



**Worcester
CITY COUNCIL**



JOINT MUSEUMS COMMITTEE

AGENDA

Date: Wednesday, 27th March, 2019

Time: 3.00 pm

**Venue: Museum and Art Gallery,
Worcester**

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.

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Joint Museums Committee
Wednesday, 27 March 2019

Members of the Committee:-

Chairman: Councillor Mrs. Lucy Hodgson (C)
Vice-Chairman: Councillor Lynn Denham (L)

Councillor Mike Johnson (C)

Councillor Karen May (C)

C = Conservative G =- Green

L = Labour

LCo = Labour and Co-Operative

AGENDA

Part 1
(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)

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| 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 23 rd January 2019 to be approved and signed. |
| 5. Museums Worcestershire Strategic Priorities
Page(s): 7 - 14
Ward(s): All Wards
Contact Officer: Philippa Tinsley,
Museums
Manager
Tel: 01905 25371 | The Joint Museums Committee is asked to consider the priority areas for development that should form part of Museums Worcestershire Strategic Plan 2019-2024. |

6. Museums Worcestershire Service Plan 2019-20 Page(s): 15 - 22 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums Manager Tel: 01905 25371	That the Joint Museums Committee approve the service work plan for 2019-20.
7. Heritage Marketing Review Page(s): 23 - 24 Ward(s): All Wards Contact Officer: Helen Large, Museums Marketing Manager Tel: 01905 25371	That the Joint Museums Committee notes the progress made in delivering museums and heritage marketing projects.
8. Quarter 3 Performance Report 2018-19 Page(s): 25 - 40 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums Manager Tel: 01905 25371	That the Joint Museums Committee note the information provided regarding performance in the period October-December 2018.
9. Quarter 3 Finance Report 2018-19 Page(s): 41 - 44 Ward(s): All Wards Contact Officer: Mark Baldwin, Head of Finance Tel: 01905 722007	<ol style="list-style-type: none"> 1. That the Committee reviews the financial monitoring details including budget variances for the 3rd quarter ended 31st December 2018; and 2. That the Committee approve the change of allocation of inflationary increases within the Joint Management and Collections teams from City 69%: County 31% to a ratio reflecting the actual contribution of each partner to the joint teams.

10. Joint Museums Committee Work Programme Page(s): 45 - 46 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums Manager Tel: 01905 25371	The Joint Museums Committee is asked to note its future work programme and consider whether there are any matters it would wish to be incorporated.
11. Joint Teams Review Page(s): 47 - 48 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums Manager Tel: 01905 25371	That the Joint Museums Committee approve the three recommendations for change to the joint teams set out in the linked exempt report.
12. Any Other Business	Which in the opinion of the Chairman is of sufficient urgency as to warrant consideration.
13. Item Involving the Disclosure of Exempt Information	<p>The Committee are invited to pass the following resolution:-</p> <p>That under Section 100A(4), the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of information as defined in Schedule 12A of the said Act.</p>
PART II (ITEM FOR DISCUSSION AND DECISION IN PRIVATE)	
14. Minutes (Exempt) Page(s): 49 - 50	Of the meeting held on 23 rd January 2019 (exempt item) to be approved and signed.

<p>15. Joint Teams Review Page(s): 51 - 62 Ward(s): All Wards Contact Officer: Philippa Tinsley, Museums Manager Tel: 01905 25371</p>	<ol style="list-style-type: none"> 1. That the Joint Museums Committee approves the recommendations for change in the joint museums management and collection teams set out in the business case; 2. That the Joint Museums Committee approve the use of up to £54,000 from the museums reserves to fund the costs of voluntary redundancy; and 3. The Museums Manager be authorised to proceed with staff consultation and implementation of the proposed team restructures through Worcester City Council's processes and in consultation with the appropriate County Council officers.
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JOINT MUSEUMS COMMITTEE**23rd January 2019**

<u>Present:</u>	Councillor Mrs. Lucy Hodgson in the Chair
	Councillors Denham (Vice-Chairman), Johnson and May
<u>Officers:</u>	Andrew Round, Corporate Director – Place (Worcester City Council) Hannah Needham, Assistant Director of Children, Families and Communities (Worcestershire County Council) Philippa Tinsley, Museums Manager (Museums Worcestershire) Helen Large, Marketing and Events Manager (Museums Worcestershire)

25 Appointment of Substitutes

None.

26 Declarations of Interest

The following declaration of interest was made:

Councillor Denham – As Chair of the Friends of Fort Royal Park and Commandery Gardens.

27 Public Participation

None.

28 Minutes

RESOLVED: That the minutes of the meeting held on 23rd November 2018 be approved as a correct record and signed by the Chairman.

Matters arising:

Members asked for an update on the Café at the Museum and Art Gallery.

The Museums Manager informed the Joint Committee that tenders had been received and a successful candidate had been chosen. It was the team who currently run the Café at the Commandery.

Official information to be sent out shortly, marketing and publicity to be carried out. Members briefing note also to be issued.

29 Esme Fairbairn Collections Fund Award

The Joint Museums Committee considered a report on the Esme Fairbairn Collections Fund Award.

The Esme Fairbairn Collections Fund, managed by the Museums Association, funded a range of projects that demonstrated the significance, distinctiveness and power of collections to people.

Museums Worcestershire was one of the six projects awarded funding this year for which *A Glove Affair: Worcester's Hand in the Global Gloving Industry* was awarded £113,100 over three years.

The project would review the collection, highlighting its international significance and create community-based workshops to reconnect local people to their past. It would work with community groups, volunteers and academic partners to deliver the project.

The Museums Manager in presenting the report drew the Committee's attention to appendix 1 which identified the project activity plan. It was reported that a progress report would be brought to update the Joint Committee later in the year. The Museums Manager also provided an example from the glove collection.

The Joint Committee were informed that the Curator for Social History had been on the radio today requesting former workers of the glove industry to come forward with their stories and any artefacts.

RESOLVED: That the Joint Committee

- 1. note the award of £113,100 for the project *A Glove Affair: Worcester's Hand in the Global Gloving Industry*; and**
- 2. authorise the Museums Manager to develop the necessary agreements with the Museums Association and with partners to fulfil the project.**

30 Museums Worcestershire Strategic Planning

The Joint Committee considered a report on Museums Worcestershire Strategic Plan.

The current strategic plan for Museums Worcestershire was approved in 2014 covering the period to 2018. It was therefore time to review the medium term priorities for the Joint museums Service.

In 2026, several key agreements for the Joint Museums Service are due for renewal – the leases at Hartlebury Castle for the County Museum and for the Collections Centre at Hartlebury Trading Estate. The current agreement with the two military museum trusts whose display is hosted at Worcester City Art Gallery and Museum also runs to 2026. Medium-term planning for the service should prioritise the options and opportunities towards these potential changes.

The Museums Marketing Manager in presenting the report drew the Joint Committee's attention to appendix 1 attached to the report and outlined the contents of the draft plan for 2019-2014.

At the November 2018 meeting , the Joint Museums Committee approved a Members' workshop to take place shortly where Museums Worcestershire's areas for development and priorities for 2019-2024 within this planning framework would be discussed further. The completed draft plan would be brought back to a future meeting for adoption by the Joint Committee.

RESOLVED: That the Joint Committee note the draft Museums Worcestershire Strategic Plan in framework stage.

31 Tickenhill Trust Review

The Joint Committee considered a report on the Tickenhill Trust Review.

The Tickenhill Trust was set up in 1958 by Worcestershire collectors Alice and Joseph Parker of Tickenhill Manor. They had acquired a sizable and significant collection of social, rural and industrial history and wished it be preserved for the benefit of the people in Worcestershire.

The collection in trust was accepted by Worcestershire County Council and established in the new County Museum in the North Wing at Hartlebury Castle in 1964. The Council became sole trustees in 1970.

