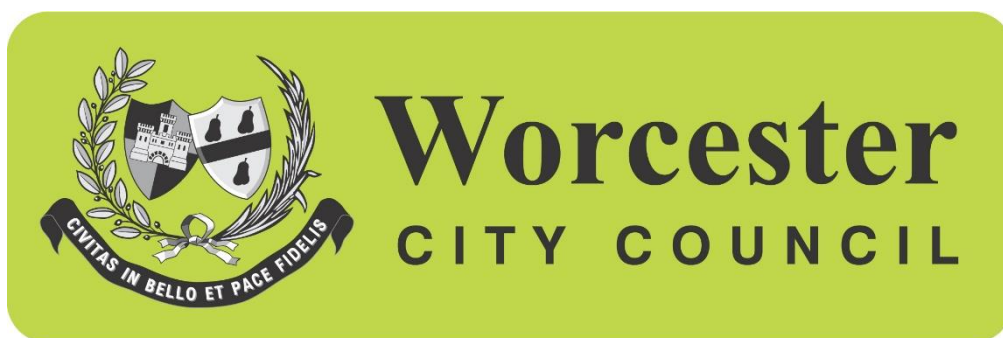


**Joint Museums Committee**  
**Thursday, 17 November 2022**

**Agenda**

<b>Item No</b>	<b>Subject</b>	<b>Page No</b>
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## **JOINT MUSEUMS COMMITTEE**

### **AGENDA**

**Date: Thursday, 17th November, 2022**

**Time: 3.30 pm**

**Venue: City Museum and Art Gallery**

## **JOINT MUSEUMS COMMITTEE**

### **Information for Members of the Public**

Part I of the Agenda includes items for discussion in public. You have the right to inspect copies of Minutes and reports on this part of the Agenda as well as background documents used in the preparation of these reports. Details of the background papers appear at the foot of each report. Part II of the Agenda (if applicable) deals with items of 'Exempt Information' for which it is anticipated that the public may be excluded from the meeting and neither reports nor background papers are open to public inspection.

Please note that this is a public meeting and members of the public and press are permitted to report on the proceedings. "Reporting" includes filming, photographing, making an audio recording and providing commentary on proceedings. Any communicative method can be used to report on the proceedings, including the internet, to publish, post or share the proceedings. Accordingly, the attendance of members of the public at this meeting may be recorded and broadcast. By choosing to attend this public meeting you are deemed to have given your consent to being filmed or recorded and for any footage to be broadcast or published.

At the start of the meeting under the item 'Public Participation' up to fifteen minutes in total is allowed for members of the public to present a petition, ask a question or comment on any matter on the Agenda. Participants need to indicate that they wish to speak by 4.30 p.m. on the last working day before the meeting by writing, telephoning or E-Mailing the officer mentioned below.

If you have any queries about this Agenda or require any details of background papers, further documents or information please refer to the Officer Contact shown. Enquiries of a general nature can be addressed to Margaret Johnson, Democratic Services Administrator, Democratic and Civic Services, Guildhall, Worcester WR1 2EY Telephone: 01905 722085. E-Mail Address: [committeeadministration@worcester.gov.uk](mailto:committeeadministration@worcester.gov.uk).

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**Joint Museums Committee**  
**Thursday, 17 November 2022**

**Members of the Committee:-**

Chair: Councillor Marcus Hart (C)  
Vice-Chair: Councillor Mrs. Lucy Hodgson (C)

Councillor Patricia Agar (LCo)

Councillor Andy Roberts (C)

C = Conservative

G = Green

L = Labour

LCo = Labour and Co-operative

LD = Liberal Democrat

**AGENDA**

**Part 1**

**(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)**

1. **Appointment of Substitutes**

To receive details of any Members appointed to attend the meeting instead of a Member of the Committee.

2. **Declarations of Interest**

To receive any declarations of interest.

3. **Public Participation**

Up to a total of fifteen minutes can be allowed, each speaker being allocated a maximum of five minutes, for members of the public to present a petition, ask a question or comment on any item on the Agenda or within the remit of the Committee.

4. **Minutes**

Page(s): 1 - 6

Of the meeting held on 6<sup>th</sup> October 2022 to be approved and signed.

5. **Quarter 2 Performance Report 2022-23**

Page(s): 7 - 16

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager  
Tel: 01905 25371

That the Joint Committee note the performance information provided relating to the 2<sup>nd</sup> quarter 2022-23.

6. **Quarter 2 Finance Report 2022-23**

Page(s): 17 - 20

Ward(s): All Wards

Contact Officer: Mark Baldwin, Head of Finance  
Tel: 01905 722007

That the Joint Committee reviews the financial monitoring details including budget variances for the 2nd quarter ended 30<sup>th</sup> September 2022.

7. **2022-23 and 2023-24 Budget**

Page(s): 21 - 24

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager

Tel: 01905 25371

That the Joint Committee approve the proposals set out in the report to meet the staff pay award commitments in 2022-23 and the savings requested for 2023-24.

8. **Tickenhill Collection Trust Annual Report**

Page(s): 25 - 30

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager

Tel: 01905 25371

That the Joint Committee

1. receive the annual report regarding the activities of the Tickenhill Collection in 2021-22; and
2. note the position of the Tickenhill Trust within the upcoming planning for the County Museum.

9. **Joint Museums Committee Work Programme**

Page(s): 31 - 32

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager

Tel: 01905 25371

That the Joint Committee note its future work programme and consider whether there are any additional matters it would wish to be incorporated.

10. **Art Gallery and Museum Development**

Page(s): 33 - 34

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager

Tel: 01905 25371

That the Joint Committee note the progress on plans to develop the Art Gallery and Museum.

11. **Any Other Business**

Which in the opinion of the Chair is of sufficient urgency as to warrant consideration.

**JOINT MUSEUMS COMMITTEE****6th October 2022**

**Present:** Councillor Marcus Hart in the Chair

Councillors Agar, Mrs L. Hodgson (Vice-Chair) and Roberts

**Officers:** Mark Baldwin, Head of Finance (Worcester City Council)  
Deborah Fox, Senior Curator  
Hannah Perrott, Assistant Director, Communities (Worcestershire County Council)  
Philippa Tinsley, Museums Manager

**12 Appointment of Substitutes**

None.

**13 Declarations of Interest**

None.

