andy Warhol (Artists Rooms – Tate)
- The War to End all Wars

Work is in progress to review other potential sites for the City Art Gallery and Museum with a view to strengthening the current offer and increasing museum impact on the visitor economy and Worcester's standing as a heritage City.

Hartlebury

A bid for £4.95 million, submitted by the Hartlebury Castle Preservation Trust, supported by Worcestershire County Council and Museums Worcestershire was awarded in October 2014. Key features of the bid include:

- Acquisition of the castle and estate
- Refurbishment of the stable block to relocate the café from the north wing
- New interpretation of the castle especially in the refurbished Long Gallery
- New visitor routes throughout the Castle and around the estate
- A new play area and landscape features
- A programme of repair and renovation works

Museums Worcestershire's involvement in the site will be governed by a management contract once the construction work is in progress – there is therefore a significant change programme to manage with our partners during the course of 2015. The site is expected to reopen in full in the summer of 2017. During the course of this project we anticipate developing plans for the construction of a new transport gallery to replace the existing 1960's building.

287 Collections store

Our collections store and resource centre was opened in 2005 as a joint venture to house the museum collections of the City and County. It is publicly accessible through a programme of guided tours by appointment and Heritage Open Days.

Our main priorities for the next five years are to continue to work on rationalisation of the collections and to implement plans for the building to become more energy efficient.

Museum Futures - Key projects

Our work programme over the period 2014-18 includes a commitment to deliver and complete projects and programmes already in place. These include:

Worcestershire World War 100

Museums Worcestershire is a partner in the HLF funded Worcestershire programme to make the start of World War One.

Our contribution includes an exhibition at the City Art Gallery on soldiers from the County, told in their own words, to open in October 2014; displays on Vesta Tilley and Hartlebury's role as a VAD hospital; an outreach programme using a specially commissioned bell tent to be used as a space for events, re-enactment and learning; and family remembrance activities at the City Art Gallery and Museum.

Nurturing Worcestershire's Treasures

Nurturing Worcestershire's Treasures is a heritage traineeship scheme funded through the Heritage Lottery Fund's Skills for the Future programme, with additional support and funding from Worcestershire County Council and the University of Worcester, and managed by Museums Worcestershire.

To date ten trainees have completed the programme learning a range of technical and wider work based skills through on the job learning and tailored sessions. The first tranche of five traineeships ran from 2012 – 2013 and the second during 2013 – 2014. Graduate trainees are based with a variety of heritage institutions in and around Worcester, and as well as gaining work-based skills relevant to the heritage sector study for a post graduate certificate with the University of

Birmingham. A further seven trainees have been recruited for the third round of the programme which commences in July 2014. These next seven trainees will study for a new post graduate course being offered by the University of Worcester, a Post Graduate Certificate in Management and Leadership (Heritage).

The Phoenix Project

The County Museum at Hartlebury has operated a loans service since the 1960's. Following the Hartlebury fire which destroyed most of the collection in 2011, an opportunity arose to fundamentally review the purpose and nature of museum loans.

The vision for **The Phoenix Project** is to develop a community loans service in the broadest sense that offers a variety of arts and museum/heritage resources to current and new audiences, drawing on and incorporating the skills and resources of new partners, for example the NHS, Wildlife Trust, Alzheimer's Society, Arts organisations, other museum services etc. The service will have a broader reach and include a wider range of venues than previously e.g. Bed and Breakfast accommodation to support tourism initiatives.

Museum on the Move

Museum on the Move is a mobile exhibitions facility managed in partnership with other local authorities through the Marches Network. This mobile museum service has been available for booking throughout the County since 1999 and has visited schools, residential homes, sheltered accommodation, town centres and a range of public events. It was awarded the Sandford Award for Heritage Education in 2011.

Funded to date by the Arts Council, the service only has financial support available until March 2015 unless further resources can be found to continue the work.

Museum Development

The Museum Development programme has operated within Worcestershire for 12 years, managed regionally by the Marches Network and delivering an ambitious programme to support museums in the County. A funding bid made by Ironbridge Gorge Museums Trust to run the programme from 2015 has been successful and we will be working with Ironbridge and our Marches Network partners to develop a new programme and operating model for this service from April 2015.