At the Joint Museums Committee in November 2016, the positon of the Tickenhill Trust was discussed and funding set aside from museum reserves to seek external advice on the opportunities and responsibilities presented by the Tickenhill Trust.

The Museums Manager informed the Joint Committee that Egeria Heritage Consultancy was appointed to research the Tickenhill Trust and Members were provided with a summary presentation of Egeria's research for which background was provided.

In 2018 Museums Worcestershire's collections team had worked to resolve the first issue identified by Egeria, which was to identify and delimit the collection within the County Museums spaces. This work is now complete and appendix 1 attached to the report outlined the work undertaken on the Tickenhill Trust in 2018.

The preferred option was set out in paragraph's 3.1-3.3 of the report.

The Museums Manager responded to questions from the Joint Committee Members.

RESOLVED: That the Joint Committee:

1. **note the research made by Egeria Heritage Consultancy into the Tickenhill Trust; and**
2. **approve the appointment of a project consultant to work with the finance and legal teams at Worcestershire County Council to undertake the recommended actions for charitable compliance.**

32 Joint Museums Committee Work Programme

The Joint Committee considered its work programme.

It was agreed that the Strategic Plan be added to the March meeting and it was also agreed that the strategic planning workshop for Members be scheduled for 10th April 2019.

RESOLVED: That the work programme be noted with the additional item.

33 Management and Collections Teams Review

The Joint Committee considered a report on the Management and Collections Teams review.

The Esme Fairbairn Collection Fund supported project staffing that retained curatorial expertise within the museum team and would backfill for existing staff to undertake the project.

The Social History Curator and Commandery Manager has a wide remit and had, for the past five years, concentrated on the priorities of The Commandery meaning the social history collection had been significantly under resourced. This project was conceived as an opportunity to bring in additional support in managing and developing The Commandery to enable focus again on the collections.

At its meeting on 16th November 2017 the Joint Museums Committee approved an approach for delivering a more efficient service and reducing the annual contributions of each partner to the Joint Museums Committee through team-by-team review. This included a review of the Joint Management and Collections teams in 2019.

An outline review had been undertaken, considering the most efficient management of the service and collections. This was set out in the report and appendix outlined in the exempt part of the agenda.

The Joint Committee were being asked to approve the outline review and the initiation of a detailed investigation undertaken with the support of Worcester City Council teams. A detailed business case would then proceed through Worcester City Council processes in consultation with Worcestershire County Council before returning to the Joint Museums Committee at their March meeting for approval.

The preferred option was outlined in the report and appendix in the exempt part of the agenda for consideration.

It was asked that 1.1 of the recommendation be amended to include the Museums Manager liaising with relevant officers in both authorities to implement the changes.

RESOLVED: That the Joint Committee authorise the Museums Manager in conjunction with relevant officers in both authorities to implement the staffing changes outlined in the linked exempt report through Worcester City Council's processes, in consultation with the Chair and Vice-Chair of the Joint Museums Committee.

34 Any Other Business

None.

35 Item involving the Disclosure of Exempt Information

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

36 Minutes (Exempt)

RESOLVED: That the minutes (exempt items) of the meeting held on 23rd November 2018 be approved as a correct record and signed by the Chairman.

37 Management and Collections Teams Review

The Joint Committee considered the Management and Collections Teams review and approved the interim staffing arrangements for the duration of Esme Fairbairn Collections Funded project *A Glove Affair*; authorised the Museums Manager to agree the staffing arrangement through the external provider and implement it through Worcester City Council's processes; noted the outline recommendations for permanent change in the Joint Museums Management and Collections Teams; and authorised the Museums Manager to proceed with a more detailed business case investigation through Worcester City Council's processes.

Duration of the meeting: 3.00p.m. to 4.10p.m.

Chairman at the meeting on
27th March 2019

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**Report to: Joint Museums Committee, 27th March 2019****Report of: Museums Manager****Subject: MUSEUMS WORCESTERSHIRE STRATEGIC PRIORITIES****1. Recommendations**

- 1.1 The Joint Museums Committee is asked to consider the priority areas for development that should form part of Museums Worcestershire Strategic Plan 2019-2024.**

2. Background

- 2.1 The current strategic plan for Museums Worcestershire was approved in 2014 (minute 202), covering the period to 2018. It is therefore time to review the medium-term priorities for the joint museums service.
- 2.2 At their last meeting, the Joint Committee discussed and approved the outline framework for the strategic plan.

3. Information

- 3.1 The accompanying appendix to this report pulls out from that framework the medium-term challenges for Museums Worcestershire. It proposes work area priorities for the service to respond to those challenges.
- 3.2 Following discussion by the Joint Committee, the final draft strategic plan, including both the wider contextual framework and these priorities of work will be brought back to a future meeting for adoption by the committee.

Ward(s):**All****Contact Officer:****Philippa Tinsley Tel: 01905 25371 email:
Philippa.tinsley@worcester.gov.uk****Supporting
Documents:****Appendix 1: Priorities for Strategic Plan 2019-2024**

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Museums Worcestershire Strategic Plan 2019-2024

Aims and Priorities

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.

In 2024, success looks like:

Museum venues are fit for purpose, with business planning for sustainable improvement and audience growth through to 2030. Options for change have been researched and decided upon. Local authority commitment is harnessed to bring in significant external support and funding for redevelopment.

Challenges

- The County Museum at Hartlebury Castle and the Collections Centre current leases end in 2026
- The agreement by Worcester City Council to host the Mercian and Worcestershire Yeomanry Military Museum Trust displays at Worcester City Art Gallery & Museum ends in 2026, with a decision point in 2023
- Hartlebury Castle Preservation Trust's Heritage Lottery Funding ends in 2021, representing a challenge to our partner's resilience
- Resident support for the value of museums remains high; visitor expectations for the preservation and presentation of their heritage are also high
- All three museums are important listed buildings, with property challenges in line with their historic fabric.

Priority areas for development

A masterplan for the City Art Gallery & Museum: venue, development, income-earning opportunities, capital planning

Consideration of the service options for the County Museum: partnership(s) business plan post 2021, county-wide opportunities, development of significant collections and displays, new transport gallery research and development

Options appraisal for the Collections Centre: business and impact planning

10-year development plan for Commandery, capital planning and income business plan

Strategic aim 2 - Build on our strengths and significance.

Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.

In 2024 success looks like:

Staff, supporters and stakeholders understand and advocate for where Museums Worcestershire is unique, important and successful. Difficult but informed decisions on the shape and size of the service and its collections have been made. Staff have a culture of pride in their expertise and share their knowledge widely.

Challenges

- Maintaining development in partnership as partner capacity reduces
- Extending Museums Worcestershire's reach to users in more than just our own venues: locally, nationally and internationally
- Appropriately preserving and making accessible the large civic collections that represent the heritage of City and County with the capacity, funding and partnership opportunities available
- Growing our expertise, focusing on existing strengths, and embedding these into all our public programmes.

Priority areas for development

Vision for supporting other museums in Worcestershire, developing new county partners

Build a focused formal learning programme, defining partnerships and demand

Gap analysis based on Accreditation requirements, Accreditation resubmission 2020

Review of collections priorities and display; applications for key collections to be Designated nationally significant

Strategic aim 3 – Learn from our audience and improve.

Respond to feedback and data to broaden our engagement and prioritise annual work programmes.

In 2024 success looks like:

User needs and behaviour are understood and lead staff training and performance reviews, programming and development planning. Improvements are reflected in user satisfaction feedback. Focused work is undertaken to slowly expand the core audiences, meaning user numbers are on a rising trend. Ongoing capital investment is planned and actively sought.