**14 Public Participation**

None.

**15 Minutes**

**RESOLVED: That the minutes of the meetings held on 7<sup>th</sup> June 2022 be approved as a correct record and signed by the Chair.**

**16 Quarter 1 Performance Report 2022-23**

The Joint Committee considered a report on progress in delivering the work programme against targets in the period April-June 2022, in comparison to previous years. The Museums Manager presented the report and highlighted the key points.

It was noted that visitor numbers to all sites and income have recovered to pre-pandemic levels, in line with our most successful years.

Reference was made to the sad news that Professor Rolf Olsen, the Chairman of Trustees of the newly formed Worcestershire Heritage, Art and Museums charity, had recently passed away after a short illness. The charity will be continuing to work on Professor Olsen's ambitions, and it is hoped to involve his family in the planning.

There had been one item of negative feedback during the quarter, from a visually impaired customer. Staff had responded promptly to address the matters raised, working in partnership with Sight Concern.

Members acknowledged the work done to ensure recovery of visitor numbers.

**RESOLVED: That the Joint Committee note the performance information for the 1<sup>st</sup> quarter 2022-23.**

**17 Quarter 1 Finance Report 2022-23**

The Joint Committee received a report on the financial monitoring details including budget variances for the 1<sup>st</sup> quarter ended 30<sup>th</sup> June 2022. The Head of Finance, Worcester City Council presented the report and highlighted the main points.

It was noted that, whilst the forecast year-end position at Q1 is £36,992 surplus, the 2022/23 pay award is anticipated to be significantly higher than provided for in the service's budget set in November 2021. It is expected that this position will be better understood by the November meeting. There will be a separate report to the Joint Committee to propose any ongoing structural changes required.

**RESOLVED: That the Joint Committee note the financial monitoring details, including budget variances for the 1<sup>st</sup> Quarter ended 30<sup>th</sup> June 2022.**

**18 Museums 2023-24 Fees and Charges**

The Joint Committee considered a proposed package of changes to the Museums' fees and charges and their inclusion in the wider Worcester City Council and Worcestershire County Council fee setting process. The Museums Manager presented the report and explained that the proposals were for a 5% increase across the board, rounded up or down. This approach was intended to prioritise minimising increases to fees for services mainly used by residents and families.

It was explained that, while fees and charges are considered by the two authorities on a financial year basis, the majority of publicity for museums is produced annually for a calendar year. It was therefore proposed that 2023 publicity should include any increased prices, rather than delaying changes.

In the ensuing discussion, the following main points were raised:

- The proposal for a new fee at The Commandery, following the change in the law to allow weddings outdoors, reflects the fact that the hire will include the use of some indoor spaces. The fee is broadly similar to that charged for wedding hire at the Guildhall.
- At present, there are only a limited number of days on which the Museum and Art Gallery is available for hire. Officers will look at how this offer can be developed.
- The current Canaletto exhibition is the first occasion on which an admission charge has been applied. Officers will review the take-up and feedback received.

**RESOLVED: That the Joint Committee agree to approve:**



- 1. the proposed package of changes to the Museums' fees and charges and recommends their inclusion in the wider Worcester City Council and Worcestershire County Council fee setting process; and**
- 2. the temporary alteration from 1 January 2023 of any fees to be included in annual calendar-year publicity.**

## **19 Collections Development Update**

The Senior Curator provided an update report on progress and forward aims on work to develop the two authorities' museum collections. She highlighted a number of aspects, including a planned application to Arts Council England to fund an eighteen-month project to translate outreach work into improved museum displays and plans for returning long-term loans before the lease at the Collections Store ends in 2025.

The Museums Manager reported that a number of projects had received specific Covid emergency funding from Historic England, Arts Council England and the Department of Culture Media & Sport's Covid Emergency Response Funds. The funders had agreed that their funding towards core salary time and overheads could be moved to museum reserves at their project year-ends. These projects are now complete with all funding confirmed, but still holding reserves of £14,444 (No One Left Behind), £100 (Culture Recovery 1) and £442 (Culture Recovery 3). These reserves are no longer required to be ring-fenced to these projects and the funders do not require any additional reporting on their use. Approval was sought to de-restrict these reserves and to allocate £9,000 from general reserves to:

- fund a fixed-term post 1 day per week for 12 months to work on returning long-term loans, and
- provide a budget for return transport for larger loans.

Members discussed the policy on the return of long-term loans. Officers explained that this can be challenging for a number of reasons, including tracing descendants of original lenders and the large size of some of the objects. To make progress with lenders, this work needs dedicated capacity, hence the proposal to establish a funding allocation from general reserves.

Members expressed support for the proposed way forward.

### **RESOLVED: That the Joint Committee agree to:**

- 1. note the progress and forward aims on work to develop the two authorities' museum collections;**
- 2. approve the de-restriction of the emergency Covid Project Reserves; and**
- 3. allocate £9,000 from general reserves to support the return of long-term loans and the continuity of community-focussed collections work.**

## 20 **Canaletto Exhibition at Worcester Museum and Art Gallery**

The Senior Curator informed the Joint Committee of the exhibition from 1<sup>st</sup> October 2022 to 7<sup>th</sup> January 2023 and accompanying programme celebrating the work of Canaletto. It is the most ambitious and expensive exhibition ever developed at Worcester City Art Gallery and Museum and the service has been successful in bids for external funding from Art Fund, Elmley Foundation and Arts Worcestershire of £20,500, in addition to specific additional support from Worcester City Council.

She advised that this is a ticketed event, with a 50% discount for Worcester residents and free admission for under-16s. Furthermore, free learning sessions are available for schools, colleges and home educator groups. The service will also be working with community groups such as Sight Concern and Worcestershire's local community of Ukrainian refugees to offer targeted free-admission vouchers. This approach will also be used to reach sixth formers studying art. Bursaries have been funded by the Elmley Foundation for university level students at the University of Worcester and Hereford College of Art who are specialising in the arts to participate in a specialist-supported field trip to Venice.

A question was asked about whether a further discount can be offered to Worcester residents who cannot afford the discounted admission fee. Reference was made to feeding into the work of the City Council's Cost of Living Task and Finish Group. The Museums Manager agreed to investigate these points with the relevant City Council Officers.