Museums on the High Street

Museums on the High Street is an innovative programme led by Museums Worcestershire and funded by the Arts Council to bring an inspirational event to the streets of Worcester to mark the Love Worcester promotional campaign in February 2014. In 2014 the funding enabled Museums Worcestershire to work with Imagineer Productions from Coventry and local arts organisations to bring an event of high quality to the City. We will be working with our partners to continue to make an impact on the City's retail quarter over the period of this plan. We are for example providing the research and some funding to a new package of heritage information points around Worcester in 2015. Over the course of this plan we also wish to extend the principle to rural locations, including Hartlebury, to develop a countywide perspective on the economic impact of sharing collections in new areas.

Strategic Priorities 2014-2018

We have identified five strategic priorities for 2014-18 which are set out below, together with what we intend to deliver:

1. To create compelling, high quality destinations, exhibitions and events.

- Three Art Gallery exhibitions by artists of national and international renown
- Retention of the VAQAS standard at all sites
- Completion of the interpretation for the Hartlebury project
- Completion of the Commandery redevelopment
- Website development
- Ongoing development of museum catering offer
- WW1 exhibitions and events programme

2. To develop heritage marketing and related tourism opportunities in the City and County

- Contribution to major Worcestershire events as part of our events programme
- Worcester recognised as "Civil War City" – national marketing campaign in place
- Lead on Liberty and Democracy campaign in 2015 and legacy events
- Joint ticketing offer in place

- Develop links with Elgar Birthplace and events
- MOTHS – Christmas Fair
- Develop new signing and information points

3. *To improve health, volunteering and learning opportunities in local communities*

- Create cycle and walking trails at Hartlebury and within Worcester
- Develop play opportunities on all sites, including early years provision
- Develop volunteering opportunities linked to outdoor space at Hartlebury and Commandery
- Renewing the Loans service
- Health projects linked to new outreach programme
- Develop a legacy for the Skills programme in partnership with University of Worcester
- Develop services for schools in the light of feedback

4. *To maintain responsible guardianship for our collections*

- Develop display plans for Hartlebury transport collection
- Review museum insurance policies
- Rationalisation of collections programme esp. archaeology
- Retention of full Accreditation

- Review potential for designation of collections in the next round of the scheme

5. *To secure a viable future for our museum sites through new ways of working*

- Develop partnership and new management arrangements with Hartlebury Castle Preservation Trust
- Meet fundraising targets in our strategy by developing skills and capacity
- Meet budget reductions
- Devise an alternative package for MoM/ outreach programme
- Contribute to new plans for Museum Development
- Review and invest in energy efficiency at all sites
- Develop new Membership schemes

Governance

Museums Worcestershire is governed by a Joint Committee under Section 101 of the Local Government Act 1972 and Section 20 of the Local Government Act 2000 with delegated functions, including staffing and budgets, to manage and monitor museums services on behalf of the two local authorities. This arrangement was set up in 2010 after a detailed and independent examination of alternative forms of governance. Originally intended to evolve towards full independence, it has operated with considerable success under the current administrative arrangements.

A number of factors suggest that 2015 would be an appropriate year for a review of the shared service, to revisit previously commissioned reviews and to take account of service developments. These include:

- The development of partnership arrangements with Hartlebury Castle Preservation Trust
- Potential development of the Tickenhill Trust
- Review of existing fundraising structures
- Emphasis on commissioning within both Councils.
- Need for additional savings

Resources and funding

The shared service has delivered significant savings since it was established, representing over 42% of the two authorities' spending on museums in 2009. Museums Worcestershire has met this challenge by:

- Restructuring its management and curatorial team
- Developing marketing and pricing policies to increase earned income
- Increasing grants, gifts and donations
- Developing plans to reduce opening hours at the Commandery
- Selling services and expertise

Further reductions in the subsidy are expected over the life of this plan but their level and timing remains to be negotiated and is subject in part to the progress made in securing capital grants. Current subsidy for 2014-15 is £698K on the shared service, with premises budgets held separately by the two Councils. The balance of income and expenditure is currently as follows:

EXPENDITURE (000's)	
Employees	887
Premises	8
Transport	19
Supplies & services	179

INCOME (000's)	
Sales	-134
Admissions	-84
Museum on the move	-26
Museum Development	-42
Other income	-74
Support from reserve	-35

Fundraising strategy

Museums Worcestershire commissioned a fundraising strategy in 2013 to address the perceived gaps in capital and revenue funding over the medium term. The following targets have been set:

