

Agenda

Joint Museums Committee

Monday, 21 September 2015, 2.00 pm
Hartlebury Museum

Directions to Hartlebury Museum can found at the following link:

http://www.whub.org.uk/cms/pdf/Hartlebury%20Directions%2012_09.pdf

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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. ننگهر ناتوانی تێبگهی له ناوهرۆکی نهم بێلگهی و دهستت به هیچ کس ناگات که و ههنگهر بتموه بۆت، تکلیه تلهفون بکه بۆ ژمارهی 01905 765765 و داوای پێنوونی بکه. (Kurdish)

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



DISCLOSING INTERESTS

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

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

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

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

WHAT MUST I DO WITH A DPI?

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

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

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

DON'T FORGET

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

Joint Museums Committee
Monday, 21 September 2015, 2.00 pm, Hartlebury Museum

Membership: Mr M L Bayliss, Worcester City Council (Chairman)
Mr A N Blagg, Worcestershire County Council
Mrs L C Hodgson, Worcestershire County Council
Mr A C Roberts, 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 10 June 2015 (previously circulated – pink pages)	
4	Heritage Marketing Report	1 - 4
5	Shared Service Review	5 - 8
6	Museum Accreditation	9 - 10
7	Commandery Development - Marketing	11 - 14
8	Performance and Planning Report - 1st Quarter	15 - 32
9	Finance Report	33 - 36
	Exclusion of Public and Press The Joint Committee may be asked to exclude the press and public from the meeting for the Agenda item 10 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.	

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, 10 September 2015

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10	Hartlebury Operations and Funding	37 - 42
11	Work Programme	43 - 44

4. 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 and through this approach the visitor figures for all three sites saw a 9% increase in July. The Art Gallery & Museum saw the highest July visitor figure for 4 years. Adult tickets for The Commandery increased by 26% and family tickets by 177%.
3. Due to the focus on building audiences through the Year of Liberty & Democracy events programme, more visitors are now coming to The Commandery from outside Worcester, with roughly 30% of audiences for each major event being from outside the City, thus having a positive impact on income from admissions.
4. The spring Stanhope Forbes exhibition at the Art Gallery attracted 19,000 visitors, illustrating that our 'destination exhibition' approach continues to be successful. 51% of visitors to Stanhope Forbes England came from outside Worcestershire and 81% of visitors were attracted to visit the Art Gallery because of the Forbes exhibition. Comments from visitors included: "Chadding in Mounts Bay – one of the great paintings of the 20th century. A fine exhibition well worth the drive from Newlyn to Worcester." The series of Bite Size Art talks continues to attract audiences with the talk on Stanhope Forbes being run 3 times in one day due to demand.
5. A braver approach to creating a visual identity for our major exhibitions and events provides strong stimuli for our potential visitors to respond to, echoing the marketing activity of larger attractions such as Warwick Castle.
6. Way of the Warrior summer exhibition at the Art Gallery & Museum welcomed over 16,000 visitors and benefitted from a strong visual identity which was utilised on large billboards as well as flyers, screens and advertisements. The exhibition was launched with a special Private View for Worcester News competition winners. One winner commented "A huge thank you for such an enjoyable time...my hubby, granddaughter and myself all really enjoyed it, we found the exhibition very interesting." Importantly the Private View is a stimulus to get those who attended spreading the word and recommending the

exhibition to family and friends. The summer exhibition enjoys a much more local audience, with 40% of visitors coming from the city.

7. With the appointment of our Digital Marketing Assistant we are strengthening our presence on social media; we now enjoy a following on Twitter of more than 6,000 and are reaching new audiences by joining in with themed 'hashtag' campaigns; our tweet of a Jurassic Fish for #FossilFriday achieved 13,000 impressions. The new Commandery E-newsletter has more than 2,500 subscribers, enabling us to talk much more directly to our visitors and deepen our relationship with them.

8. A partnership with the Worcester News is providing access to rarely seen objects from the collection; each Saturday in the 'Your weekend' supplement the newspaper features a chosen object from the collection with its story and an image. This partnership will generate the equivalent advertising value of £26k over 12 months.

9. Nationally we continue to work with Destination Worcestershire to build the profile of the heritage and cultural offer of the city and county and have contributed advertising to the Visit Worcestershire official autumn / winter guide.

10. Our work with other city and county partners also generates valuable marketing opportunities. We were very pleased for our city venues to be part of the #WorldClassWorcestershire WCCC campaign, featuring Way of the Warrior, and the Worcester BIDs Motor Festival through the inclusion of the Stanhope Forbes exhibition in their marketing materials. The Hive continues to be supportive by providing access to their audiences via their electronic screens which have carried advertising for Way of the Warrior and Battle HQ.

11. Museums Worcestershire is a partner in the county's Magna Carta 800th celebrations, having devised The Commandery's Year of Liberty & Democracy events programme specifically to be a part of the 800th celebrations and to build audiences for The Commandery. Events so far have included a programme of author talks organised by the Battle of Worcester Society, major public events such as Oak Apple Day and Battle HQ, and also other events including a Citizenship Ceremony. Inclusion in the national LiberTea celebrations led to national media coverage including a feature in My Weekly magazine which has a readership of over 100k.