**RESOLVED: That the Joint Committee note the progress in development of the Canaletto exhibition and its associated community impact.**

## 21 **County Museum Development**

The Joint Committee considered a report on the two leases which are held by Worcestershire County Council for the area making up the County Museum at Hartlebury Castle, and also the lease on the Collections Store at Hartlebury Trading Estate. The Museums Manager presented the report and explained that all these leases will come to an end over the next few years. Work has started to investigate the lease-end options for the two sites, with the aim of discussing those with partners and presenting an options appraisal to this Committee next year, to then be recommended for a decision to the County Council Cabinet.

The report included an exempt appendix, which summarises the lease positions and the property investigation work. The Joint Committee considered this information in private as the information is commercially sensitive.

The Museums Manager advised that the report on the options appraisal is likely to be presented to the Joint Committee in March or June.

**RESOLVED: That the Joint Committee note the planning underway to manage the County Museum's upcoming lease ends.**

**22 Joint Museums Committee Work Plan**

The Joint Committee considered its future work programme. The Museums Manager presented the report and highlighted the main items for consideration at future meetings.

There were no additional items added to the work programme by Joint Committee Members.

**RESOLVED: That the Joint Committee note the work programme.**

**23 Any Other Business**

It was noted that the next meeting will be held on 17 November 2022 at the City Museum and Art Gallery. Members asked if they could be given a tour prior to the meeting. The Museums Manager stated that she would look to arrange this.

**24 Item Involving the Disclosure of Exempt Information**

**RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of information as defined in Schedule 12A of the said Act.**

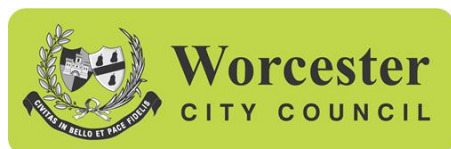
**25 County Museum Development**

The Joint Committee considered a report on the terms of the County Museum property leases. The item was classed as exempt as the information was commercially sensitive. Members noted the report.

**Duration of the meeting: 11.30a.m. – 12.50p.m.**

Chair at the meeting on  
17th November 2022

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**Report to: Joint Museums Committee, 17<sup>th</sup> November 2022**

**Report of: Museums Manager**

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**Subject: 2022-23 QUARTER 2 PERFORMANCE**

**1. Recommendation**

**1.1 That the Joint Committee note the performance information provided relating to the 2<sup>nd</sup> quarter 2022-23.**

**2. Background**

2.1 The appended summary of performance indicators and visitor feedback, and the information below gives an account of progress in delivering the work programme against plans and against targets in comparison to previous years.

**3. Information**

- 3.1 This summer's performance places the County Museum and Worcester Art Gallery & Museum firmly back on their pre-Covid growth trends. It is good to see that visitors are confident about returning to great exhibitions and museum events in their local areas. It has been a different experience for national museums who are still finding visitors slow to return, and for libraries and for leisure centres for whom customers are changing in their needs and ways they interact.
- 3.2 2019's Star Wars summer exhibition at the Art Gallery remains unbeaten as a crowd pleaser, but a similar very wide demographic visited this summer's Middle Earth exhibition including many local and tourist families.
- 3.3 The Commandery struggled the most of the three venues over this quarter. It is now five years since the last relaunch and associated publicity drive meaning the museum's reach to destination visitors has decreased. A new relaunch is intended in a few years alongside the new Worcestershire Soldier display, and next year there is City Plan funding for a regional/national heritage campaign. Booked activities and events continue to grow both in numbers and income and hire enquiries are also broadening. This suggests that the post-Covid inclination to visit for a special experience remains. We will monitor visitor motivation over the rest of the year and aim to develop new ways for the 'everyday' visit to be seen as something special.
- 3.4 The Commandery has been awarded the Visit England Visitor Attraction accolade for Quality Food and Drink, and Hartlebury Castle has been awarded the accolade of Hidden Gem for the second year running. Both accolades come out of our regular 'mystery shopper' visits and reflect areas of excellence. They will be promoted by Visit England.

- 3.5 The cost-of-living crisis has not yet had a significant impact on visitors to the museums, but we are seeing some early signs to monitor. Hartlebury Castle's Heritage Open Days weekend offer (with free entry) was its most successful ever with over a thousand attendees. School bookings at the start of the school year were lower than last year's growth had indicated, suggesting that the current uncertainty over education budgets is having an impact.
- 3.6 We will continue to promote where museums and their associated projects offer free and low-cost social and learning opportunities for visitors. With evidence in the benefits to wellbeing growing to a 21% improvement in positive mental state gained by participants in museum activities, museums continue to show their relevance for challenging times.

**Ward(s):**  
**Contact Officer:**

**All wards**  
**Philippa Tinsley, Tel: 01905 25371, email:**  
**philippa.tinsley@worcester.gov.uk**

**Supporting**  
**documents:**

**Appendix 1: MW PIs summary Q2 2022-23**  
**Appendix 2: MW Service Plan Q2 2022-23**

## Museums Worcestershire Performance Indicators

### 2022-23 Quarter 2

	<i>measures</i>	<i>22-23 Q2</i>	<i>2021-22 Q2</i>	<i>2020-21 Q2</i>	<i>2019-20 Q2</i>	<i>2018-19 Q2</i>	<i>2017-18 Q2</i>
<b>Number of visitors, Worcester City Art Gallery &amp; Museum</b>	Participation	19,418	20,336	6,847	27,016	17,095	17,468

	<i>measures</i>	<i>22-23 Q2</i>	<i>2021-22 Q2</i>	<i>2020-21 Q2</i>	<i>2019-20 Q2</i>	<i>2018-19 Q2</i>	<i>2017-18 Q2</i>
<b>Number of visitors, Commandery</b>	Participation	3,913	5,033	1,640	5,296	6,058	7,144

	<i>measures</i>	<i>22-23 Q2</i>	<i>2021-22 Q2</i>	<i>2020-21 Q2</i>	<i>2019-20 Q2</i>	<i>2018-19 Q2</i>	<i>2017-18 Q2</i>
<b>Number of visitors, County Museum at Hartlebury Castle</b>	Participation	7,982	6,485	3,071	6,872	7,118	4,891

