

MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2015-16

Monitoring Report

4th quarter

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

<p>To create compelling, high quality destinations, exhibitions and events.</p>	<p>1.</p>	<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 The Way of the Warrior Illustration beats Explanation Worcester Society of Artists An Englishman Abroad Crafted for You</p>	<p>June 2015 Sept 2015 Nov 2015 Jan 2016 Nov 2015 Jan 2016</p>	<p><i>Stanhope Forbes</i> exhibition: 81% of visitors came specifically for the exhibition</p> <p><i>The Way of the Warrior:</i> 55% of visitors had not visited MAG before.</p> <p><i>Illustration Beats Explanation</i> exhibition: 48% of visitors from outside WR postcodes.</p> <p>752 families participated in summer exhibition activities</p> <p>84 locally-based partner artists and 2 schools involved in the exhibitions programme.</p> <p>175 objects from the collection newly on display in 2015/16.</p>	<p>G</p>
---	-----------	--	--	--	--	-----------------

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
	2.	Objects for new Hartlebury Castle displays identified.	Interpretation outline complete	Dec 2015	Awaiting HCPT commission for an exhibition designer. Joint MW/HCPT curatorial meetings continuing in interim.	R
		Research and create exhibition at the County Museum at Hartlebury celebrating its history as a VAD hospital during WW1.	Recruit HLF-funded staff member Exhibition launch	May 2015 March 2016	Interpretation outline for museum spaces improvements completed March 2016 Exhibition opened March 2016	G
	3.	Produce a capital development plan for the Commandery endorsed by partners and stakeholders, to include: <ul style="list-style-type: none"> Assessment of timescales from commencement to 	Final report presented to: Joint museums committee Worcester City Council Battle of Worcester Partnership	June 2015 June 2015 July 2015	Development plan completed and new investment recommended by JMC and approved by City Council in July 2015. Presentation to Battle of Worcester	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		practical completion. <ul style="list-style-type: none"> Outline costs of fitting out, infrastructure, works and fees. Fundraising potential and grant aid, including the costs of developing applications to the required standard. 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>			Partnership on 29 th July. Update given 21 st October 2015. Proposals and costs for implementing marketing plans for first phase approved at JMC September 2015 Exhibition designer GuM started work March 2016.	
	4.	Redeveloped website launched	Recruit digital marketing assistant Re-designed website launch	May 2015 October	Digital Marketing Assistant in place New website completed and	G G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		the profile of Worcester – The Civil War City	<p>since Civic Presentation in April 2014</p> <p>Make Heritage Product Development report available on Worcester City Council website</p>	April 2015	<p>partners and stakeholders in April.</p> <p>City Council confirmed it will bid for Heritage City status, as suggested in the MW 'Heritage Product Development' report of 2014.</p> <p>City Council has appointed Tourism & Marketing Manager to lead on the Heritage Cities project.</p> <p>Discussions taking place with County Transport on appropriate battlefield signage</p> <p>Ongoing – recent change in personnel at county.</p>	A
	7.	To raise the profile of Museums Worcestershire venues by contributing to	<p>To include:</p> <ul style="list-style-type: none"> Contemporary Elgar Festival 	June 2016	Museums Worcestershire participating in discussions for Elgar	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		major Worcestershire events as part of our events programme	<ul style="list-style-type: none"> Year of Liberty & Democracy at The Commandery as part of Worcestershire's 2015 anniversary programme MOTHS (Museums on the High Street) Worcester Literature Festival 	<p>June 2016</p> <p>March 2016</p> <p>June 2015</p>	<p>Day initiative YOLAD Programme well under way with good attendances at major events 19,000 attended YOLAD events programme</p> <p>Delay in appointing ACE-funded marketing post Post now in place</p> <p>Successful programme of author talks in association with the Battle of Worcester Society</p>	G
	8.	Increase the reach of our venues through joint marketing initiatives	<p>Passport promotion with Worcester Heritage Partnership Group</p> <p>Included in group travel itinerary with Spetchley Park and Gardens</p> <p>Magna Carta 800th Anniversary with Worcester Cathedral</p>	<p>October 2015</p> <p>April 2016</p> <p>June 2016</p>	<p>Passports distributed across WHPG venues</p> <p>Delayed due to change in timeline of Commandery development</p> <p>Commandery featured in the promotional video 'Worcestershire –</p>	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			Joint events with Friends of Fort Royal Park & Commandery Gardens	December 2015	the home of Liberty & Democracy'	
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	Opportunities for participation in gardening initiatives, stewarding and holiday activities advertised. Numbers of new volunteers lower than hoped for.	A
	10.	Create cycle and walking trails at Hartlebury and within Worcester. <i>Target: To deliver a minimum of 6 walks for approx. 120 visitors.</i>	Develop 1 walking trail around the Hartlebury estate as part of HLF development. Explore possible links with Sustrans cycle networks	March 2016	Walking trail planned as part of consultants reports. First phase tree clearing works cannot begin until PTS. Unclear if HCPT still plan to open any of grounds in 2016. Sustrans info and contacts have been passed to HCPT.	R