12. We were very pleased to work with the Worcestershire Youth Cabinet on the LiberTea event, which included their Tea-bate. This has led to The Commandery hosting two

more WYC events; the regional element of the national 'Make Your Mark' Vote Count in October and Takeover Day in November.

13. As an organisation Museums Worcestershire continues to seek to raise the profile of heritage in the city. We are working with the Battle of Worcester Partnership on the establishment of 'Worcester - The Civil War City' and are in discussions with County Highways on appropriate boundary and battlefield signage. We are involved in the Cathedral Quarter project funded by the County Council's Open for Business board and continue to work with Worcester BID and County Transport on heritage interpretation signage.

14. The award from Arts Council England Resilience Fund is funding a Customer Relationship management (CRM) system. We are currently identifying which system will be appropriate for our needs. In time adoption of the system will allow us to deepen our relationships with existing visitors and free up marketing spend to attract new audiences to our sites.

Contact Points

Specific Contact Point for this report:

Helen Large, Marketing & Events Manager
(01905) 25371
Email: HLarge@worcestershire.gov.uk

Background Papers

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

Arts Council Resilience Fund application 2015-17
Worcestershire Youth Cabinet Tea-bate report

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5. SHARED SERVICE REVIEW

Recommendation

- 1. The Museums General Manager recommends that the progress made in conducting a review of the shared service partnership be noted.**

Background Information

2. Museums Worcestershire as a shared service was established in April 2010. The following functions were delegated to this committee under executive arrangements:
 - Manage and monitor the operation of an effective museum service for Worcester City Council (WCityC) and Worcestershire County Council (WCC) in accordance with the current service level agreement
 - Agree business and development plans for the joint service
 - Approve all new, or revised, policies for museum operations
 - Agree levels of service provision as set out through the annual budget setting process and the Service Level Agreement
 - Agree temporary alterations to the level of fees and charges pertaining to the Joint Museums Service
 - Agree the annual budget proposal to be submitted to the Member Authorities for final approval
 - Make budget decisions related to the use of/funding of end of year surplus or deficit
 - Approve the museums' annual report and recommend to Member Authorities
 - Acquire objects for the collections of Member Authorities
 - Agree temporary alterations to the level of and negotiate contracts administering fees, charges and licences pertaining to the joint museum service
 - Advise participating authorities on the strategic framework for museums.

3. In addition where functions delegated are not executive functions such as staffing matters and budgets, both Councils agreed to this delegation as part of a partnership agreement between the two authorities.

4. The partnership agreement also makes a provision for amendment and review:

The Joint Committee shall from time to time review the operation of this Agreement and the means by which the functions (or any of them) delegated to the Joint Committee are performed including looking at alternative models for service delivery; such reviews to be undertaken:

- *after one year from the Commencement Date and at such other intervals as appear to the Joint Committee to be appropriate; or at the request of either WCC or WCityC if in the opinion of that Member Authority (such Member Authority acting reasonably) the performance of any of the functions delegated to the Joint Committee is not achieving the agreed targets in the relevant annual Business Plan*
- *AND the Joint Committee shall make proposals to the Member Authorities for any changes which seem to the Joint Committee to be reasonable and appropriate in the circumstances*

5. In the early years of the joint service, several reviews into new and alternative delivery models were completed. These included an expansion of the service to include other local authorities and conversion to a charitable trust model.

6. At its meeting in March, the Joint Committee approved the principle of a review to take stock of more recent developments and pressures; authority was delegated to the Head of Community and Environment (Worcestershire County Council) and the Corporate Director – Service Delivery (Worcester City Council) to develop detailed proposals for further consideration by the Joint Committee. (Minute no. 219)

7. An officer group has been established to explore the issues relating to the operation and support services of the joint service. A workshop for members of the Joint Committee has been arranged for the 29 October 2015 when a review of the service will be presented and options for change examined in more detail.

Contact Points

Specific Contact Point for this report:

Iain Rutherford, Museums General Manager

Background Papers

(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 April 2010

Agenda papers and Minutes of the Joint Museums Committee meeting on 19 March 2015

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6. MUSEUM ACCREDITATION

Recommendation

- 1. The Museums General Manager recommends that:
 - a) the invitation to apply for Museum Accreditation be noted; and**
 - b) the work required on policies and procedures be authorised for ratification at the next meeting.****

Background Information

2. The Accreditation Scheme sets nationally agreed standards for museums in the UK. There are currently just under 1,800 museums participating in the scheme, demonstrating their commitment to managing collections effectively for the enjoyment and benefit of users. The scheme is administered by Arts Council England. The advantages of Accreditation are summed up as follows:

- It is quality standard that serves as an authoritative benchmark for assessing performance, rewarding achievement and driving improvement
- It raises awareness and understanding of museums, building confidence and credibility both within the governing body and among the public
- It helps museums to improve their focus on meeting users' needs and interests and developing their workforce
- It helps museums to examine their services and to encourage joint working within and between organisations
- It helps with forward planning by formalising procedures and policies
- It demonstrates that a museum has met a national standard, which strengthens applications for public and private funding and gives investors' confidence in the organisation.