	<i>measures</i>	<i>22-23 Q2</i>	<i>2021-22 Q2</i>	<i>2020-21 Q2</i>	<i>2019-20 Q2</i>	<i>2018-19 Q2</i>	<i>2017-18 Q2</i>
<b>Website users sessions</b>	Reach	53,412	45,738	29,975	37,668	85,777 views (roughly equivalent to 28,592 users)	71,227 views (roughly equivalent to 23,742 users)
<b>Social media followers</b>	Reach	21,845	20,008	<i>New PI for 2021</i>			
<b>Income performance for all sites against target (%)</b>	Viability	92% Income £47,921	108% Income £54,671	29.7% Income £15,311	90.3% Income £47,084	88% Income £43,907	Not previously measured
<b>Number of children and young people visiting as part of a formal education programme</b>	Engagement	775	1,545	300	569	725	Previously only measured as income
<b>Number of learners engaged in informal education programmes, adults and children</b>	Engagement	2,770	2,929	420	2,258	1,829	Not previously measured
<b>Average improvement in wellbeing experienced by museum visitors and participants</b>	Impact	21%	17%	<i>New PI for 2021</i>			

## QUALITATIVE FEEDBACK

### WORCESTERSHIRE COUNTY MUSEUM

**Email received in September 2022, giving very detailed feedback about the quality of the County Museum offer and the staff:**

My husband and I visited Hartlebury Castle yesterday and spent an hour having a guided tour of the County Museum by a brilliant tour guide called Cathy. Describing some of the artefacts, she brought the history of these objects to life and was very knowledgeable and able to put the objects into the contextual history of the times from medieval history up until the time when the Parkers made their bequest and the County Museum opened at Hartlebury Castle.

Having lived in Worcestershire for almost 40 years we have been very interested in the local history of Birmingham but until now have not learnt much about the history of the County of Worcestershire and its people. This tour piqued our interest in the pivotal place Worcestershire played in some of the major events in British History. It was not just that Cathy was an informative guide but she has obviously done a lot of research herself and was able to tell us about her interesting findings. She is a obviously a very well Informed historian and able to present information very well.

We would like to thank her for spending the time with us and we will certainly visit the museum again and see some more of the exhibits and learn more. Cathy is really an asset to the museum and has a pleasant manner which made it an enjoyable tour which resulted in an interactive discussion. We would like to pass on our thanks to her for the time she spent with us and we hope we will see her when we visit the museum again.



# MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2022-23

*Quarter 2 (July-Sept)*

Key Priorities	Actions	
	What	By when

STRATEGIC AIM 1	Develop the venues and collections for the future. Work with visitors, stakeholders, funders and partners to grow an ambitious and sustainable service.	
Ambitious programming to boost post-Covid recovery	<b>Curate an ambitious programme of exhibitions at Worcester City Art Gallery &amp; Museum supported by partners and funders</b> <ul style="list-style-type: none"> <li> <b>Reflections of Japan</b> <p><i>Hokusai's Great Wave: Reflections of Japan</i> was funded by Art Fund with loans from Tate, Bewdley Museum, Museum of Royal Worcester and the Great Wave from Bristol Museums and saw visitor numbers of around 13500.</p> <p>The exhibition saw the art gallery and museum's first audio tour for visually impaired visitors and a partnership with Sight Concern, a dedicated children's trail, workshop, a talk, gallery tour, catalogue and an online digital 'reading area' for those unable to visit, who wanted information prior to visiting or further reading after a visit.</p> <p>Visitor feedback:  <i>"A real credit to your city"</i></p> </li> </ul>	July 2022
	<ul style="list-style-type: none"> <li> <b>Magic of Middle Earth</b> <p><i>The Magic of Middle Earth</i> exhibition was well received over the summer holiday period with visitor numbers of c17500 between July and mid-September.</p> <p>The exhibition was launched in July by costumed orcs and hobbits. Visitors were able to enjoy a dedicated children's trail and a well-received audio trail for visually impaired visitors.</p> </li> </ul>	Sept 2022

Key Priorities		Actions	
		What	By when
		<p>Visitor feedback:</p> <p><i>"Today I went to see The Magic of Middle Earth and wow what a great experience!</i></p> <p><i>"In the 70s as a teenager I was a huge fan of The Hobbit and Lord of the rings and I remember avidly reading the books (I was fully sighted then). The exhibition with the wonderful audio description for everything back to me and I felt quite emotional going round the exhibition, not just with the memories but with grateful thanks to the efforts you and your team have put into making this more accessible to people like me."</i></p>	
Preparation for capital development		<p><b>Support the County's Property team on the end-of-leases review and work up visions and business plans for future options for consideration</b></p> <p>County Council Property Team have commissioned external advice to support the outline planning and costing of several potential options for the long-term future of the County Museum.</p> <p>Additional work is now underway to consider risks, funding opportunities and revenue funding partnerships, narrowing down the options. These will be presented to JMC and then County Cabinet in 2023.</p>	Sept 2022
<b>STRATEGIC AIM 2</b>	<p><b>Strengthen the core.</b></p> <p>Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.</p>		
Understand the potential of nationally important collections.		<b>Shirley &amp; Rolf Olsen Fund to develop the Art Collection accepted and a fundraising strategy in place</b>	July 2022

Key Priorities		Actions	
		What	By when
		<p>Worcestershire Heritage, Arts &amp; Museums adopted a strategy for the Shirley &amp; Rolf Olsen Purchase Fund in June 2022 and started identifying artworks that could be acquired for the City Collection, but Professor Olsen's sad passing means the donation will come via the estate.</p> <p>Museums Worcestershire has continued with the first planned acquisition of two paintings by Dame Laura Knight and has secured funding from foundations towards their purchase. A funding appeal to the museums members for the final amount is to be launched this month.</p>	
<b>STRATEGIC AIM 3</b>	<b>Learn from our audiences and improve.</b> Respond to feedback and data to broaden our engagement and prioritise annual work programmes.		
Better understand how museum audiences have changed and integrate this into future planning		<b>Review opening hours and seasonal closures at all sites to better inform future planning</b>  An initial review has concluded that audiences are not finding significant barriers with the current opening hours. A series of review points have been planned to test visitors' interest in specific current out-of-hours periods and to analyse audience and local data relating to specific days and timing. These will feed into wider planning at all sites.	Sept 2022
<b>STRATEGIC AIM 5</b>	<b>Grow and diversify our funding and resilience.</b> Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.		
Develop the range of income streams across museums		<b>Launch The Commandery's escape room</b>  The Escape Room was completed, Games Masters recruited and testing started in September. Publicity went out in October and the first groups are booked in November.	Sept 2022