Challenges

- Ensuring that improvements at The Commandery and Hartlebury Castle don't end with their relaunches, but that visitor response drives the next stage of displays and development, both small and large
- Making investment at Worcester City Art Gallery & Museum, ensuring that its visitor facilities and permanent displays reach the quality of welcome as at the other Museums Worcestershire sites
- Expanding the audience at each site, encouraging more repeat visits and reaching current non-users
- Rejuvenating formal learning programmes so that they respond to a changing national education context
- Understanding audience ambitions and commitment towards future significant change at museum venues.

Priority areas for development

Annual improvement plans from front-line teams based on Audience Finder and Visit England VAQAS reports

Align audience development targets with annual programme planning and long-term development

Strategic aim 4 – Make a difference in our communities.

Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county.

In 2024 success looks like:

The social impact of the museum service is understood and can be measured. We can demonstrate we are improving lives and this contribution to local priorities forms a central part of our service. The service takes risk with new projects, and shares evaluation so that benefits are more widely felt.

Challenges

- Creating community-based projects in partnership that have real social impact
- Building on the success of externally-funded projects for those living with dementia, and for training young people, within the core budgets
- Fully understanding the difference museums make to counteract social isolation, and embedding that in programming
- Better understanding the health benefits to visitors of our relaxing, atmospheric and creative spaces
- Developing experiences for volunteers that contribute to their wellbeing as well as our capacity
- Maintaining the benefits of networks with staff that will move into Worcestershire Children First, and continuing to make an active contribution to the wider County Council and City Council priorities
- Enthusiating children and young people and non-traditional learners to develop their knowledge and skills within a challenging funding and performance position for formal education partners
- Contributing to building Worcester's and Worcestershire's economy through cultural development.

Priority areas for development

Investigate where Museums Worcestershire is uniquely positioned to make a difference with community challenges, build networks with priority community partners, measure the difference we make

Align informal learning and volunteer programmes to long-term social impact and wellbeing outcomes for young people and older adults, based on city and county priorities

Lead and disseminate findings on cultural visits and wellbeing and cultural economic development

Review opening hours in line with economic development planning for Worcester

Strategic aim 5 - Grow and diversify our funding and resilience.

Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.

In 2024 success looks like:

The funding profile for the service is a sustainable balance between local authority contributions, earned income and other funding sources. Budgets and fundraising are focused on developing the service's strengths and significance; commercial activity makes a significant net contribution to that core work.

Worcester City Council and Worcestershire County Council continue to contribute lower than the average of other local authorities to museums; secondary spend per head is higher than the average of similar regional museums. Commercial elements are efficiently delivered with host authority support for cost-effective systems and partnerships.

Challenges

- Maintaining a viable funding level against a challenging local authority funding context and rising costs
- Maximising the benefits of the joint service and our commercial and local authority partners to spread capacity and expertise across both revenue generation and service delivery
- Ensuring staff teams remain flexible and motivated and that all of Museums Worcestershire are advocates for the success of the service
- Building secondary spend and individual donations in a competitive environment
- Growing our membership and involving them in our future plans and fundraising campaigns
- Maximising the opportunities of the Tickenhill Trust and charitable partners to bring in sponsorship and fundraising from foundations.

Priority areas for development

Research commercial development structure and opportunities, develop commercial partnerships

Tickenhill Collection Trust established as a development trust for museums fundraising

Investigate opportunities for Exhibition Tax Relief, Gift Aid, commercial trading arm for Worcester's heritage venues

Consider application to become an Arts Council National Portfolio Organisation; application in 2021-22

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**Report to: Joint Museums Committee, 27th March 2019****Report of: Museums Manager****Subject: MUSEUMS WORCESTERSHIRE SERVICE PLAN 2019-20****1. Recommendation**

1.1 That the Joint Museums Committee approve the service work plan for 2019-20.

2. Background

2.1 The Joint Museums Committee is required to approve an annual service work plan under the terms of the Joint Museums Agreement.

2.2 The plan provides a detailed work programme for the forthcoming financial year based on the overall direction and strategic objectives within the strategic plan agreed in November 2014. These are:

- To create compelling, high quality destinations, exhibitions and events
- To develop heritage marketing and related tourism opportunities in the City and County
- To improve health, volunteering and learning opportunities in local communities
- To maintain responsible guardianship for our collections
- To secure a viable future for our museum sites through new ways of working.

2.3 Progress reports are provided to members on a quarterly basis, monitoring the PIs adopted by the committee on 23 March 2018, and progress against this service plan. The plan is also supported internally through both local authority partner systems with staff work plans and performance monitoring and reporting.

3. Information

3.1 The proposed 2019-20 is appended to this report as an appendix.

4. Implications**4.1 Financial and Budgetary Implications**

The service plan is planned within the annual agreed core budget.

It includes elements that are externally funded (funding received), and tasks that include the investigation of additional funding which will have an impact on the implementation and extent of that area of work.

4.2 Legal and Governance Implications

There are no legal or governance implications to the proposed work.

4.3 Risk Implications

Risks of Museums Worcestershire's work are assessed and monitored using both authorities' risk management procedures and systems. There are no significant additional risks to the proposed 19-20 service plan.

4.4 Corporate/Policy Implications

There are no corporate or policy implications to the proposed work

4.5 Equality Implications

Equality implications will be assessed as appropriate using standard frameworks as each element of work progresses.

4.6 Human Resources Implications

Human resources implications of any area of work will be assessed and reported to Joint Museums Committee separately.

4.7 Health and Safety Implications

Health and safety implications will be assessed as appropriate using standard frameworks as each element of work progresses.

4.8 Social, Environmental and Economic Implications

There are no negative social, environmental and economic implications to the proposed work. The extent of positive impacts will be measured as part of Museums Worcestershire evaluation and monitoring.

Ward(s): All

Contact Officer: Philippa Tinsley, Tel: 01905 25371, Email:
Philippa.tinsley@worcester.gov.uk

Supporting

Document:

Museums Worcestershire Service Plan 2019-20

MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2019-20

Strategic Objective	Key Targets/Work Areas	Actions		
		What	By when	MMT lead

A. <i>To create compelling, high quality destinations, exhibitions and events.</i>	Curate an exceptional programme of exhibitions at Worcester City Art Gallery, attracting visitors to Worcester, encouraging participation for local families <i>Working with key partners and funders</i>	Exhibitions Destination: Matisse & Diaghilev's Ballet Russes Destination: The Young Turner: Ambitions in Architecture and the Art of Perspective Family: May The Toys Be With You Challenge: Living Ruins Local Creative: Society of Artists Local Creative: Crafted for you Collection: Georgian Art	April 2019 July 2019 September 2019 November 2019 January 2020 January 2020 March 2020	
	Maintain the momentum of improvement at The Commandery and Hartlebury Castle <i>Working with key partners including Hartlebury Castle Preservation Trust</i>	Deliver 2 x Spotlight displays at The Commandery Loyal to the King The Port, the Purse and the Prince Investigate sources of funding for re-development of the County Museum gallery which current houses Springs, Spas and Holidays and The Commandery's Painted Chamber Deliver a programme of events, at The Commandery based around its unique and significant history, and at Hartlebury Castle supporting family and community visits	June 2019 Dec 2019 February 2020 March 2020	
	Improve the customer experience at all museum sites <i>Using audience research to plan development</i>	Front-line teams to plan and implement improvements responding to Audience Finder surveys, Visit England's VAQAS assessments and evaluation	September 2019 February 2020	