	2014-15	2015-16	2016-17
CORE REQUIREMENT	£10,000	£20,000	£30,000
Investment in fundraising	£60,000	£40,000	£40,000
Total core requirement	£70,000	£60,000	£70,000
PROJECT REQUIREMENT			
Museums on the Move (MOM)	£15,000	£15,000	£15,000
Museums on the High Street (MOTHS)	£15,000	£15,000	£15,000
Events	£5,000	£10,000	
The Hoard	£5,000		
Loans Service	£5,000	£5,000	£5,000
Exhibitions/collections		£100,000	£50,000
Total project requirement	£45,000	£145,000	£85,000
CAPITAL REQUIREMENT			
The Commandery	£150,000	£150,000	£150,000
City Museum and Art Gallery (MAG)		£200,000	£1,800,000
Total capital requirement	£150,000	£350,000	£1,950,000
TOTAL OVERALL FUNDRAISING REQUIREMENT	£265,000	£555,000	£2,105,000

Improving our skills and capacity to meet these targets and to support the Hartlebury Project will be one of the key priorities of this plan and fundamental to the development of Museums Worcestershire as a resilient organisation.

Review

This plan will be supported by an annual work programme and budget which will be monitored by the joint museums committee on a quarterly basis.

There will be an annual review of this plan in March to take account of changing contexts and medium term financial plans.

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Joint Museums Committee
17 November 2014

5. HARTLEBURY GRANT AWARD

Recommendation

1. **The Museums General Manager recommends that the success of the Hartlebury Castle Preservation Trust, Worcestershire County Council and Museums Worcestershire in securing £4.97million from the Heritage Lottery Fund be noted.**

Background Information

2. Members of the Joint Committee have received reports and presentations in the past on the scale and scope of the proposed Heritage Lottery Fund bid for Hartlebury.

3. The sum of £413,700 had been awarded in April 2013 as a development grant for the project. This had helped to realise the package of work necessary to work up a detailed bid, including the following:

- Conservation management planning for the buildings, gardens and estate
- Development of an activity plan to ensure full community engagement with and benefit from the project
- Development of an interpretative strategy and plan for the entire site along with project specific exhibition proposals
- Detailed project cost plans and timetable
- Project related surveys including buildings, asbestos, museum collections, archaeology, topography, environment and ecology
- Project related design work including landscape and the provision of vehicle parking
- Further consultation work (including children) and user/non user audience research
- Development and production of a forward business plan including opportunities for income generation and fundraising
- Preparation and submission of planning applications, listed building consents and faculty applications where necessary
- Development of a 10 year management and maintenance plan for the buildings, gardens and estate

4. The stage 2 bid was submitted on 20 June 2014.

5. At the beginning of October, the Hartlebury Castle Preservation Trust (HCPT), with partners Worcestershire

County Council (WCC) and Museums Worcestershire (MW), learnt of a successful award of £4.97 million by the Heritage Lottery Fund (HLF).

6. This will enable the Trust to buy Hartlebury Castle with its surrounding 43 acres of parkland and embark on programmes for conservation and activities. The principle behind the scheme is that the Trust and Museums Worcestershire will make the Castle, Hurd Library, collections of the Museum and Castle, as well as Gardens into an integrated visitor destination that will benefit the local area and serve as a major attraction for visitors from around the UK and beyond.

7. Work on a range of refurbishment and restoration projects to improve both the building and access to the grounds will commence in 2015, with work planned to be completed by the summer of 2017.

8. This is a complex project requiring not only the management of a programme of capital works but significant changes to the way Hartlebury is managed and developed in future. Discussions are at a very early stage on the detail of agreements between the parties and the implications for shared service operations. A further report will follow once the details have been established.

Contact Points

Specific Contact Point for this report:

Iain Rutherford, Museums General Manager
(01905) 361827/361821
Email: IRutherford@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:

Hartlebury Project application December 2012

**Joint Museums Committee
17 November 2014**

6. MUSEUM DEVELOPMENT

Recommendation

1. **The Museums General Manager recommends that the forthcoming changes to the museum development programme be noted.**

Background Information

2. Museum development is a longstanding programme now funded by the Arts Council to support museums across the UK.

3. In the West Midlands the scheme has been administered by the Marches Network, a partnership of museums in the counties of Herefordshire, Worcestershire, Warwickshire, Staffordshire and Shropshire, and Wolverhampton Arts and Museums Service.