3. Museums Worcestershire has been invited to apply to renew its Accreditation status in February 2016.

4. The standard embraces all areas of museum operations from governance, leadership and planning to customer care and the user experience. There are a range of issues to be addressed and evidence that Museums Worcestershire will need to provide as part of the

application.

5. Certain policies require updating and revision and the approval of the joint committee as the governing body. These include matters relating to collections development, the monitoring of performance and environmental policy. These will be the subject of a further report to the Joint Committee in November.

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:

Museum Accreditation Standard (Oct 2011)

7 COMMANDERY DEVELOPMENT - MARKETING

Recommendation

1. The Museums General Manager recommends that:

- a) the decision by Worcester City Council to fund the Commandery development programme be welcomed; and**
- b) the steps required for delivery of the marketing strategy be authorised to deliver phase 1 of the Commandery development plan.**

Background Information

2. In June 2015 the Joint Committee approved the development and business plan to reinvigorate the Commandery and improve its visitor offer. The plan was recommended to be referred to Worcester City Council for a decision on investment. (Minute no. 232 refers)

3. Subsequently the City Council approved the Commandery development programme, at the higher of two levels of financial support.

4. The development programme is a phased approach. Phase 1 is focussed on the following:

- Creating a new Battle of Worcester visitor experience
- US Presidents' visit display
- Warming the spaces where the Battle of Worcester experience is sited and the Great hall to an appropriate level
- Creating interpretation for the Great Hall
- Transforming the front window and foyer
- Giving the shop a makeover, sourcing new stock, improving visual merchandising
- Branding and visual identity development; developing a phased marketing strategy around phase 1; and
- Enhancing the Battle of Worcester Heritage Trail with on street way finding

5. Subject to confirmation of City Council investment, approval was given by Joint Committee for the recruitment of an exhibition designer to produce detailed designs for the interpretation elements.

6. It was agreed that development of detailed budget, staffing and pricing proposals would be presented to the joint committee in a further report in November.

Next steps

7. A marketing strategy for The Commandery was commissioned from Blue Sail as part of the Arts Council-funded project 'Strengthening museums and the visitor economy in Worcester'. The strategy addresses the need for enhanced marketing as part of the product-development process, in order to begin to promote the invigorated Commandery as a key visitor destination, an important contributor to the city's heritage offer and a key component of the Civil War City package.

8. The strategic aims of the marketing strategy are:

- To ensure that the Commandery sits at the core of the tourism offer for Worcester as the 'English Civil War City'
- To increase income for The Commandery by increasing visitor numbers and spend from targeting marketing at best prospect segments
- Maximise the potential of investment in the interpretation and visitor experience which will be offered by The Commandery.

9. The marketing strategy aims to shift current marketing practice from promoting The Commandery as primarily a special events destination which predominantly attracts a local audience, to repositioning as a key visitor attraction in its own right delivering excellent experiences which will attract visitors from new markets.

10. The Commandery has been working towards this strategy over the past 6 months through its Year of Liberty & Democracy events programme, which has actively targeted audiences from further afield and achieved 30% of visitors from beyond Worcestershire, significantly increasing The Commandery's economic impact on the city.

11. The marketing strategy recommends the following be undertaken in order to reposition The Commandery and exploit its new visitor-focussed product:

- New brand development
- Improved content on website and social media
- PR campaign
- Launch event
- Print collateral and advertising
- Extended targeted print distribution
- Establishing a heritage package for group visits

12. The marketing strategy recommends an increased level of investment into marketing, including an additional post of a part-time marketing assistant.

13. Work needs to begin immediately on the repositioning of The Commandery and on launching the new destination to the travel trade. A sum of £30,500 is therefore required within this financial year from the City Council investment to support the following actions in the marketing strategy, as set out in the DCA report:

Marketing support post	£8,400
Brand development and style guidelines	£4,500
Content creation (web and other)	£2,000
Video commission	£2,800
Print materials	£4,800
Photography commission	£1,500
Web promotion	£500
PR plan and press trips	£2,000
Leaflet distribution	£500
Guide map	£500
Advertising	£3,000

14. The Commandery marketing strategy will be supported by the commissioning of a new Customer Relationship Management system, funded by the Arts Council Museums Resilience funding stream. The system is expected to be in operation by February 2016.

15. The marketing strategy will be monitored and evaluated through collection of strategic Key Performance Indicators to assess what is working well and delivering visitors.

16. Members are therefore requested to approve the marketing expenditure necessary for 2015/16, including the recruitment of part-time marketing support, prior to receiving a full business plan in November.