Strategic Objective	Key Targets/Work Areas	Actions		
		What	By when	MMT lead
	<p>Further increase engagement at our newly developed sites, focusing on local and repeat visitors</p> <p>Improve new website following change of hosting</p>	<p>In partnership with Worcester City Council, secure funding for and redevelop entrance foyer and welcome at City Art Gallery & Museum</p> <p>Review structure of Worcester City Art Gallery's exhibition programme planning</p> <p>Plan and deliver Commandery marketing campaign targeted at Worcester residents</p> <p>Local advocacy marketing campaign at Hartlebury Castle in partnership with Hartlebury Castle Preservation Trust</p> <p>Audit of content and plan for development</p>	<p>March 2020</p> <p>October 2019</p> <p>November 2019</p> <p>December 2019</p> <p>August 2019</p>	
B. <i>To develop heritage marketing and related tourism opportunities in the City and County</i>	<p>Support City and County heritage partnership working</p> <p>Explore joint ticketing opportunities with heritage partners</p>	<p>Research and develop Mayflower 400 display at Worcester City Museum</p> <p>Participate in Love Worcester joint heritage events and activities</p> <p>Review opportunities for touring exhibitions for county museums</p> <p>Assess effectiveness of existing ticket partnership with TIC</p>	<p>January 2020</p> <p>February 2020</p> <p>November 2019</p> <p>July 2019</p>	

Strategic Objective	Key Targets/Work Areas	Actions		
		What	When	MMT lead
	Support Worcester City's Cultural Development 'arches' project	Discussion with specific heritage venues in Worcester on development of joint or shared ticketing Museums Worcestershire commitment to project working groups	December 2019 June 2019	
C. <i>To improve health, volunteering and learning opportunities in local communities</i>	Review formal learning service <i>responding to change in booking performance and assessment as part of Sandford Award</i> Develop Museums Worcestershire's specialisms in working with home educated students and with reminiscence work for those living with dementia Improve participant learning potential from informal learning programme Support wellbeing in our communities	Simplify Commandery's school booking system Investigate new curriculum links that build on the significance of The Commandery, adapt sessions to remain relevant Develop and promote learning outreach service Hold 2 events specifically for Home Educators Integrate project-developed resources into outreach service and promote to community users Develop exhibition and drop-in activities further at City Art Gallery & Museum Develop joint activities with 2 community partners at City Art Gallery & Museum	September 2019 Dec 2019 August 2019 February 2020 December 2019 August 2019 March 2020	

Strategic Objective	Key Targets/Work Areas	Actions		
		What	By when	MMT lead
		<p>Complete volunteer roles, systems and policy review and integrate social impact and wellbeing outcomes</p> <p>Identify community audiences whose location precludes uptake in museum activities and develop joint partnership working as part of the Glove Affair project</p>	Dec 2019 March 2020	
D. <i>To maintain responsible guardianship for our collections</i>	<p>Ensure collections are managed effectively and made accessible when not on display</p> <p><i>Working with partners to develop priority collections, raising profile of their heritage significance</i></p>	<p>Documentation audit of City costume and City and County furniture collections, making available online</p> <p>Audit and transfer those materials stored at Worcester Museum that would more appropriately be available for research at the Collections Centre</p> <p>Completion of year 1 of the Glove Affair project: collection level inventories</p> <p>Audit Transport and Bromsgrove Guild Collections, scoping of opportunities and funding streams</p>	January 2020 February 2020 March 2020 October 2019	
	<p>Review and revise collection policies and procedures in line with Museum Accreditation requirements</p> <p><i>Ensuring that the Tickenhill Collection is appropriately overseen on behalf of its trustee</i></p>	<p>Update the Collections Development Policies for each authority</p> <p>Review and update the Emergency plans and supplies at all sites</p>	March 2020 December 2019	

Strategic Objective	Key Targets/Work Areas	Actions		
		What	By when	MMT lead
E. <i>To secure a viable future for our museum sites through new ways of working</i>	<p>Strengthen partnership working when it can lower costs and increase income development</p> <p>Align income and expenditure, meeting savings targets and reducing partner authorities' subsidy</p> <p>Review and improve commercial income opportunities</p> <p>Further diversify income throughout service</p>	<p>Support Hartlebury Castle Preservation Trust to further develop the sustainability of the Hartlebury Castle site, planning for the end of their HLF funding</p> <p>Complete and embed restructured teams</p> <p>Review business plan targets and frontline staff roles at The Commandery</p> <p>New Commercial Team structure in place</p> <p>Introduce new EPOS system at City Art Gallery & Museum shop, research best practice in museum retain and implement changes to increase secondary spend per head</p> <p>Further develop commercial hire packages at all sites</p> <p>Work with Café licensee at Balcony Cafe and Commandery Coffee to grow their business and meet income targets</p> <p>Benchmark fees and charges and review income targets</p> <p>Put documentation in place to enable Tickenhill Collection Trust to become a vehicle for museums fundraising</p>	<p>March 2020</p> <p>July 2019</p> <p>October 2019</p> <p>August 2019</p> <p>March 2020</p> <p>September 2019</p> <p>December 2019</p> <p>November 2019</p> <p>March 2020</p>	



Report to: Joint Museums Committee, 27th March 2019

Report of: Museums Marketing and Events Manager

Subject: HERITAGE MARKETING REVIEW

1. Recommendation

- 1.1 That the Joint Museums Committee notes the progress made in delivering museums and heritage marketing projects.**

2. Background

- 2.1 Museums Worcestershire promotes its museums as destinations in their own right and as a significant part of the Worcester and Worcestershire heritage visitor economy. This report sets out recent activity in these areas.

3. Information

- 3.1 The Museums website saw a significant spike in page views in summer 2018 when 22,540 page views were recorded. This spike can be attributed to summer campaigns for each museum signposting the website for more information. In December 2018 hosting of the website switched from Worcestershire County Council to Worcester City Council. Initially figures dropped following this change, however by February they were back up to 14,857, earlier than anticipated. Website performance indicators are to be amended to fall in line with City Council metrics, therefore users and sessions will be measured, rather than page views.
- 3.2 The Commandery saw another successful Living History event in February 2019. Overall the event saw an increase in paying visitors with admissions income increasing by 60%. Attendance by Worcester residents increased by 14%, this reflects a desire to engage more residents at The Commandery over 2019.
- 3.3 Following the Heritage Lottery-funded developments at Hartlebury Castle marketing campaigns throughout 2018 focussed on promotion of the unified destination. This continues in 2019 and a new marketing strategy has been presented to the Hartlebury Strategic Board.
- 3.4 Destination exhibitions at the Art Gallery & Museum continue to attract visitors from outside of the WR postcode, resulting in a positive impact on the city's economy. The 2018 summer show Ice Age, a partnership with the Worcestershire Archaeology and Archives Service attracted 16,000 visitors of which 44% had never visited the Art Gallery & Museum before, and 70% of visitors stayed for an hour or more. Ice Age benefitted from excellent social media and local press exposure with the highlight being our very own mammoth on a bicycle at the Tour of Britain. The current spring exhibitions Matisse 'Drawing with Scissors' and Diaghilev's Ballets Russes have already been well received with more than 6,000 visitors in the first month.

Marketing has focussed on making links with dance organisations and has led to coverage in dance-specific media. The opening was one of the best attended of recent years.

- 3.5 Two of the museums enjoyed endorsement from regional and national awards as The Commandery won best visitor attraction in the Visit Worcestershire awards for excellence and Hartlebury was awarded the accolade of Hidden Gem by Visit England. Both museums were also recognised in the Sandford Awards for Education.
- 3.6 The museums continue to collect audience data using the Audience Agency's Audience Finder national research programme. The data is being used to inform our current strategic planning as well as informing front line improvements to the visitor experience.
- 3.7 Thanks to City Council funding tourism signage is now in place for our city museums. This helps to join up our marketing as it facilitates an easier journey for those visitors attracted from outside of the city and reflects the museums' status as key contributors to the city's visitor economy.
- 3.8 The museums have been staying on top of digital trends by using live sharing stories on Facebook and Twitter, and targeted advertising where appropriate. The number of people we are engaging with on social media continues to increase. The exhibition opening for Matisse 'Drawing with Scissors' and Diaghilev's Ballets Russes reached 9,389 people on Facebook.
- 3.9 Following the departure of Charlie Fothergill, two new part-time members of the marketing team have been recruited; Robyn Rooney is the Commandery Marketing Officer and has come from the Chamber of Commerce. Rosie Smith is the Museums Digital Marketing Officer and brings with her experience from the National Trust and SAMPAD.