4. The Museum Development Officer for Worcestershire is based at Hartlebury and employed by Museums Worcestershire; the post provides support, advice, training and funding for museums across the County. The MDO is part of a network of posts that work to meet local priorities and an ambitious three year programme, with particular reference to the following priorities:

1. Resilience of the sector
2. Organisational health
3. Collections
4. Users and their experience.

5. The programme also supports local museums in helping to make the case for support and investment. Recent work has included the development of economic impact sheets for each County to identify the value of museums to the local economy, skills and volunteering support – the West Midlands and Worcestershire summaries are attached.

6. Funding for the current programme ends in March 2015. The Marches Network partners have worked with Ironbridge Gorge Museum Trust to submit a successful bid to the Arts Council to continue the programme from April 2015. This will require some changes to the management and distribution of museum development officers and these proposals are currently being developed.

Supporting Information

Appendix - West Midlands and Worcestershire Museums – Economic Impact sheet

Contact Points

Specific Contact Point for this report:

Iain Rutherford, Museums General Manager
(01905) 361827/361821
Email: IRutherford@worcestershire.gov.uk

Background Papers

In the opinion of the Museums General Manager there are no background papers relating to the subject matter of this report.

WEST MIDLANDS MUSEUMS

It's the birthplace of the
INDUSTRIAL REVOLUTION
OLYMPIC GAMES
ELGAR SHAKESPEARE

It's a place of
PRINCES
PENS SPITFIRES
ROVERS

HUSSARS
HOARDS
APPLES
PEARS

PUNCHING
ABOVE
THEIR
WEIGHT



over
5 MILLION
visits per year to our



270 museum
& heritage
sites

1.5m
**OVERSEAS
VISITS**
to the West Midlands



Museum
tourism
CREATES
£373,859,202
for our regional economy

Each visit
to our
museums
is worth
around



£30 to
local
businesses

Volunteers
give
over



320,000 HOURS
that's the same as donating
£3,923,760

each museum
employee is worth
£366,170
to the local economy



1,021
people are
employed
in museums

for every
2 people
employed



around **3** other
jobs
benefit



Figures based on 33% sample (2013-14)
across the region & published figures from
National Trust & ALVA. Derived using
Association of Independent Museum's
Economic Impact Toolkit. For more see online

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WORCESTERSHIRE MUSEUMS



The smallest area in the West Midlands region but there's a museum or heritage site for every

60km²



over

30

museums and heritage sites

BOOST THE LOCAL ECONOMY BY

£34,541,701

Each visit to our museums is worth around

£30

to local businesses



PUNCHING ABOVE THEIR WEIGHT

each paid museum employee is worth

£366,170

to the local economy



for every **2** people employed

around **3** other jobs benefit



74%

of sites are dependent (partially or entirely) on

VOLUNTEERS

who give over **30,000 HOURS** to museum and heritage



the same as donating **£250k**

Figures based on 33% sample (2013-14) across the region & published figures from National Trust & ALVA. Derived using Association of Independent Museum's Economic Impact Toolkit. For more see online

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7. RESTRUCTURE PROPOSALS

Recommendation

- 1. The Museums General Manager recommends that he be authorised in consultation with the Chairman and Vice-Chairman of the Joint Committee to agree the final proposals for staff restructuring following the completion of staff consultation.**

Background Information

2. In June 2014 the Joint Committee authorised the production of a business case for restructuring which would enable changes to be made in the opening hours of the Commandery in 2015. (Minute no. 184 refers) This marks the second phase of staff restructuring to meet the budget reduction programme. The first phase to reduce the number of management and curatorial posts was implemented in December 2013.
3. Following a review and consultation with visitors it was proposed that the changes to opening hours least likely to impact on the public would be for the Commandery to close on Mondays and throughout the month of January.
4. A copy of the full business case is attached as an exempt Appendix to this report. (Members of the Joint Committee are reminded that if they wish to refer to any information in this Appendix then the meeting will need to go into exempt session)
5. The initial plan was for the business case to be completed and the results of staff consultation to be available by the date of this meeting. Unfortunately the timetable has slipped and although staff consultation has begun, the consultation period does not close until 5 December.
6. The intention is to implement the Monday closing proposal from February 2015 and for the staff changes to be introduced from the beginning of the next financial year. Closing the building during the month of January would be implemented from 2016. Given the next Joint Committee meeting is on the 4 March 2015, it is necessary to request that delegated authority be granted to the Museums General Manager in consultation with the Chairman and Vice Chairman to approve the final proposals in order to keep to this timetable.
7. This report relates to the staff changes necessary to