Key Priorities	Actions	
	What	By when
	Feedback so far from test players was very good and helped with the final tweaking of the offer.	
	<p><b>Increase the number of members of the Art Gallery &amp; Museum and Commandery and undertake a members' event with fundraising</b></p> <p>A Members' event was held in June to introduce the plans for the new Art Gallery and the development of the art collection as well as the charity's fundraising. An encouraging individual donation was received as a result.</p> <p>A recruitment campaign will be undertaken in phases to link with other events and opportunities. Front-line staff are encouraging visitors to the Canaletto exhibition to join and receive the discount benefits.</p>	July 2022

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**Report to: Joint Museums Committee, 17th November 2022**

**Report of: Head of Finance**

**Subject: Q2 Finance Report 2022/23**

**1. Recommendation**

- 1.1 **That the Committee reviews the financial monitoring details including budget variances for the 2nd quarter ended 30<sup>th</sup> September 2022.**

**2. Background**

- 2.1 This report provides information on the following at Q2:

- Forecast Year end position as at Q2 30<sup>th</sup> September 2022
- Explanation of main variances
- Draft budget proposal 2023/24
- Reserves

**3. Information**

**3.1 Q2 Revenue Budget Performance**

The forecast year-end position for the City-hosted teams at Q2 is breakeven.

**3.2 Table 1: 2022/23 Projected Year End Outturn as at 30<sup>th</sup> September 2022**

<b>Worcester City Hosting</b>	<b>2022/23 Budget</b>	<b>Year End 2022/23</b>	<b>Variance</b>	<b>Variance %</b>
Museum and Art Gallery	230,685	237,947	7,262	3%
Commandery	108,770	139,263	30,493	28%
Joint Museums Collections Team	90,616	95,821	5,205	6%
Joint Museums Management Team	285,900	242,939	-42,961	-15%
Projects	-	-	-	-
<b>Total (Surplus)</b>	<b>715,971</b>	<b>715,971</b>	<b>0</b>	<b>-</b>
Transfer to/from reserves	-	-	-	-
Worcester City contribution	(497,578)	(497,578)	-	-
Worcester County contribution	(218,393)	(218,393)	-	-
<b>Funding</b>	<b>(715,971)</b>	<b>(715,971)</b>	<b>-</b>	<b>-</b>

3.3 **Table 2: Subjective Analysis 2022/2023**

<b>Worcester City Hosting</b>	<b>2022/23 Budget</b>	<b>Year End 2022/23</b>	<b>Variance</b>	<b>Variance %</b>
Employees	809,925	795,283	(14,642)	-2%
Premises	980	960	(20)	-2%
Transport	2,132	2,132	-	-
Supplies & services	115,650	115,904	254	-
Third Party Payment	-	-	-	-
Fees & Charges	(82,600)	(70,751)	11,849	-14%
Other Income	(62,576)	(60,017)	2,559	-4%
Grants & Contributions	(783,511)	(783,511)	-	-
Transfer from reserves	-	-	-	-
<b>Total (Surplus)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

3.4 **Table 3: 2022/23 Projected Year End Outturn as at 30<sup>th</sup> September 2022**

<b>County Hosting</b>	<b>2022/23 Budget</b>	<b>Projected 2022/23</b>	<b>Variance</b>	<b>Variance %</b>
Hartlebury Operations	238,421	233,297	(5,124)	- 2.15%

3.5 **Table 4: Subjective Analysis 2022/23**

<b>County Hosting – Hartlebury</b>	<b>2022/23 Budget</b>	<b>Year End 2022/23</b>	<b>Variance</b>	<b>Variance %</b>
Employees	260,490	251,361	(9,129)	-3.50%
Premises	2,550	2,554	4	-0.16%
Transport	4,826	3,626	(1,200)	-24.87%
Supplies & services	36,061	40,462	4,401	12.20%
Income	(65,506)	(64,706)	800	-1.22%
<b>Total (Surplus)</b>	<b>238,421</b>	<b>233,297</b>	<b>(5,124)</b>	<b>-2.15%</b>

Hartlebury Operations is hosted by the County Council.

3.6 **Explanation of major variances**

Both the City-hosted teams and the Hartlebury operations team are currently expected to break even at year end. Both budgets have seen underspend on salaries through the careful use of vacancies, casual staff and overtime. Both budgets are currently projecting a small underachievement of income against targets but it is anticipated this will be balanced through reduced spending on staff and supplies.

Additional work is required on both budgets this quarter following the agreement of the 22-23 pay award; this is being approached differently at each authority. The work agreed last year to move budget between Hartlebury operations and property headings to accommodate inflationary increases has been included above.



Estimates for the pay award have been included in City Council services projections, but not yet in County Council services projections. This work will be fully complete and projections aligned to enable internal planning over the next month, and reported to the Committee in the Q3 report.

### **Draft Budget proposal 2023/24**

<b>Worcester City Hosting</b>	<b>2023/24 City Contribution Proposal</b>	<b>2023/24 County Contribution Proposal</b>	<b>2023/24 Total Draft JMS Budget</b>
Base budget 2022/23	497,578	201,494	699,072
Locally agreed pay award 2022/23	11,580	0	11,580
Plus inflation	40,869	10,256	51,125
Savings		(1,000)	(1,000)
<b>Total (Including inflation)</b>	<b>550,027</b>	<b>210,750</b>	<b>760,777</b>

The 2023/24 draft budget for the City Council is being prepared for review by the Policy & Resources Committee on 13<sup>th</sup> December 22, final approval by Council in February.

<b>County Hosting – Hartlebury</b>	<b>2023/24 Budget Proposal</b>
Base budget 2022/23	238,421
Inflation	13,781
Savings	(3,000)
<b>Total (Plus inflation)</b>	<b>249,202</b>

The County budgets will receive final approval by the Council in February.

### **3.7 Surplus/deficit split**

Under the terms of the agreement, any variance to budget within 5%, will be transferred to the Joint Museum general reserve. The value of the reserve at the end of Q2 was £142,423.

There have been no transfers from the general reserve in Q2.