Ward(s): All
Contact Officer: Helen Large, Tel: 01905 722141, email:
Background Papers: None



Report to: Joint Museums Committee, 27th March 2019

Report of: Museums Manager

Subject: 2018-19 QUARTER 3 PERFORMANCE

1. Recommendation

1.1 That the Joint Museums Committee note the information provided regarding performance in the period October-December 2018.

2. Background

- 2.1 The attached service plan and summary of performance indicators give an account of progress in delivering the work programme against service priorities and targets.
- 2.2 The attached performance information incorporates information that shows the trend of performance and the potential for growth in secondary spend on retail at the museum sites.
- 2.3 The current PI of 'website sessions' measures page views on Museums Worcestershire sites which is now considered an outdated measure. From 1/4/2019 we will instead count users and sessions as this presents a more accurate measure, and is in line with all other Worcester City Council website reporting.

3. Information

- 3.1 Some of the key points on performance in the third quarter of 2018-19 to note are:

- Visitor numbers at each site continue the trends already seen in 2018-19, with Hartlebury Castle visitor numbers increasing following its relaunch, The Commandery's numbers levelling off and the City Art Gallery and Museum continuing to decline in performance. This pattern clearly shows the impact of investment and an enhance campaign of publicity, the challenge is to continue to make improvements within core staff capacity and budgets.
- School bookings responded to the intensive work on publicity and visits have this quarter met user number targets, but not income targets. It is very clear that school needs have changed significantly and we are responding to that, building on our strengths. Several schools have taken the opportunity of free visits, and 22% of the formal learning service this quarter is outreach.
- The new opportunities of commercial hire and weddings at The Commandery, while positive, have not met the challenging targets we hoped for in its first year. The future structure of management team, where commercial activity has a clearer focus, will enable prioritisation of development to maximise efficient commercial activity.

Ward(s): All
Contact Officer: Philippa Tinsley, Tel: 01905 25371, Email:
Philippa.tinsley@worcester.gov.uk

Supporting Documents: Appendix 1: Service Plan 2018-19 Quarter 3
Appendix 2: Quarter 3 PIs Summary

MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2018-19

QUARTER 3 UPDATE

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

A. <i>To create compelling, high quality destinations, exhibitions and events.</i>	<p>Curate an exceptional programme of exhibitions at Worcester City Art Gallery, attracting visitors to Worcester and encouraging participation for local families</p> <p><i>Working with key partners and funders</i></p> <p>Development of Hartlebury Castle as a significant Worcestershire visitor destination</p> <p><i>Working with partners Hartlebury Castle Preservation Trust and funders</i></p>	<p>Exhibitions</p> <p><i>Destination:</i> BW Leader (visitor target 20,000)</p> <p><i>Collection:</i> War to End All wars</p> <p><i>Family:</i> Ice Age (visitor target 14,000)</p> <p><i>Challenge:</i> What do we want? (visitor target 11,000)</p> <p><i>Local Creative:</i> Society of Artists</p> <p><i>Local Creative:</i> Crafted for you</p>	June 18 Nov 18 Sept 18 Nov 18 Jan 19 Jan 19	DF RR RR/DF RR RR/DF	<p>What do We Want? exhibition under target (achieved 9664) but achieved considerable profile in the city, and funder support</p> <p>2019 programme launched, with some new events led by HCPT</p>
		<p>Support HCPT to launch redeveloped site</p> <p>Archaeology Gallery, redeveloped in partnership with Worcestershire Archaeological Society, launched</p> <p>Develop plans in partnership with HCPT for ongoing activities and events programmes post-project funding</p> <p>Funding application submitted to develop costume gallery</p>	May 18 July 18 Nov 18 Jan 19	RR RR/DF RR RR/DF	

Strategic Objective	Key Targets/Work Areas	Actions			Progress
		What	When	MMT lead	
	<p>A development plan for Worcester City Art Gallery & Museum, with phase 1 focused on improving the visitor welcome in reception</p> <p>Continue to improve the visitor experience at the Commandery <i>Working with key partners and funders</i></p>	<p>Funding bids submitted to support phase 1 of improvement plan</p> <p>Masterplanning sessions with stakeholders towards a 10-year plan</p> <p>Capital improvements to reception area complete</p> <p>Welcome internal action plan, including staff training and café development</p> <p>Programme of events and talks, with existing and new partners. <i>Audience target tourists:</i> Oak Apple Day August Bank Holiday Medieval event <i>Audience target local residents:</i> Holiday activities Living History</p> <p>Review of Commandery café and plan future developments with independent operator</p> <p>Completion of Learning Suite facilities including storage</p>	July 18 Dec 18 Feb 19 Mar 19 Mar 19 May 18 Sept 18	AB PT AB AB DN DN DN	<p>Design for reception improvements delayed due to transfer of PPL and outcome of Fire Risk Assessment, with knock on impact on progress. Planned for 2019-20.</p> <p>Masterplanning for MAG included in wider Strategic Planning work</p>

Strategic Objective	Key Targets/Work Areas	Actions			Progress
		What	When	By when	
	Evaluate performance to inform all developments	<p>Partners and funders identified to develop display and resources supporting Painted Chamber.</p> <p>Run Audience Finder evaluation using volunteers</p>	Mar 19 Dec 18	DN HL	New volunteers recruited, evaluation surveys undertaken at all sites, awaiting analysis with Audience Agency
B. <i>To develop heritage marketing and related tourism opportunities in the City and County</i>	<p>Increase groups visits to The Commandery, increasing the economic impact for Worcester</p> <p>Maximise heritage of Worcester City <i>Supporting Worcester City Council strategic priority</i></p>	<p>Improve Commandery promotion to specialist groups and attract 18 group tour bookings</p> <p>Liaise with Visit Worcestershire planning Mayflower400 itineraries for overseas visitors to Britain</p> <p>Events strategy for Museums Worcestershire city venues</p> <p>Worcester Heritage Partnership Group and Love Worcester Event participation</p> <p>Build relationships with local heritage partners to develop heritage audiences, participating in:</p>	March 19 March 19 July 18 Feb 19	HL HL HL HL	

Strategic Objective	Key Targets/Work Areas	Actions			Progress
		What	When	By when	
		<ul style="list-style-type: none"> • Lost Landscapes project • Partner in Ring Project • Elgar connection with The Firs <p>Develop stronger links with Tourist Information Centre and Guildhall, investigate joint ticketing opportunities</p> <p>Plan EPOS systems at MAG and Commandery in parallel with Tourist Information Centre</p>	Sept 18 March 19 July 18 Oct 18 Dec 18	PT AB	TiC selling Commandery tickets. Guildhall and Commandery wedding publicity cross link the two offers. Further work planned in 2019-20 EPOS installed at The Commandery ready for 2019 season, MAG system will be installed with foyer reception improvements
C. <i>To improve health, volunteering and learning opportunities in local communities</i>	Formal Education strategic development <i>Supporting Worcestershire County Council's Education Strategy</i>	Complete Commandery arts programme of Civil War Stories & Paper Rebellion , then evaluate Develop 2 new curriculum-led schools sessions – Hartlebury archaeology and MAG Ice Age Develop schools arts resource box	Sept 18 Sept 18 Oct 18	GD GD GD	 New KS2 workshop session devised to run alongside Matisse exhibition, will explore what resources schools are looking for
		Trial 2 Home Educators taster days and improve flexible offer	Jan 19	GD	Delayed to 2019-20 – consultation shows Home Ed. Groups prefer