Contact Points

Specific Contact Point for this report:

Helen Large, Marketing & Events Manager
 (01905) 25371
 Email: HLarge@worcestershire.gov.uk

Background Papers

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

Blue Sail Marketing Strategy for The Commandery
 DCA – A development and business plan for The Commandery
 Agenda papers and Minutes of the meeting of the Joint Museums Committee on 10 June 2015

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8. PERFORMANCE AND PLANNING REPORT – 1st QUARTER

Recommendation

1. **The Museums General Manager recommends that the performance and planning information provided for the 1st quarter 2015-16 be noted.**

Background Information

2. The Joint Committee approved the annual service plan at their meeting in March. (Minute no. 222 refers) The attached plan and reports give an account of progress in delivering the work programme against existing service priorities and targets. A RAG (Red, Amber, and Green) rating for each work area has been introduced to give a visual snapshot and currently there are 2 red and 9 amber work areas out of 33 in total.
3. This report also provides data showing a summary of performance against indicators from the 1st quarter in the old format, pending the introduction of new indicators. Work is in progress on more detailed proposals for these indicators following the report to the June committee.
4. Some of the key points to note are:
 - Visitor numbers in the 1st quarter have increased by 6% overall to museum buildings. The increase at the City Museum and Art Gallery reflects the success of the policy of creating destination exhibitions, with the Stanhope Forbes England exhibition drawing significant numbers. Evaluation records that 81% of visitors came specifically to see the exhibition and of these, 51% were from outside the WR postcodes
 - Museum on the Move has temporary funding to continue on a reduced programme for part of the current financial year only. This has also reduced the numbers of children and young people accessing the service
 - The reduction in numbers at Hartlebury reflects the scaling back of the events programme to anticipate changes to the site as part of the HLF funded project. The Transport Day event for example, normally held in June, which attracted 500-750 people in previous years. This is temporary until the new programme of activities and events starts in 2016
 - The reduction in income at Hartlebury is also a reflection of the site in this transitional phase as the balance of expenditure and income has been amended to take account of the new capital scheme.

Supporting Information

- Appendix 1 - 2015-16 Service plan
- Appendix 2 - 2015-16 Performance summary report

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:

Agenda papers and Minutes of the Joint Museums Committee meeting on 19 March 2015

MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2015-16

Monitoring Report

1st quarter

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
To create compelling, high quality destinations, exhibitions and events.	1.	<p>Curate an exceptional programme of exhibitions at Worcester City Art Gallery, attracting visitors to the city and encouraging participation for local families.</p> <p><i>Targets:</i></p> <p><i>20% of visitors to spring exhibition coming from outside the city.</i></p> <p><i>1000 families take part in activities relating to the summer exhibition.</i></p> <p><i>100 items from the city collections items newly on display</i></p> <p><i>50 partner artists and organisations participating in the programme</i></p>	<p>Stanhope Forbes England</p> <p>The Way of the Warrior</p> <p>Illustration defies Explanation</p> <p>Worcester Society of Artists</p> <p>An Englishman Abroad</p> <p>Crafted for You</p>	<p>June 2015</p> <p>Sept 2015</p> <p>Nov 2015</p> <p>Jan 2016</p> <p>Nov 2015</p> <p>Jan 2016</p>	<p>Stanhope Forbes exhibition at MAG:</p> <p>81% of visitors came specifically for the exhibition</p> <p>51% of visitors came from outside the WR postcodes</p> <p>7 partner organisations involved; 6 partner writers featured.</p> <p>A selection of comments:</p> <p>"A privilege to see these works in the flesh"</p> <p>"Thank you for bringing this exhibition to Worcester"</p> <p>"Chadding in Mounts Bay – one of the great paintings of the 20th century. A fine exhibition well worth the drive from Newlyn to Worcester!"</p> <p>65 objects from the collection newly on display up to end of August.</p>	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
	2.	<p>Objects for new Hartlebury Castle displays identified.</p> <p>Research and create exhibition at the County Museum at Hartlebury celebrating its history as a VAD hospital during WW1.</p>	<p>Interpretation outline complete</p> <p>Recruit HLF-funded staff member</p> <p>Exhibition launch</p>	<p>Dec 2015</p> <p>May 2015</p> <p>March 2016</p>	Staff member started work on initial research stage.	A
	3.	<p>Produce a capital development plan for the Commandery endorsed by partners and stakeholders, to include:</p> <ul style="list-style-type: none"> Assessment of timescales from commencement to practical completion. Outline costs of fitting out, infrastructure, works and fees. Fundraising potential and grant aid, including the costs of developing applications to the required standard. 	<p>Final report presented to:</p> <p>Joint museums committee</p> <p>Worcester City Council</p> <p>Battle of Worcester Partnership</p>	<p>June 2015</p> <p>June 2015</p> <p>July 2015</p>	<p>Development plan completed and new investment recommended by JMC and approved by City Council in July 2015.</p> <p>Presentation to Battle of Worcester Partnership on 29th July.</p>	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		<ul style="list-style-type: none"> Proposals and costs for implementing marketing plans. Concept plans and visuals of key spaces. <p><i>Targets: 20% year on year increase in visitors to The Commandery from relaunch</i></p>		March 2017		
	4.	Redeveloped website launched	Recruit digital marketing assistant Re-designed website launch	May 2015 October 2015	Digital Marketing Assistant in place	G
1. <i>To develop heritage marketing and related tourism opportunities in the City and County</i>	5.	To respond to key drivers and priorities of our funding Councils by working with partners across Worcester to increase the profile of heritage and maximise opportunities to improve the visitor economy in Worcester.	To include: <ul style="list-style-type: none"> Cathedral Quarter development Heritage Information Points Heritage presence on real-time county transport information points 	March 2016	Brief developed for consultant to work on Cathedral Quarter Planning permission for key sites being confirmed by BID Member of MW curatorial team has been commissioned to provide the heritage information on real-time information	A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			<ul style="list-style-type: none"> Pilot Civil War trail on real-time information points 		points	
	6.	To continue to lead on raising the profile of Worcester – The Civil War City	Review and report actions since Civic Presentation in April 2014 Make Heritage Product Development report available on Worcester City Council website	April 2015 April 2015	"One Year On" Newsletter sent to partners and stakeholders in April. Discussions taking place with County Transport on appropriate battlefield signage	G A
	7.	To raise the profile of Museums Worcestershire venues by contributing to major Worcestershire events as part of our events programme	To include: <ul style="list-style-type: none"> Contemporary Elgar Festival Year of Liberty & Democracy at The Commandery as part of Worcestershire's 2015 anniversary programme MOTHS (Museums on the High Street) Worcester Literature 	June 2016 June 2016 March 2016 June 2015	YOLAD Programme well under way with good attendances at major events Successful programme of author	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			Festival		talks in association with the Battle of Worcester Society	
	8.	Increase the reach of our venues through joint marketing initiatives	Passport promotion with Worcester Heritage Partnership Group Included in group travel itinerary with Spetchley Park and Gardens Magna Carta 800 th Anniversary with Worcester Cathedral Joint events with Friends of Fort Royal Park & Commandery Gardens	October 2015 April 2016 June 2016 December 2015	Passports distributed across WHPG venues Commandery featured in the promotional video 'Worcestershire – the home of Liberty & Democracy'	G
2. <i>To improve health, volunteering and learning opportunities in local communities</i>	9.	To work with HCPT on recruitment of new volunteering roles for Trust and <i>Target: Recruit 30 new volunteers to a variety of cross service roles</i>	To actively promote via Worcestershire Heritage Portal website.	Dec 2016		G
	10.	Create cycle and walking trails at Hartlebury and within	Develop 1 walking trail around the Hartlebury estate as part of HLF development. Explore	March 2016	Walking trail planning in progress. First phase tree clearing	A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		<p>Worcester.</p> <p><i>Target: To deliver a minimum of 6 walks for approx. 120 visitors.</i></p>	possible links with Sustrans cycle networks		<p>works scheduled this winter. HCPT plan to open walks in 2016.</p> <p>Sustrans info and contacts have been passed to HCPT.</p>	
	11.	<p>Develop play opportunities on all sites, including early years provision</p> <p>Embed Arts Award Discover and Explore Awards.</p> <p><i>Target: To offer a programme of up to 10 sessions per year for 15 children per session.</i></p>	<p>Consultation with up to 10 local children & parent groups</p> <p>Establish toddler play area at Hartlebury</p> <p>Launch "Young at Art" group for Museum and Art Gallery</p>	<p>Dec 2015</p> <p>April 2016</p> <p>March 2016</p>		A
	12.	<p>Renewing the Loans service</p> <p><i>Target: Work with up to 12 county museum partners to</i></p>	Develop Learning Worcs website for schools marketing and promote to all schools within the county.	March 2016		G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		<i>have a presence on the site.</i>				
	13.	Develop a legacy for the Skills programme in partnership with University of Worcester	To explore opportunities via workshops and present findings	September 2015		G
	14.	Develop services for schools in the light of feedback. <i>Target: 10% increase in school visits to The Commandery by Dec 2016</i>	To develop new programme of activities at The Commandery, broadening historical and curriculum focus.	September 2015		R
3. <i>To maintain responsible guardianship for our collections</i>	15.	Review current insurance coverage and requirements for heritage assets reporting, and set out options for future	Report to council client leads Action plan for preferred option(s)	April 2015 Dec 2015	Completed; valuations of City oil paintings and County vehicles in Registrar work programme.	G
	16.	Review collections documentation for insurance and heritage asset reporting <i>Target: County collection electronic documentation fully</i>	Recruit registrar	May 2015	Registrar in post; County collection documentation now fully searchable.	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		<i>searchable</i>				
	17.	Disposal framework discussed by Joint Committee	Seek Museums Association advice	Feb 2016		G
	18.	Designated collections application	Develop Action plan	March 2016		G
4. <i>To secure a viable future for our museum sites through new ways of working</i>	19.	To continue with the Museums Futures programme to ensure sustainable solutions for all venues through product development and organisational resilience.	Review headline strategy for all sites	March 2016	Commandery development plan approved by Joint Museums Committee and City Council Cabinet	G
	20.	Partnership with Hartlebury Castle Preservation Trust <i>Target: Completion of new annex for management agreement to cover 2016 on</i>	Develop and agree detailed management and funding arrangements with the County Council and HCPT for the construction and development phase of the Hartlebury Project	Sept 2015		A
	21.	Provide support and advice to new providers of museum development in the West	Establish agreement/ monitoring arrangements with Marches Network and	June 2015	Recruitment of new museum development posts in	A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		Midlands	Ironbridge as delivery partner for museum development in Worcestershire 2015-18		progress. Marches Network to be represented on steering group.	
	22.	Ensure all sites have received an energy efficiency review within the period of the strategic plan	Commission a report for the Commandery as part of the capital development review	May 2015	Preliminary assessment completed as part of DCA study	G
			Develop proposals for the Hartlebury store	Jan 2016		A
	23.	Develop capacity to increase audience engagement and support <i>Total target for fundraising requirement: £555,000 includes core, project and capital requirements</i>	Build into ACE resilience funding bid. To include: Fundraising post Marketing support Customer Relationship Management system Membership scheme	March 2015	Partnership agreement signed Fundraising brief drafted Marketing support post has gone through grading and can now be recruited to CRM system research under way, long-list narrowed to short list of 6 options.	G
	24.	Develop audience reach by focussing marketing resources on headline exhibitions and	Launch refreshed brand and implement Blue Sail marketing strategy at Hartlebury	March 2016	Programme under	A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		events	<p>Year of Liberty & Democracy at The Commandery <i>Target: 24,000 visitors</i></p> <p>Packaging of exhibitions at Art Gallery & Museum to show potential dwell time of visit and widen appeal:</p> <p>Stanhope Forbes England with An Englishman Abroad <i>Target for Stanhope Forbes:13,000 visitors</i></p> <p>The Way of the Warrior <i>Target:14,000 visitors</i></p> <p>Crafted For You with Society of Artists <i>Target: 9,000 visitors</i></p>	<p>June 2016</p> <p>June 2015</p> <p>September 2015</p> <p>January 2016</p>	<p>way</p> <p>19,000 visitors to Stanhope Forbes</p> <p>Warrior - Target will be exceeded by close of exhibition</p>	G
	25.	Meet required budget reductions in 2015-16 <i>Target £55k</i>	Complete changes to venue opening hours at Commandery	January 2016	<p>Monday closing as from 1.4.15</p> <p>New staff structure in place, with new contracts for 11 months – closing January 2016</p>	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
	26.	<p>Ensure visitor facilities contribute to the visitor offer and venue sustainability</p> <p><i>Target: Increased income from retail by 10% at Art Gallery & Museum/Commandery</i></p>	<p>Extend catering concession at Art Gallery & Museum</p> <p>Appoint to catering concession at The Commandery</p> <p>Review pricing strategy at The Commandery in light of its new focus as a regional visitor destination</p>	<p>March 2015</p> <p>April 2015</p> <p>March 2016</p>	<p>Extended to March 2016</p> <p>MeeMee Catering appointed – 3 year licence</p>	<p>G</p> <p>G</p> <p>G</p>
	27.	Review staffing structure at Art Gallery & Museum in light of City Council move into Foregate Street	Report presented to Joint Museums Committee	September 2015	Deferred pending shared service review	R
	28.	Review performance indicators to align with our Strategic Plan	Develop new set of KPIs in association with Joint Museums Committee	June 2015	Proposed changes to KPI's submitted to June committee.	G