### **3.8 Restricted Reserves**

These funds are restricted to be used on specific projects and museum work: -

Project reserve **£122,316**

<b>Project</b>	<b>Balance b/fwd. 22/23</b>
<b>Commandery Arts project</b>	16,773
<b>Membership Scheme</b>	2,432
<b>Porcelain Commissions</b>	23,796
<b>What's on project</b>	1,820
<b>*No One Left behind project</b>	14,444
<b>*Culture Recovery</b>	100
<b>Volunteers at Home</b>	453
<b>Esme Fairbairn</b>	29,011
<b>Museums on the Move</b>	6,562
<b>Commandery Development</b>	14,830
<b>*Culture Recovery 3</b>	442
<b>John Ellerman</b>	5,214
<b>Japanese Masters</b>	6,439
<b>Total</b>	<b>122,316</b>

\*Reserves of £14,444 (No One Left Behind), £100 (Culture Recovery 1) and £442 (Culture Recovery 3) will be transferred to the general reserve as agreed at The Joint Museums Committee on 6<sup>th</sup> October 22

There have been no transfers from the projects reserves in Qtr. 2.

**Ward(s):** All  
**Contact Officer:** Mark Baldwin – Tel: 01905 722007  
 Email – [mark.baldwin@worcester.gov.uk](mailto:mark.baldwin@worcester.gov.uk)  
**Background Papers:** None



**Report to: Joint Museums Committee, 17<sup>th</sup> November 2022**

**Report of: Museums Manager**

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**Subject: 2022-23 AND 2023-24 BUDGET**

**1. Recommendation**

- 1.1 That the Joint Committee approve the proposals set out in the report to meet the staff pay award commitments in 2022-23 and the savings requested for 2023-24.**

**2. Background**

- 2.1 The Joint Museums agreement sets out that this Committee should plan the annual budget for the joint service by the end of November each year. Any saving requirements from each authority have customarily been included at the same time to enable timely planning by the Committee to aim to meet these.
- 2.2 In November 2021, a relatively modest inflationary increase to museums budgets was anticipated and planned for. National and global events have superseded that prediction which now requires in-year adjustments.

**3. Information**

- 3.1 The Local Government Employers and Unions have now agreed a 22-23 pay award for local authority staff. This award is backdated to April 2022. Rather than a percentage on all salaries, the increase is a fixed sum for all staff equating to over 10% for the lowest grades and a smaller percentage for those on higher grades.
- (a) For the City-hosted museums, this comes to £27,400 more than we had planned for.
  - (b) For the Hartlebury operations team, the cost is £20,000. Although the County Council had required a standstill budget in 22-23, we had anticipated being able to meet a £6,400 pay award through savings elsewhere.
  - (c) In total the nationally agreed pay award was £41,000 more than we had set in the 22-23 budget.
- 3.2 In addition, Worcester City Council's Policy & Resources Committee on 15 November will be considering recommendations:
- (a) To raise salaries by a further 0.8% to close the gap between Worcester City and neighbouring councils created by a pay freeze in 2011-12.

- (b) To remove the two lowest spine points in order to meet the City's commitment to be a Real Living Wage employer.
- (c) These two local awards will cost an additional £11,580 on the museums' City-hosted teams.

#### **4. Preferred Option**

- 4.1 We propose to meet the national pay award within the 22-23 ring-fenced budgets by making the following changes across all budgets:
- (a) Increasing income targets where we have seen successful growth.
  - (b) A line-by-line review and efficiency reduction of all transport and supply budgets.
  - (c) A negotiated saving in the business rates at the County Museum and the use of some of this saving towards staff costs (agreed last November).
  - (d) A review and efficiency reduction to all vacant posts on reappointing, this year and next year.
  - (e) Agreeing a request from a County Museum staff member to reduce their hours and reducing the amount of in-house collections maintenance and adjusting volunteer support to accommodate this.
  - (f) Savings made this year on maternity leave cover.
  - (g) The reallocation of a budgeted amount for pensions underfunding back to standard employer pension contributions. This was a required additional contribution when the Joint Museums pensions were 'bubbled' but is not now required as a separate contribution by either authority.
- 4.2 The City Council have agreed to make an in-year increase of £11,580 to their contribution to the museums' budget to meet the proposed additional local awards, if those proposals are approved.
- 4.3 The County Council have requested a £4,000 saving in 23-24. We propose to also meet this through the changes set out above.
- 4.4 Budget headings will need to be adjusted, but the share of contribution between the City and County councils will remain as planned.

#### **5. Alternative Options Considered**

- 5.1 Reduce the museums' opening hours.  
*Disadvantages:* this would have a negative impact on the lowest-paid staff; potential financial impact on partners and independent businesses.
- 5.2 Cut Worcester Art Gallery's exhibition programme back to a fixed display and try and fund changes with external funding.  
*Disadvantages:* takes away matched funding so makes it difficult to reach the current success in leveraging in additional funds; cuts ambition and therefore opportunities for long-term income growth.
- 5.3 Stop offering a learning/family programme at Worcester Art Gallery.

*Disadvantages:* knock-on impact on grants (often require a learning capability); impact on visitor satisfaction and younger audience growth; impact on staff retention and recruitment.

5.4 Reduce management team hours.

*Disadvantages:* loss of capacity will limit external funding brought in (£294k last year – more than the team costs in total) and halt development; impact on staff retention and recruitment.

## 6. **Implications**

### 6.1 Financial and Budgetary Implications

Pay awards are made via each authority's payroll. This is a significant reduction to the museums' budget and needs careful planning and implementation to avoid impact to capacity and productivity.

### 6.2 Legal and Governance Implications

There are no anticipated legal or governance implications of this report.

### 6.3 Risk Implications

The museum's staffing budget is now higher than the contributions from its two authorities, so the proposed budget changes rely upon the service being successful in its diverse income streams.

### 6.4 Corporate/Policy Implications

Pay awards are a matter for each authority to decide upon for their staff, within the national and local negotiation frameworks.

### 6.5 Equality Implications

The potential equality implications of the local pay award has been discussed but it is believed there is none.

### 6.6 Human Resources Implications

Both authorities have consulted with their staff and the unions regarding the pay awards and their negotiations. The alternative options included will require staff consultation and will have a likely negative impact on staff motivation and productivity.

### 6.7 Health and Safety Implications

There are no identified H&S implications of this report.

### 6.8 Social, Environmental and Economic Implications

Museums contribute to the social and economic prosperity of the City and County. The preferred proposal minimises the impact on these, whereas the impact of the alternative options considered could be significant.