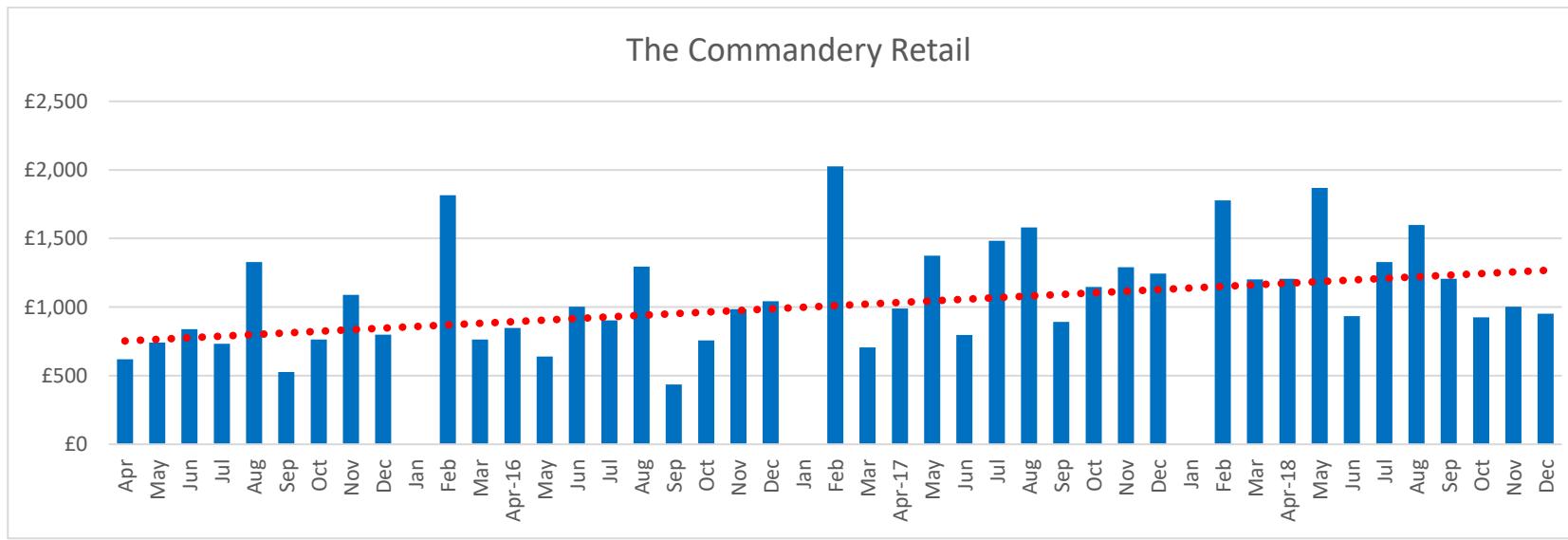
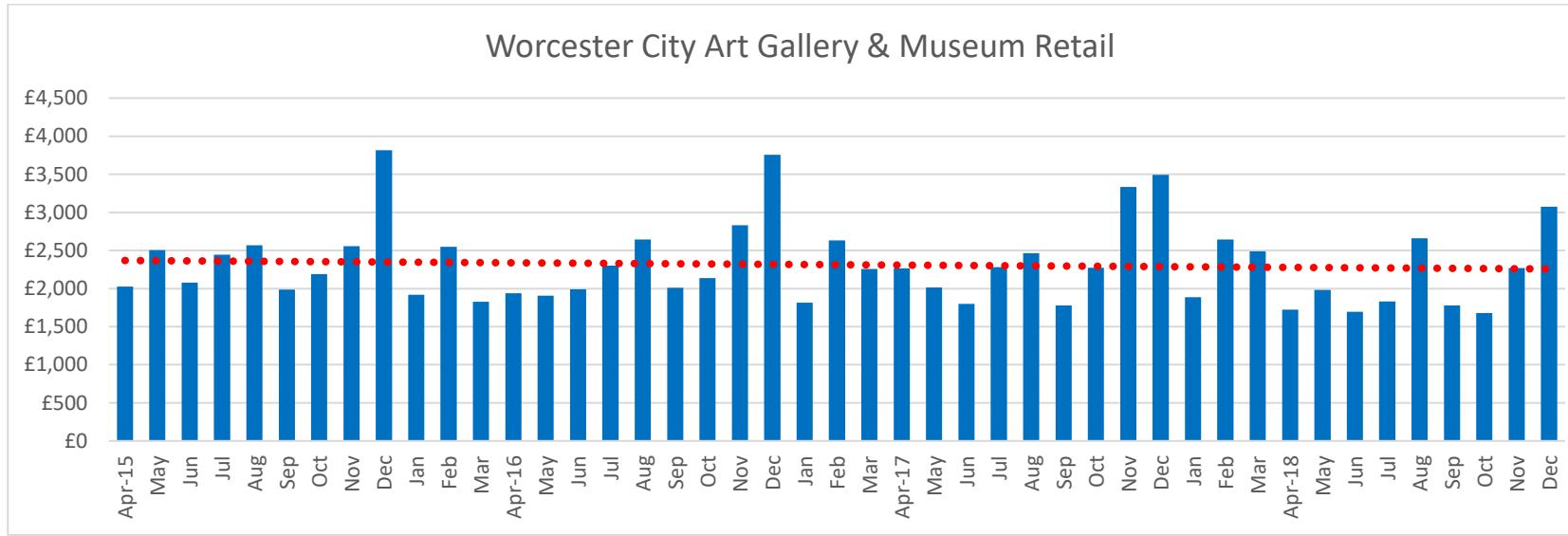
Strategic Objective	Key Targets/Work Areas	Actions			Progress
		What	When	By when	
	Extend community partnerships <i>Supporting Worcester City Council and Worcestershire County Council's wellbeing priorities</i>	Complete next phase redevelopment of loans service for County Museum with focus on schools and community engagement Develop workshops alongside Open Gallery programme at City Museum Increase volunteering opportunities across sites Scope community partners for Commandery Painted Chamber project Include City Museum and Commandery in Disabled Go's Accessibility Checker	March 19 Jan 19 Feb 19 Mar 19 Aug 18	GD GD GD DN AB/DN	summer terms and a need for us to develop new resources
D. <i>To maintain responsible guardianship for our collections</i>	Ensure collections are managed effectively and made accessible	Scope project on significant glove and glove-making collections and submit funding application Scope the opportunities, impact and practicalities of a closer working relationship with Worcestershire Biological Records Centre and Worcestershire Recorders to develop	Nov 18 Jan 19	DN DF	Application submitted and successful grant of £113,000