Museums Worcestershire Performance Indicators - Users

2015/2016 figures as at 30th June 2015

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2014	Apr-Jun 2015	Jul-Sep 2014	Jul-Sep 2015	Oct-Dec 2014	Oct-Dec 2015	Jan-Mar 2015	Jan-Mar 2016	2014/2015	2015/2016
1	Number of visits in person	24,666	23,712	30,627		22,298		24,890		102,481	23,712
a	City Museum and Art Gallery	12,196	14,907	14,231		12,925		14,958		54,310	14,907
b	The Commandery	3,527	3,666	8,678		3,320		5,225		20,750	3,666
c	County Museum, Hartlebury	6,600	5,139	6,579		5,691		4,621		23,491	5,139
d	Museum on the Move	2,343	0	1,139		362		86		3,930	0
2	Number of virtual visits via website	64,788	63,006	61,678		45,376	0	41,973	0	213,815	63,006
a	City Museum and Art Gallery	46,029	46,261	41,074		35,045		32,417		154,565	46,261
b	County Museum, Hartlebury	18,759	16,745	20,604		10,331		9,556		59,250	16,745
3	Number of enquiries	204	39	213		165	0	150	0	732	#VALUE!
a	City Museum and Art Gallery	154	tbc	140		80		74		448	#VALUE!
b	County Museum, Hartlebury	50	39	73		85		76		284	39
4	Organised events and exhibitions	62	67	46		28	0	24	0	160	67
a	City Museum and Art Gallery	21	17	17		9		13		60	17
b	The Commandery	25	30	7		5		5		42	30
c	County Museum, Hartlebury	16	20	22		14		6		58	20
5	Number of visits by children/young people	4,517	2,393	3,084		3,942	0	3,428	0	14,971	2,800