	<p>implement the budget reductions. The decision on permanent changes to museum opening hours is to be made by the City Council.</p>
Supporting Information	<p>Consultation document on restructuring phase 2 – The Commandery Worcester</p>
Contact Points	<p>Specific Contact Point for this report:</p> <p>Iain Rutherford, Museums General Manager (01905) 361827/361821 Email: IRutherford@worcestershire.gov.uk</p>
Background Papers	<p>In the opinion of the Museums General Manager there are no background papers relating to the subject matter of this report.</p>

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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8. HERITAGE MARKETING REPORT

Recommendation

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

Background Information

2. Service marketing has focussed on our individual venues' events and exhibitions programme. The Art Gallery & Museum launched 'World War One: In the Words of Worcestershire People' at a Private View event on 31 October, contributing to the commemorative activities around the hundredth anniversary of the Worcestershire Regiment's activity at Gheluvelt.
3. All venues are formulating their 2015 events programmes which will be launched early in the New Year.
4. We continue to build our social media presence. Our Twitter strategy is to target tweets at partners in order to increase our reach, for example a retweet by Midlands Today resulted in over 3,000 views of our message.
5. Nationally we are a key partner of the Worcestershire Magna Carta 800th campaign and benefit from national publicity as such; The Commandery is featured in the new Magna Carta trails guide which will be promoted nationally and internationally. We are in the process of planning a media launch of Worcestershire's activity, to take place in Worcester in February. Unfortunately our bid to the Magna Carta 800th Committee to fund the Commandery's Year of Liberty and Democracy programme was unsuccessful, we are therefore seeking alternative funding to enable this exciting events programme to take place.
6. We are working with the Heart of England Galleries Group on an Arts Council bid to fund a campaign targeting cultural tourists within the region and beyond.
7. Thanks to the strength of our landscape collection and the county's links with renowned landscape painter B. W. Leader, Visit England invited us to participate in an e-marketing campaign focussing on England's greatest landscape painters and coinciding with the release of the film 'Mr Turner'.
8. In terms of supporting the heritage offer in Worcester both city venues are included in the forthcoming annual Love Worcester Heritage Festival in February. As an organisation Museums Worcestershire continues to seek to

raise the profile of heritage in Worcester and we were one of a few organisations asked to give evidence for the City Council's Tourism Scrutiny report. We continue to work with Worcester BID and County Transport on heritage interpretation signage.

9. More locally we are trialling Facebook advertising for Hartlebury's Christmas events, following its successful use in promoting the Commandery's Battle of Worcester events programme.

10. The Commandery recently co-hosted a visit from Newark Civil War Centre. It was an extremely useful information exchange and many possibilities for joint marketing can be explored in the future.

Contact Points

Specific Contact Point for this report:

Helen Large, Marketing & Events Manager
(01299) 250416
Email: HLarge@worcestershire.gov.uk

Background Papers

In the opinion of the Museums General Manager there are no background papers relating to the subject matter of this report.

9. FINANCE REPORT

Recommendation

Introduction

**2014/15 Projected
outturn as at 30
September 2014**

1. The Treasurer recommends that the Joint Committee notes the financial position of the joint museums service as detailed on the report

2. This report provides financial information on the following:

- Projection as at 30 September 2014
- Explanation of major variations
- Income and expenditure (Appendix 1)
- Subjective analysis
- Surplus/deficit split
- Café report (Appendix 2)
- Future Fit and City Council savings 2014/15
- Draft budget proposal 2015/16

3. The following table details the projected outturn for 2014/15 as at 30 September 2014

Table 1 : Projected Out turn 2014/15

	2014/15 Budget	Projected Outturn 2014/15	Variance
	£000	£000	£000
Hartlebury Main	125	130	5
Worcester City Museum and Art Gallery	139	163	25
Commandery	112	116	4
Hartlebury Collections	126	113	-14
Hartlebury Museum On Move	0	-1	-1
Hartlebury Education	0	0	0
Hartlebury Museum Development Officer	0	0	0
Hartlebury Café	26	7	-19
Hartlebury Exhibit Purchases	0	0	0
Other City Museum Servs	170	200	30
Total	698	728	30

Explanation of major variances

Income and expenditure analysis

Subjective analysis

4. The forecasted overspend on the City Museum and Art Gallery is due to the income target of £26,800 related to Premises hire not being achieved. The overspend on the Other City Museum Service is due to WCC's FutureFit target savings still being unidentified as to where they are going to be met from within the base budget. Presently this £30,000 shortfall is being identified as coming from the BEC Directorate 2% reserve.