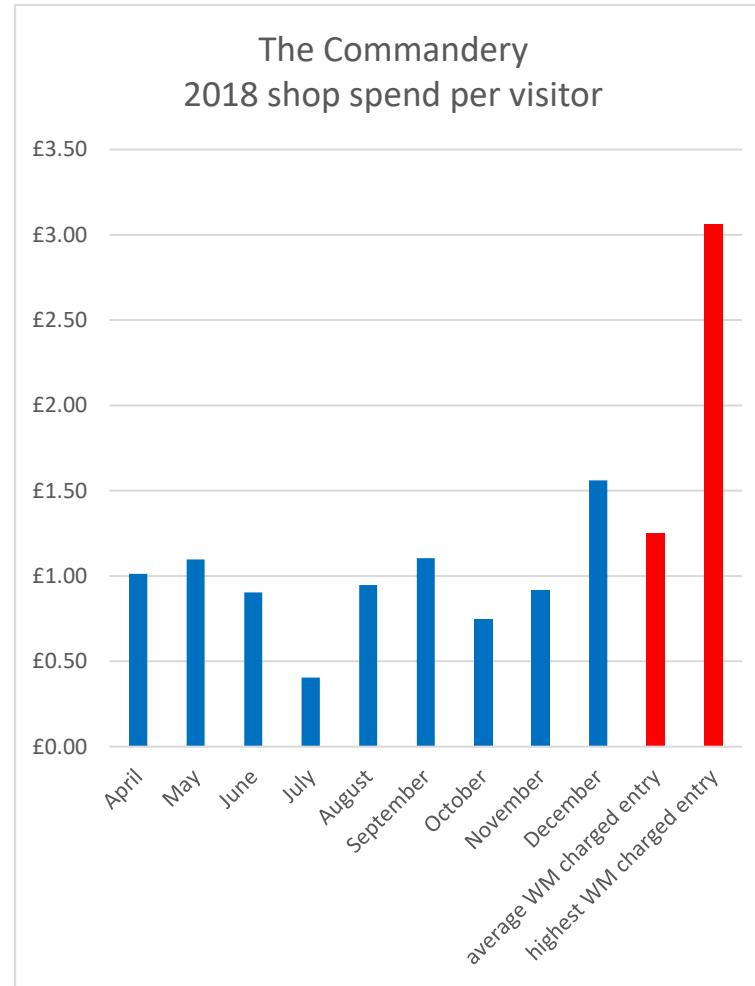
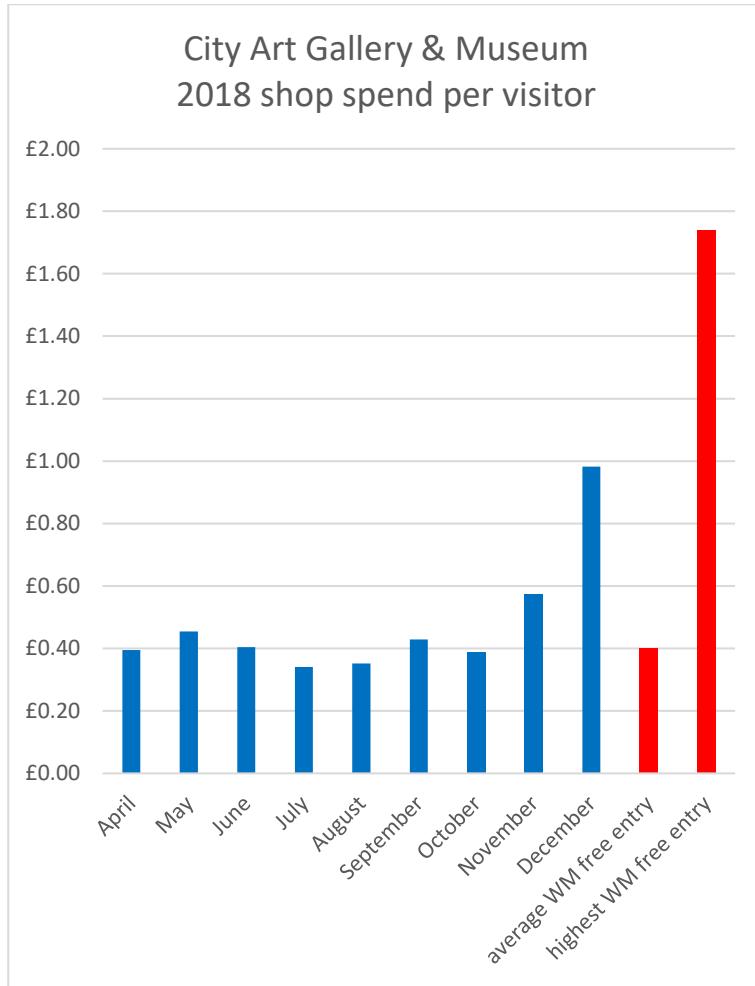
Strategic Objective	Key Targets/Work Areas	Actions			Progress
		What	When	By when	
	Review collections held on behalf of Tickenhill Trust	management of natural history collection Phase 3 of the collection backlog completed with inventories available online Review and update documentation Work with Worcestershire County Council to develop opportunities of Tickenhill Trust for income and savings	Mar 19 Jan 19 Mar 19	DF DF PT	
	Create widest possible access to Worcestershire's WW1 collections through final year of WWW100 project	Delivery of WWW100 project through research, talks, displays, support to People's Exhibition and project evaluation	March 19	DF	
E. <i>To secure a viable future for our museum sites through new ways of working</i> <i>Supported by both authorities</i>	Switch hosting of Joint Museums Service from Worcester County Council to Worcester City Council TUPE transfer complete. Dotted-line overview of County Museum in place and working effectively	Support staff through changes in systems for Finance/HR/ICT Move website museumsworcestershire.org.uk	Sept 18 July 18 Sept 18	AB PT HL	New site went live Dec 2018

Strategic Objective	Key Targets/Work Areas	Actions			Progress
		What	When	By when	
	Align income and expenditure, meeting savings targets	<p>LGPS ghost body investigation complete</p> <p>Changes to admission prices, opening hours, frontline staff roles and budgets at County Museum implemented</p> <p>Embed performance monitoring to all levels of staff, reviewing business plan targets at all sites</p> <p>Review opening hours, frontline staff roles and budgets at Worcester City Art Gallery & Museum</p> <p>Review management requirements and roles of Joint Museums Service</p>	<p>Nov 18</p> <p>May 18</p> <p>Dec 18</p> <p>Oct 18</p> <p>March 19</p>	<p>PT</p> <p>RR</p> <p>PT</p> <p>AB</p> <p>PT</p>	<p>Both authorities approved dissolving ghost body, awaiting progress from pensions team</p> <p>New PIs reporting in place, income budgets aligned with targets for 2019-20</p> <p>Restructure implemented in March and April 2019</p>
	Further diversify income throughout service	<p>Review and update Fundraising Strategy, including membership scheme</p> <p>Launch wedding and corporate hire package at Commandery</p>	<p>March 19</p> <p>May 18</p>	<p>HL</p> <p>AB</p>	

2018-19 QUARTER 3 PERFORMANCE INDICATOR SUMMARY				
	<i>Intended to measure</i>	<i>This quarter</i>	<i>2017-18 Q3</i>	<i>Notes</i>
Number of visitors, Worcester City Art Gallery & Museum	Participation	11,408	13,981	In addition, 450,000 people saw artworks related to the exhibition across the city
Number of visitors, The Commandery	Participation	2,934	3,706	Although lower than 2017, exceeding target set that allowed for a post-opening peak
Number of visitors, County Museum at Hartlebury Castle	Participation	4,562	3,392	Significant increase on 2017, exceeding target
Website sessions	Reach	59,903	49.502	Website transferred hosting from County Council to City Council this quarter, with impact on search profile
Income performance for all sites against target (%) <i>Includes admission fees, shop spend, Commandery café and lettings</i>	Viability	84%	Not previously measured	£6,339 off target, to be managed within budgets
Number of children and young people visiting as part of a formal education programme	Engagement	2,258	Previously only measured as income	Figure includes outreach – 22% of total
Number of learners engaged in informal education programmes, adults and children	Engagement	1,081	Not previously measured	In Q1 1,008; in Q2 (which included summer holiday) 1,829

Performance Analysis: Retail





User Satisfaction, Museums Worcestershire's support for teachers:

School visit from students who are studying English as an additional language



Bear Kate,

Bishop Bewerstone
C of E College, Worcester
am's Hill Road,
Worcester WR3 8ZE



12th November
2018.

Thank you for a really interesting visit to the museum on Wednesday, I learnt a lot of things that I didn't know about the First World War.

I really liked making the red poppies and writing the labels

I was fascinated by looking at the water bottle.

I didn't know that Britain had a friendship treaty with Belgium.