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Museums Worcestershire Performance Indicators - Finance & Quality

2015/2016 figures as at 30th June 2015

PI	Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative Totals	
		Apr-Jun 2014	Apr-Jun 2015	Jul-Sep 2014	Oct-Dec 2014	Oct-Dec 2015	Jan-Mar 2015	Jan-Mar 2016	2014/2015	2015/2016	
1	Retail spend per head (based on turnover from retail outlets)										
a	City Museum and Art Gallery	£0.67	£0.45	£0.58	£0.72	£0.53	£0.62	£0.45			
b	The Commandery	£0.59	£0.63	£0.35	£0.61	£0.69	£0.52	£0.63			
c	County Museum, Hartlebury	£1.03	£0.67	£0.94	£0.81	£0.69	£0.88	£0.67			
2	Cost per visit or usage (net expenditure divided by physical visits or usages total)										
a	City Museum and Art Gallery	£5.84	£5.43	£4.69	£4.70	£4.44	£4.88	£5.43			
b	The Commandery	£15.22	£17.28	£6.81	£17.39	£12.28	£11.31	£17.28			
c	County Museum, Hartlebury	£4.47	£7.47	£5.13	£13.84	£11.78	£8.36	£7.47			
3	Level of earned income as percentage of subsidy										
a	City Museum and Art Gallery	34.78%	20.11%	48.56%	60.69%	29.67%	43.43%	20.11%			
b	The Commandery	33.25%	40.62%	58.80%	33.56%	54.10%	44.93%	40.62%			
c	County Museum, Hartlebury	65.75%	29.34%	59.41%	36.62%	34.00%	48.95%	29.34%			
4	Museums Libraries and Archives Council's Accreditation Scheme										
a	City Museum and Art Gallery	✓	✓	✓	✓	✓	✓	✓			
b	The Commandery	✓	✓	✓	✓	✓	✓	✓			
c	County Museum, Hartlebury	✓	✓	✓	✓	✓	✓	✓			
5	Direction of travel in respect of West Midlands Regional Museum Council's Fast Forward benchmarking scheme										
a	City Museum and Art Gallery	4.00	4.00	4.00	4.00	4.00	4.00	4.00			
b	The Commandery	3.90	3.90	3.90	3.90	3.90	3.90	3.90			
c	County Museum, Hartlebury	4.60	4.60	4.60	4.60	4.60	4.60	4.60			
6	Heart of England Tourist Board Quality Assurance scheme										
a	City Museum and Art Gallery	✓	✓	✓	✓	✓	✓	✓			
b	The Commandery	✓	✓	✓	✓	✓	✓	✓			
c	County Museum, Hartlebury	✓	✓	✓	✓	✓	✓	✓			

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9. FINANCE REPORT

Recommendation

Introduction

**2015/16 Projected
 outturn as at 31
 July 2015**

1. **The Treasurer recommends that the financial position of the joint museums service as detailed on the report be noted.**

2. This report provides financial information on the following:

- Projection as at 31 July 2015
- Explanation of major variations
- Subjective analysis
- Surplus/deficit split
- Café report (attached as an Appendix)

3. The following table details the projected outturn for 2015/16 as at 31 July 2015.

Table 1 : Projected Outturn 2015/16

	2015/16 Budget	Projected 2015/16	Variance	Variance %
	£'000	£'000	£'000	%
Hartlebury Main	203	174	-29	-14%
Hartlebury Education	-	-	-	
Hartlebury Café	-	9	9	
Collections	138	123	-15	-11%
Worcester City Museum and Art Gallery	173	171	-3	-1%
Commandery	107	114	7	7%
Grants	-	-	-	
Other City Museum Servs	239	239	-1	0%
Future Fit from BEC reserves		-	-	
Total Joint Museum Service	860	829	-32	-4%

Subjective analysis

Table 2 : Subjective analysis 2015/16

	Budget	Projection	Variance	%
	£000	£000	£000	
Employees	875	846	-29	-3%
Redundancy	0	0	0	
Premises	8	8	0	0%
Transport	11	11	0	0%
Supplies & services	163	174	11	7%
Transfer to reserve	0	0	0	
Income:				
Sales	-102	-85	17	-17%
Admissions	-34	-56	-22	64%
Education	0	-3	-3	
Other	-30	-35	-5	16%
Transfer from reserve	-31	-33	-2	6%
Total	860	829	-32	-4%

The transfer is from a BEC reserve not a Joint Museum reserve. It is to fund a post at Hartlebury.