**Ward(s):**

**All wards**

**Contact Officer:**

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**Supporting documents:**

**None**

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**Report to: Joint Museums Committee, 17<sup>th</sup> November 2022**

**Report of: Museums Manager**

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**Subject: TICKENHILL COLLECTION TRUST ANNUAL REPORT**

**1. Recommendation**

- 1.1 That the Joint Committee receive the annual report regarding the activities of the Tickenhill Collection in 2021-22.**
- 1.2 That the Joint Committee note the position of the Tickenhill Trust within the upcoming planning for the County Museum.**

**2 Background**

- 2.1 Museums Worcestershire currently supports the working of a charitable trust, the Tickenhill Collection Trust, registered charity 527509, as part of its management of the Worcestershire County Museum. The sole trustee of this charity is Worcestershire County Council.
- 2.2 In November 2021, to enable Worcestershire County Council to better meet the Charity Commission's reporting requirements for the Tickenhill Collection Trust, the Joint Committee adopted the procedure of an annual review of the trust's activities. Any approvals required for the Tickenhill Collection are also brought to the Joint Museums Committee and are a decision for the two County Council members of the Committee.

**3 Information**

- 3.1 The appended annual report gives committee members an oversight of the Trust's activities in 2021-22.
- 3.2 Both income and expenditure for the Trust in 21-22 were nil, with work undertaken by volunteers and supported by staff funded by Worcestershire County Council.
- 3.3 The Tickenhill Collection continues to be managed and cared for in parallel to the Worcestershire County Museum collection. The upcoming lease end dates at the County Museum and the Collections Store will both impact on the Tickenhill Collection.
- 3.4 As discussed at the Joint Museums Committee meeting on 16<sup>th</sup> September, the museums and County Council property team have started work to investigate the lease-end options for the two sites, with the aim of discussing those with partners and presenting an options appraisal to this committee next year, to then be recommended for a decision to the County Council Cabinet.

As trustee of the Tickenhill Collection, Worcestershire County Council will need to consider the best interests of the charity as part of the options appraisal.

<b>Ward(s):</b>	<b>All wards</b>
<b>Contact Officer:</b>	<b>Philippa Tinsley, Tel: 01905 25371, email: philippa.tinsley@worcester.gov.uk</b>
<b>Supporting Papers:</b>	<b>Appendix: Tickenhill Collection Annual Report 2021-22</b>



**The Tickenhill Collection**  
**Registered Charity, 527509**  
**Annual Report 2021-22**

**Charitable Purpose and Activities**

The collection was established as a charitable trust in 1958 and updated in 1970 with the following purpose:

*The maintenance and administration of the Tickenhill Collection which shall be placed or kept in such one or more public rooms, halls, museums or other places for exhibition in Worcestershire or elsewhere and that it shall be kept open for inspection by the public. Also to lend the said collection or any part thereof for public exhibition or for educational purposes.*

The Charitable Activities of the Tickenhill Collection are:

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

**Trustee**

Worcestershire County Council.

The Tickenhill Collection is managed by Worcestershire County Council's Joint Museum Service, Museums Worcestershire, and the responsibility of Principal Curator of the Tickenhill Collection is within Museum Worcestershire's Social History Curator's role.

The Tickenhill Collection is overseen by the two Worcestershire County Councillors serving on the Council's Joint Museums Committee.

**2021-22 Achievements**

***Collection Care and Conservation***

The Principal Curator and Collections Volunteers have begun focusing on repackaging and cataloguing the Tickenhill Collection in a designated area of the Collections Centre.

Improved packaging will prevent the any deterioration of recently conserved items and allow the implementation of an indexing system that will ensure that will make items searchable and easy to access.

The team are working through the 3959 items located and catalogued so far and have archived almost 50% in the new storage area. Work will continue into 22 - 23 where more storage may need to be allocated for the Tickenhill items inventoried in that year. Collection boxes will be labelled using the nationally-recognised, Social History and Industrial Classification index and this work is scheduled to be complete by the end of the 22 – 23 financial year.



*Figure 1 - Tickenhill Collection in storage at Museums Worcestershire Collection Centre.*

Work has primarily been focussed on indexing, but 312 new items were located and conserved and from categories that include:

- Luggage
- Railway signage
- Lamps and lanterns
- Restoration of tool handles
- Goffering irons
- Saws and hand tools
- Hair crimping machines
- Pub signage
- Dairying
- Forge goods and Blacksmithing
- Wheelwright's tools
- Spits and cookware
- Weight and measures
- Vinegar thermometers



Figure 2 – Vinegar thermometer before and after conservation

Tickenhill Vounteers have helped clear space at the Collection Centre for Tickenhill Collection currenently on display in Hartlebury County Museum's forge and wheelwright shop. A second forge is to be installed in situ, so that the museum can run blacksmithing courses. Part of the exiting forge will need to be placed in storage to a create safe working space for 2 trainee blacksmiths and instructor. This also gives an opportunity to inspect and conserve the anvils, swage blocks and bellows at the Collection Centre.

Initial work with Bewdley Museum who have strong historic links with Tickenhill due to its location in the town, has uncovered the existence of numerous longstanding loans between them and the County Museum. Staff and volunteers at both museums are locating these longstanding loans, which we hope to return or formalise in the 22 – 23 financial year.

### ***Use of the Collection for Public Benefit***

#### ***Volunteering***

Collections Conservation sessions continue to offer meaningful experiences and wellbeing benefits for Museum Volunteers, both on site and remotely. Volunteers and researchers working at the Collections Centre have expressed that working with museum collections is of great benefit to physical and mental wellbeing as well as valuable practical outlet for their skills. For some it is still one of their core regular social activities.

Tickenhill Volunteers have contributed towards the *Glove Affair* project and are currently building a working glove factory at the Collection Centre as well as a new archival space.



Figure 3 - Museum Volunteers at work in the Collection Centre before and during construction.

### *Research*

Two news articles featuring the Tickenhill Collection have been researched and published in the *Worcester Evening News* and online.

Bewdley Civic Society have requested access to some items of horn-work in the Tickenhill Collection for a detailed research project. These have been located, cleaned, repackaged and archived to feed into this research.

### *Exhibition*

Items from the collection have been featured in the *Japan* exhibition and the *Worcester Life Stories* exhibition at the City Art Gallery and Museum – seen by 49,000 visitors.