5. A detailed analysis of income and expenditure is set out at Appendix 1.

Table 2 : Subjective analysis 2014/15

	Budget	Projection	Variance
	£000	£000	£000
Employees	887	860	-27
Premises	8	6	-2
Transport	19	19	0
Supplies & services	179	259	80
Transfer to reserve	0	0	0
Income:			
Sales	-134	-125	9
Admissions	-84	-74	10
Museum on the move	-26	-31	-5
Education	-10	-18	-8
MDO grant	-42	-48	-6
MOTHS – Art Council Grant	0	-13	-13
Other	-64	-72	-8
Transfer from reserve	-35	-35	0
Total	698	728	30

Surplus/deficit split

6. The surplus/deficit split is as follows:

Worcestershire County Council (39%) - £0

Worcester City Council (61%) - £0

Café Report

FUTURE FIT savings 2014/15

7. A detailed analysis of the financial position of Hartlebury Cafe is set out at Appendix 2. The café is expected to cost £7k against a budget of £26k.

8. FUTURE FIT savings for the museum service in 2013/14. County savings of £90k. Using reserves to allow 3 years to achieve this amount and therefore £30k of reserves will be set against this in 2014/15 (as stated para 4).

	2013/14 FUTURE FIT £000's
Reduce opening hours at museum or find efficiencies as part of joint service.	90
Worcester City Savings (£25k/yr.)	75
Total	165

Draft budget 2015/16

	Budget Proposal £
2014-15 Base Budget	698,141
Inflation on Pay and Insurances	19,266
New location and operating model for Harlebury café	-27,000
Worcester City Savings Target	-25,000
2015-16 Draft Budget	665,407

Supporting Information

- Appendix 1 – Income and Expenditure analysis
- Appendix 2 – Budget Monitoring Report for Hartlebury Café 2014/15

Contact Points

County Council Contact Points

Worcester (01905) 763763, Kidderminster (01562) 822511 or Minicom: Worcester (01905) 766399

Specific Contact Points

Wendy Pickering/Alison Rainey, Principal Finance Officer,
Worcestershire County Council 01905 766747

email:

wpickering@worcestershire.gov.uk
arainey@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Director of Business Environment and Community) there are no background

| papers relating to the subject matter of this report.

Appendix 1
Income & expenditure for Joint Museum Committee

	Income			Expenditure			Total			Cost Centre
	Annual budget	Outturn	Variance	Annual budget	Outturn	Variance	Budget	Outturn	Variance	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Hartlebury Main	-85	-82	3	210	208	-2	125	126	1	S80511
MAG	-88	-46	42	226	209	-17	138	163	25	S80524
Commandery	-64	-60	4	176	171	-5	112	111	-1	S80525
Hartlebury Collections	-1	-12	-11	128	125	-3	127	113	-14	S80509
Hartlebury Museum On Move	-26	-36	-10	26	30	4	0	-6	-6	S80513
Hartlebury Education	-10	-18	-8	10	17	7	0	-1	-1	S80520
Hartlebury MDO	-42	-48	-6	42	48	6	0	0	0	S80518
Hartlebury Café	-44	-57	-13	70	74	4	26	17	-9	S80512
Hartlebury Exhibit Purchases	0	-4	-4	0	6	6	0	2	2	S80517
Grants	0	-24	-24	0	25	25	0	1	1	S80531
Other City Museum Servs	0	-9	-9	170	211	41	170	202	32	S80526
Total Joint Museum Service	-360	-396	-36	1058	1124	66	698	728	30	

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Appendix 2
 Joint Museums Service
 Budget Outturn report for Hartlebury Café 2014/15