Explanation of major variances

4. The salary variance is from vacancies which have now been filled. There is no Supplies & Services budget for publications and stock at Hartlebury. The increase in Supplies is offset by additional income.

Surplus/deficit split

5. Whilst the surplus is 4%, this will be held in the Joint Museum Reserve and will not be distributed until it exceeds the agreement level of 5%

Café Report

6. A detailed analysis of the financial position of Hartlebury Café is set out as an Appendix. The extended opening of the café will cost £9k.

Supporting Information

- Appendix – Budget Monitoring Report for Hartlebury Café 2014/15

Contact Points

County Council Contact Points

Wendy Pickering/Alison Rainey, Principal Finance Officer,
Worcestershire County Council 01905 766747
email: wpickering@worcestershire.go.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
Joint Museums Service
Budget Monitoring report for Hartlebury Café 2015/16

	Budget £	Budgeted %	Qtr 1 £	%	Qtr 2 £	%	Qtr 3 £	%	Qtr 4 £	%	Outturn £	Actual %
Sales												
Catering	-39,840		-12,718		-11,905		0		0		-24,622	
Catering supplies	12,370		4,488		4,430		0		0		8,917	
Gross profit	<u>-27,470</u>	69	<u>-8,230</u>	65	<u>-7,475</u>	63	<u>0</u>		<u>0</u>		<u>-15,705</u>	64
Employees												
Salary	27,470		11,557		12,788 *						24,345	
Car allowances											0	
	<u>27,470</u>		<u>11,557</u>		<u>12,788</u>		<u>0</u>		<u>0</u>		<u>24,345</u>	
Other												
Equipment/Rental	0		53		70		0		0		123	
Laundry	0		113		114		0		0		227	
Other	0		-30		0		0		0		-30	
Insurance	0		0		0		0		0		0	
	<u>0</u>		<u>136</u>		<u>184</u>		<u>0</u>		<u>0</u>		<u>320</u>	
Total profit/loss	<u>0</u>		<u>3,464</u>	-27	<u>5,497</u>	-46	<u>0</u>		<u>0</u>		<u>8,961</u>	-36

* 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	
2014/15	1,896	

	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	23,491	44,689	1.90
2015/16		24,622	

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10. HARTLEBURY OPERATIONS AND FUNDING

Recommendation

1. **The Museums General Manager recommends that the progress made by the Hartlebury Castle Preservation Trust in securing the Hartlebury estate and developing the next stage of the project be noted.**

Background Information

2. In November 2014, the Joint Committee received a report that the Hartlebury Castle Preservation Trust (HCPT) had been awarded a grant of £4.97 million by the Heritage Lottery Fund (HLF) following the development phase. (Minute no. 203 refers)

3. The key elements of the application funded by HLF are:

- To purchase the freehold of Hartlebury Castle and its estate
- To improve facilities to better share the Castle, Hurd Library, collections of the County Museum and the Castle; and Gardens with existing and new visitors
- To improve and increase interpretation of Hartlebury, the Hurd Library and Worcestershire through the creation of new displays
- To create opportunities for learning, participation and heritage skills training
- To provide volunteer opportunities for children and adults
- To involve local communities and specialists in the site's future
- To develop a sustainable business plan to manage Hartlebury.

3. The grant enabled HCPT in March of this year to acquire the freehold of Hartlebury Castle with its surrounding acres of parkland. The intention of the project is that HCPT, Worcestershire County Council 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.

4. The development of a new business and financial model is an integral part of the project. At the last meeting of the Joint Committee, members requested an update on progress and details of this are provided in an exempt report. (Minute no. 236 refers)

Supporting Information

Contact Points

Background Papers

5. Please note that the Appendix contains exempt information (on salmon pages) and should members wish to discuss the information included in the Appendix they would need to consider passing the appropriate resolution and moving into exempt session.

- **Appendix – Exempt information (salmon pages)**

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:

Agenda papers and Minutes of the Joint Museums Committee meeting on 10 June 2015

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

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Joint Museums Committee

21 September 2015

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

23 November 2015 at 2pm (County Hall, Worcester)

Commandery business plan
Hartlebury management agreement
Museum Accreditation – policy development
Arts Council resilience fund – progress report
Performance and Planning Report – 2nd quarter
Finance – 2nd quarter monitoring report

March 2016

Shared Service Review
Hartlebury progress report
Commandery development update
Museums and Wellbeing project
Heritage Marketing progress report
Performance and Planning Report – 3rd quarter
Finance – 3rd quarter monitoring report

June 2016

Annual review
Website development
Civil War City progress report
Performance and Planning Report – 4th quarter
Finance – 4th quarter monitoring report

September 2016

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

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

Contact Points

Specific Contact Points

Background Papers

Simon Lewis, Committee Officer, Worcestershire County Council 01905 766621

email: slewis@worcestershire.gov.uk

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