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
	11.	<p>Develop play opportunities on all sites, including early years provision</p> <p>Embed Arts Award Discover and Explore Awards. <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>	<p>Consultation at Hartlebury took place in October.</p> <p>Part of HLF funded programme – delay in securing permission to start.</p> <p>Sessions have taken place and have been successful – more sessions now planned to continue with project</p>	<p>G</p> <p>R</p> <p>G</p>
	12.	<p>Renewing the Loans service</p> <p><i>Target: Work with up to 12 county museum partners to have a presence on the site.</i></p>	<p>Develop Learning Worcs website for schools marketing and promote to all schools within the county.</p>	<p>March 2016</p>		<p>G</p>
	13.	<p>Develop a legacy for the Skills programme in partnership</p>	<p>To explore opportunities via workshops and present</p>	<p>September 2015</p>	<p>Research and development for</p>	<p>G</p>

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		with University of Worcester	findings		apprentices taking place. Further funding identified	
	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	New activities are being launched – more consultation needed to complete programme and align with new interpretation.	R
3. To maintain responsible guardianship for our collections	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 searchable</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		
	17.	Disposal framework discussed by Joint Committee	Seek Museums Association advice	Feb 2016	New disposal framework adopted Nov 2015 and in operation.	G
	18.	Designated collections application	Develop Action plan	March 2016	Completed March 2016, first year actions in 2016/17 service plan	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</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	Final drafts now completed	A
	21.	Provide support and advice to new providers of museum	Establish agreement/ monitoring arrangements with	June 2015	Recruitment of new museum development posts completed.	A

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		development in the West Midlands	Marches Network and Ironbridge as delivery partner for museum development in Worcestershire 2015-18		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. Successful funding application submitted to Arts Council capital fund for additional heating and damp investigation and work.	G
			Develop proposals for the Hartlebury store	Jan 2016	Place Partnership commissioned Jacob UK to assess the site for solar panels, completed Jan. Place Partnership decided cost/benefit analysis not efficient to take forward.	G
	23.	Develop capacity to increase audience engagement and support	Build into ACE resilience funding bid. To include: Fundraising post	March 2015	Partnership agreement signed Interviews to appoint Fundraiser being held	G

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		<i>Total target for fundraising requirement: £555,000 includes core, project and capital requirements</i>	Marketing support Customer Relationship Management system Membership scheme		start March 16 Fundraisers in place as of March 16. Recruitment taking place for Marketing support post. Post now in place. CRM system research under way, long-list narrowed to short list of 6 options. System identified, liaison with partners now taking place before system can be purchased. CRM system in place, data migration to be completed by June 2016. Developed in full agreement with City and County data managers.	
	24.	Develop audience reach by focussing marketing resources on headline exhibitions and events	Launch refreshed brand and implement Blue Sail marketing strategy at Hartlebury	March 2016	Unlikely any branding/marketing work will happen by March due to project delays and failure to	

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			<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</p>	<p>June 2016</p> <p>June 2015</p> <p>September 2015</p> <p>January</p>	<p>recruit to marketing post Post is now in place and review of marketing strategy is complete.</p> <p>Programme under way Target to be revised in the light of Monday and January closures and a new programme for launch of new displays.</p> <p>19,000 visitors to Stanhope Forbes 16,227 visitors to Way of the Warrior 11,852 visitors to Crafted for You/Society of Artists</p>	<p>A</p> <p>G</p>

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
			<i>Target: 9,000 visitors</i>	2016		
	25.	Meet required budget reductions in 2015-16 <i>Target £55k</i>	Complete changes to venue opening hours at Commandery	January 2016	Monday closing as from 1.4.15 New staff structure in place, with new contracts for 11 months – closing January 2016	G
	26.	Ensure visitor facilities contribute to the visitor offer and venue sustainability <i>Target: Increased income from retail by 10% at Art Gallery & Museum/Commandery</i>	Extend catering concession at Art Gallery & Museum Appoint to catering concession at The Commandery Review pricing strategy at The Commandery in light of its new focus as a regional visitor destination	March 2015 April 2015 March 2016	Extended to March 2016 MeeMee Catering appointed – 3 year licence Report to JMC November 2015	G
	27.	Review staffing structure at Art Gallery & Museum in light of City Council move into	Report presented to Joint Museums Committee	September 2015	Deferred pending shared service review	R

Strategic Objective	Key Targets/Work Areas		Actions		Progress	RAG rating
	What		What	By when		
		Foregate Street				
	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