	Budget £	Budgeted %	Qtr 1 £	%	Qtr 2 £	%	Qtr 3 £	%	Qtr 4 £	%	Outturn £	Actual %
Sales												
Catering	-44,200		-15,306		-14,343		-13,789		-13,789		-57,226	
Catering supplies	21,200		5,381		4,684		6,885		6,885		23,834	
Gross profit	<u>-23,000</u>	52	<u>-9,925</u>	65	<u>-9,659</u>	67	<u>-6,904</u>	50	<u>-6,904</u>	50	<u>-33,392</u>	58
Employees												
Salary	48,802		11,921		16,436 *		10,125		10,301		48,783	
Car allowances											0	
	<u>48,802</u>		<u>11,921</u>		<u>16,436</u>		<u>10,125</u>		<u>10,301</u>		<u>48,783</u>	
Other												
Equipment/Rental	0		21		113		0		0		134	
Laundry	0		277		290		0		0		567	
Other	0		-59		0		0		0		-59	
Insurance	284		0		0		0		284		284	
	<u>284</u>		<u>239</u>		<u>403</u>		<u>0</u>		<u>284</u>		<u>926</u>	
Total profit/loss	<u>26,086</u>		<u>2,235</u>	-15	<u>7,180</u>	-50	<u>3,221</u>	-23	<u>3,681</u>	-27	<u>16,317</u>	-29

* summer casuals

Visitor numbers - café only tickets

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

	Total visitors	income	spend per head
2007/08	24,226	26,000	1.07
2008/09	23,715	36,000	1.52
2009/10	26,342	40,000	1.52
2010/11	24,342	54,000	2.22
2011/12	25,728	50,810	1.97
2012/13	24,500	47,809	1.95
2013/14	25,087	49,340	1.97
2014/15		57,226	

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10. PERFORMANCE REPORT 2ND QUARTER 2014-15

Recommendation

1. The Museums General Manager recommends that the performance and planning information provided for the 2nd quarter 2014-15 be noted.

Background Information

2. The Service Level Agreement sets out the monitoring arrangements for the joint museum service, to include a performance framework linked to users, financial health and quality of service.

3. The attached table provides data for the 2nd quarter – July to September 2014. Among the points to note are:

- There is an overall dip in summer attendance at the Art Gallery and Museum due to the nature of the exhibition this year *Fancy Pants – A Celebration of Style*, compared with the equivalent show in 2013, *Secret Egypt*, which had a much greater appeal for families during the school holidays. We aim to book a summer exhibition in 2015 which will restore visitor numbers to at least 2013 levels. Figures however rallied in September and were up by 11% on the previous year.
- Attendances at the Commandery increased by 18%, reflecting the increase in activities and exhibitions and corresponding promotional activities.
- Figures for Hartlebury dropped by 5%, due in part to the reductions in the scale of the event programme but again increased in September by 6% on the year before.
- Hartlebury's Transport Day saw a 13% increase in visitors and 55% increase in shop/admissions and 12% increase in Café. This illustrates that it is becoming a well-recognised annual event which attracts repeat visitors - we are striving to lower the costs of the event whilst maintaining the quality.
- Heritage Open Day also saw an increase in visitors at Hartlebury - 741 this year compared to 483 last year, some of this was due to an increased social media presence for the event.

Supporting Information

Contact Points

Background Papers

- Reports from elsewhere in the region suggest that visits to museums in urban areas suffered particularly during the very good weather over the summer
- There has been a substantial increase in enquiries to the collections team. Already in the first six months of this year we are close to total figure for the whole of last year
- The number of visits by children and young people has dropped. School visits to museums are reported nationally to be under pressure from changes to the curriculum, particularly at secondary level.

- Appendix - 2014-15 Performance summary report

Specific Contact Point for this report:

Iain Rutherford, Museums General Manager
(01905) 361827/361821
Email: IRutherford@worcestershire.gov.uk