### *Education in wider partnership*

The Tickenhill Collection will be used in the final *Glove Affair* pilot with Worcestershire Children First as an introduction to science and innovation. The session is planned for April 2022 at Hartlebury Castle. The subject was chosen by the children themselves and the Tickenhill collection offers them a great record of industry and innovation in the county.





**Report to: Joint Museums Committee, 17<sup>th</sup> November 2022**

**Report of: Museums Manager**

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**Subject: JOINT MUSEUMS COMMITTEE WORK PROGRAMME**

**1. Recommendation**

**1.1 That the Joint Committee note its future work programme and consider whether there are any additional matters it would wish to be incorporated.**

**2 Background**

- 2.1 In order to allow the Joint Committee to manage its future work programme, a list of anticipated items for 2023, as set out in the rolling agenda managed by Worcester City Council Democratic Services team, has been included in section 3 below.
- 2.2 The Museums Worcestershire Strategic Plan 2019-2024 was adopted in June 2019, and reviewed at the Committee's workshop in January 2022. Those discussions gave direction towards the work plan priorities for 2022-23, 2023-24 and onwards.
- 2.3 The programme of reporting and decisions required to fulfil the Strategic Plan is included in this work programme.
- 2.4 Members of the committee should consider if they would like to add any additional items to the work programme over the upcoming year.

**3 Information**

- 3.1 2 March 2023, at Worcester Guildhall. The meeting to cover:
  - 1) 2022-23 Quarter 3 Performance
  - 2) Finance 3rd Quarter Monitoring Report
  - 3) 2023-24 Service Plan
  - 4) Fundraising Charity's Annual Priorities and Service Funding Planning
  - 5) Canaletto Exhibition Review
  - 6) Wellbeing and Learning Programmes Future Models
  - 7) Joint Museums Committee Work Programme
- 3.2 8 June 2023, at The Commandery. A pre-meeting to view the new Escape Rooms can be arranged.

The meeting to cover:

- 1) Election of Chair and Appointment of Vice Chair
- 2) 22-23 Annual Review and Performance
- 3) Finance 4<sup>th</sup> Quarter Monitoring Report
- 4) Collections Projects Review
- 5) County Museum and Collections Centre Development Review
- 6) Joint Museums Committee Work Programme

3.3 September 2023, date and venue tbc. The meeting to cover:

- 1) 2023-24 Quarter 1 Performance
- 2) Finance 1st Quarter Monitoring Report
- 3) Accreditation
- 4) Heritage Marketing
- 5) 2024 Fees & Charges
- 6) Joint Museums Committee Work Programme

3.4 November 2023, date and venue tbc. The meeting to cover:

- 1) 2022-23 Quarter 2 Performance
- 2) Finance 2nd Quarter Monitoring Report
- 3) Budget (if required)
- 4) Tickenhill Trust Annual Report
- 5) Joint Museums Committee Work Programme

<b>Ward(s):</b>	<b>All wards</b>
<b>Contact Officer:</b>	<b>Philippa Tinsley, Tel: 01905 23371, email: philippa.tinsley@worcester.gov.uk</b>
<b>Background Papers:</b>	<b>none</b>



**Report to: Joint Museums Committee, 17<sup>th</sup> November 2022**

**Report of: Museums Manager**

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**Subject: ART GALLERY AND MUSEUM DEVELOPMENT**

**1. Recommendation**

**1.1 That the Joint Committee note the progress on plans to develop the Art Gallery and Museum.**

**2. Background**

- 2.1 Museums Worcestershire's Strategic Plan 2019-24 recognises the need to plan for significant improvement and development to the museums.
- 2.2 Worcester Art Gallery & Museum brings visitors to Worcester from across the country to visit its temporary exhibition programme. In recent years this has developed as a significant strength of the museum service and brought just over a million pounds of secondary spend to the local area in 2021-22.
- 2.3 The building infrastructure and the rest of the offer has not kept pace with the development of the exhibition programme. Visitors and local residents particularly ask to see Worcester's excellent fine art collection for which currently there is no permanent display space.
- 2.4 Worcester City Council and Museums Worcestershire are committed to improve the offer at the Art Gallery & Museum with the vision that the cultural destinations of Worcester are central to its future economic success.

**3. Information**

**FUNDING FOR DEVELOPMENT**

- 3.1 Worcester's Heritage & Riverside project, for which it has secured Townsfunding, includes £20k for investment in the galleries at the Art Gallery & Museum that currently include the Worcestershire Soldier display. This development is scheduled for 2025.
- 3.2 Worcester's UK Shared Prosperity Fund projects includes £200k towards improving the facilities at the Art Gallery & Museum, particularly with the aim of making it more widely accessible.
- 3.3 The City Council's Asset Management Programme includes proposals to upgrade some aging facilities at the Art Gallery & Museum. These will be considered as part of the Council's Medium Term Financial Strategy.

- 3.4 Worcestershire Heritage, Arts & Museums charity is supporting Museums Worcestershire to purchase key works that fill gaps in the City Museum's art collection.
- 3.5 Museums Worcestershire is working to identify other potential external funders who would support future phases of development. As part of this work we have commissioned some visualisations of how re-developed spaces might look and will compile these into a development portfolio to use with potential funders.

#### PLANNING DEVELOPMENTS

- 3.6 The current Canaletto exhibition has been planned to maximise learning towards future business models for the Art Gallery & Museum. It will help us further understand visitor motivation and patterns, and the costs and revenue associated with exhibitions of this ambition and reach. A report summarising the learning will be brought to this Committee next year.
- 3.7 An exhibition is planned for early 2023 focused around Worcester's collection of British Impressionism. This will enable better understanding of visitor interest and will help shape the plans for the permanent art gallery.
- 3.8 Earlier this year, Worcester City Council commissioned a report into its office needs. This identified the space required for staff within a post-Covid hybrid working pattern, the revenue and capital costs associated and the challenges of the current space in the downstairs of the Art Gallery & Museum building. Although there is no straightforward solution to move offices elsewhere, this work will support the city to progress any future opportunities with an appropriate business case.

<b>Ward(s):</b>	<b>All wards</b>
<b>Contact Officer:</b>	<b>Philippa Tinsley, Tel: 01905 25371, email: philippa.tinsley@worchester.gov.uk</b>