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

Museums Shared Service Partnership Agreement

Museums Worcestershire Performance Indicators - Users

2014/2015 Summary

2014/2015 figures as at 30th September 2014

PI	Description	Quarter 2		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2013	Apr-Jun 2014	Jul-Sep 2013	Jul-Sep 2014	Oct-Dec 2013	Oct-Dec 2014	Jan-Mar 2014	Jan-Mar 2015	2013/2014	2014/2015
1	Number of visits in person	25,923	24,666	35,046	30,627	24,599	0	23,005	0	108,573	55,293
a	City Museum and Art Gallery	12,015	12,196	18,663	14,231	12,994		13,653		57,325	26,427
b	The Commandery	4,227	3,527	7,313	8,678	4,902		4,218		20,660	12,205
c	County Museum, Hartlebury	7,609	6,600	6,959	6,579	5,844		4,675		25,087	13,179
d	Museum on the Move	2,072	2,343	2,111	1,139	859		459		5,501	3,482
2	Number of virtual visits via website	60,053	64,788	57,048	47,942	64,289	0	14,410	0	174,369	112,730
a	City Museum and Art Gallery	44,990	46,029	42,044	41,074	33,101		11,129		131,264	87,103
b	County Museum, Hartlebury	15,063	18,759	15,004	6,868	9,758		3,281		43,106	25,627
3	Number of enquiries	115	204	196	307	66		140		517	511
a	City Museum and Art Gallery	87	154	171	234	61		113		432	388
b	County Museum, Hartlebury	28	50	25	73	5		27		85	123
4	Organised events and exhibitions	29	62	41	46	41	0	29	0	140	108
a	City Museum and Art Gallery	11	21	12	17	18		20		61	38
b	The Commandery	3	25	6	7	11		4		24	32
c	County Museum, Hartlebury	15	16	23	22	12		5		55	38
5	Number of visits by children/young people	4,387	4,517	4,106	3,084	4,385	0	4,156	0	17,034	7,601

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Museums Worcestershire Performance Indicators - Finance & Quality

2014/2015 Summary

2013/2014 figures as at 30th September 2014

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2013	Apr-Jun 2014	Jul-Sep 2013	Jul-Sep 2014	Oct-Dec 2013	Oct-Dec 2014	Jan-Mar 2014	Jan-Mar 2015	2013/2014	2014/2015
1	Retail spend per head (based on turnover from retail outlets)										
a	City Museum and Art Gallery	£0.54	£0.67	£0.50	£0.58	£1.10		£0.83		£0.64	
b	The Commandery	£0.63	£0.59	£0.48	£0.35	£0.59		£0.68		£0.58	
c	County Museum, Hartlebury	£1.07	£1.03	£1.17	£0.94	£0.46		£0.73		£0.78	
2	Cost per visit or usage (net expenditure divided by physical visits or usages total)										
a	City Museum and Art Gallery	£5.72	£5.84	£3.22	£9.70	£6.07		£3.27		£4.40	
b	The Commandery	£15.72	£15.22	£8.90	£13.00	£12.94		£14.48		£12.39	
c	County Museum, Hartlebury	£7.18	£4.47	£9.10	£9.62	£12.81		£10.62		£9.66	
3	Level of earned income as percentage of subsidy										
a	City Museum and Art Gallery	9.61%	8.70%	23.24%	20.84%	35.06%		51.84%		51.84%	
b	The Commandery	11.39%	8.31%	22.47%	23.01%	35.03%		47.65%		47.65%	
c	County Museum, Hartlebury	13.93%	16.44%	20.09%	31.29%	25.36%		32.86%		32.86%	
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	4.00
b	The Commandery	3.90	3.90	3.90	3.90	3.90		3.90		3.90	3.90
c	County Museum, Hartlebury	4.60	4.60	4.60	4.60	4.60		4.60		4.60	4.60
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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**Joint Museums Committee
17 November 2014**

11. 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 Information

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

Work Programme

4 March 2015 at 2.00pm (The Guildhall, Worcester)

Museums Worcestershire shared service review
Hartlebury management plan
Fundraising strategy/ Arts Council bid
Museum on the Move
Museum and Art Gallery - update
Heritage Marketing Progress Report
Performance and Planning Report – 3rd quarter
Finance – 3rd quarter monitoring report

June 2015

Commandery redevelopment programme
Object Disposal framework
Volunteering review
Heritage Marketing Progress Report
Performance and Planning Report – 4th quarter
Finance – 4th quarter monitoring report

September 2015

Hartlebury progress report
Heritage Marketing Progress Report
Performance and Planning Report – 1st quarter
Finance – 1st quarter monitoring report

November 2015

Heritage Marketing Progress Report
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

Worcester (01905) 763763, Kidderminster (01562) 822511
or Minicom: Worcester (01905) 766399

Specific Contact Points

Simon Lewis, Committee Officer, Worcestershire County
Council 01905 766621

email: slewis@worcestershire.gov.uk

Background Papers

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

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of the Local Government Act 1972.

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