Thank you once again for showing us around the museum

Yours sincerely,



(From Romania)



**Visits in autumn 2018 to Worcester City Art Gallery and Museum
by primary school trainee teachers from the University of Worcester**

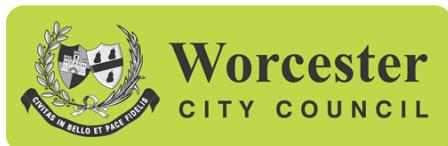
This is the fifth year running that all the trainee teachers from the PGCE course at the University of Worcester have taken part in workshop activities and explored the museum itself in relation to the potential for use in teaching primary-aged children.

Dr Paul Taylor, Senior Lecturer in Primary Education at University of Worcester:

"The feedback has always been highly positive as to the value of the visit in regard to raising awareness of the history and cross-curricular potential, demonstrating the scope for making use of the resources of the Art Gallery and Museum, as well as for partaking in practical and relevant workshops to support the teaching and learning of children."

"There is strong support from the Department for Education and Ofsted as to the importance and value of learning beyond the classroom and the value of visits in broadening and widening children's historical, artistic and cultural knowledge and understanding. The opportunities that the experience at this venue offers are rich and varied, providing scope for a rewarding experience for children of any age in primary and, indeed, beyond."

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Report to: Joint Museums Committee, 27th March 2019

Report of: Head of Finance

Subject: Q3 Finance Report 2018/19

1. Recommendation

- 1.1 That the Committee reviews the financial monitoring details including budget variances for the 3rd quarter ended 31st December 2018.**
- 1.2 That the Committee approve the change of allocation of inflationary increases within the Joint Management and Collections teams from City 69%: County 31% to a ratio reflecting the actual contribution of each partner to the joint teams.**

2. Background

- 2.1 This report provides information on the following at Q3:

- Year end forecast as at 31st December 2018
- Year end forecast - Subjective analysis
- Explanation of main variances
- Surplus/deficit split
- Revised budget for 2019/20

3. Information

3.1 Q3 Revenue Budget Performance

The forecast year-end performance at Q3 is to achieve a £29k surplus, this is an improvement on the Q2 forecast position which was a £3k surplus.

3.2 Table 1: 2018/19 Projected Outturn as at 31st December 2018

Worcester City Hosting	2018/19 Budget	Projected 2018/19	Variance	Variance %
Museum and Art Gallery	204,343	227,600	23,257	11%
Commandery	101,583	109,395	7,812	8%
Joint Museums Collections Team	126,233	130,952	4,719	2%
Joint Museums Management Team	261,291	196,651	(64,640)	-25%
Total Joint Museum Service	693,450	664,597	(28,853)	-4%
Worcester City Contribution	497,708	497,708	-	
Worcestershire County Council Contribution	195,742	195,742	-	

3.3 **Table 2: Subjective Analysis 2018/19**

Worcester City Hosting	2018/19 Budget	Projected 2018/19	Variance	Variance %
Employees	743,570	678,569	(65,001)	-9%
Premises	1,800	922	(878)	-49%
Transport	3,100	1,400	(1,700)	-55%
Supplies & services	65,480	85,304	19,824	30%
Fees & Charges	(48,200)	(50,707)	(2,507)	5%
Other Income	(72,300)	(50,791)	21,509	-30%
Grants & Contributions	-	(100)	(100)	0%
Total	693,450	664,597	(28,853)	-4%

3.4 **Table 3: 2018/19 Projected Outturn as at 31st December 2018**

County Hosting	2018/19 Budget	Projected 2018/19	Variance	Variance %
Hartlebury Operations	179,545	179,131	(414)	0.2%

3.5 **Table 4: Subjective Analysis 2018/19**

County Hosting	2018/19 Budget	Projected 2018/19	Variance	Variance %
Employees	202,500	204,733	2,233	1%
Premises	-	-	-	-
Transport	6,550	6,550	0	0%
Supplies & services	25,951	13,348	(12,603)	-48.6%
Income	(55,456)	(45,500)	9,956	17.9%
Total	179,545	179,131	(414)	0.2%

Hartlebury Operations is hosted by the County Council.

3.6 **Explanation of major variances**

The projected surplus of £29k in the areas hosted by the City Council is due to significant savings in the interim management arrangement and efficiencies made within the team; this is partially offset by increased casual staff costs.

The other variances on income and expenditure budgets reflect historic budgets these need to be realigned to better reflect actual income and expenditure. These changes are part of the business case for each museum team that the JMC has been reviewing and will be implemented for the 2019/20 financial year.

The Hartlebury operations hosted by the County Council are projected to breakeven overall. Income is forecast to under achieve by £10k due to admissions from schools not achieving their income target and a underspend of £13k on supplies and services which are savings made by the team due to offset the under achievement on the income target.

3.7 Transformation savings

The budget for 2018/19 assumed Transformation savings of £13k for 2018/19, these are forecast to be achieved from various underspends across the JMS.

3.8 Surplus/deficit split

Under the terms of the agreement, any variance to budget within 5%, will be transferred to the Joint Museum Reserve. The value at 31st December 2018 is £75,044 with no movement from Q2. Of this, £7,400 has been previously committed by the Committee to projects.

3.9 Draft Budget proposal 2019/20 - revised

Worcester City Hosting	2019/2020 City Contribution Proposal	2019/2020 County Contribution Proposal	2019/2020 Total Draft JMS Budget
Base budget 2018/19	479,708	195,742	675,450
Less 2019/20 savings	(46,000)	(24,000)	(70,000)
Plus inflation 3%	17,539	4,109	21,648
Plus extra required for pay award	6,113	(475)	5,638
Adjustment for revised 50/50 split	(1,025)	1,025	0
Total (Including inflation)	456,335	176,401	632,736

The 2019/20 budget for the City Council was approved by full Council in February 2019.

County Hosting – Hartlebury	2019/2020 Budget Proposal
Base budget 2018/19	179,545
Less 2019/20 savings	(6,000)
Plus inflation 4.86%	9,580
Total (Plus inflation)	183,125

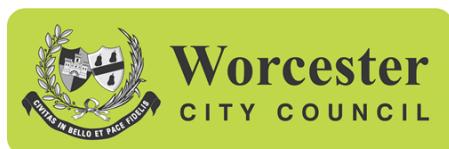
The 2019/20 budget for the County Council was approved in February 2019.

3.10 Inflationary Increases Allocation

Annual staff cost increases for the front-line teams are allocated 100% to the appropriate authority.

Increases on the joint teams have previously been allocated on a City 61%: County 39% ratio, reflecting the original funding split for the service laid out in the 2010 Joint Museums Agreement. It is proposed to change this to a fairer split, reflecting the actual funding contribution split towards these joint teams City 50%: County 50%.

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



Report to: Joint Museums Committee, 27th March 2019

Report of: Museums Manager

Subject: JOINT MUSEUMS COMMITTEE WORK PROGRAMME

1. Recommendation

- 1.1 The Joint Museums Committee is asked to note its future work programme and consider whether there are any 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, as set out in the rolling agenda managed by Worcester City Council Democratic Services team, has been included in section 3 below.
- 2.2 Members of the committee should consider if they would like to add any new items to the work programme over the upcoming year.

3. Information

	19th JUNE 2019
1.	Art Gallery & Museum welcome improvements
2.	Work with Home Educators
3.	Museums Worcestershire annual review
4.	2018-19 quarter 4 performance
5.	Finance, 4th quarter monitoring report
6.	Joint museums committee work programme
	20th SEPTEMBER 2019
1.	Commandery review
2.	Strategic Plan 2019-2024
3.	2019-20 quarter 1 performance
4.	Finance, 1st quarter monitoring report
5.	Joint museums committee work programme

22nd NOVEMBER 2019	
1.	Collections projects report
2.	2019-20 quarter 2 performance
3.	Finance, 2nd quarter monitoring report
4.	Joint museums committee work programme

Ward(s):

All

Contact Officer:

Philippa Tinsley, Tel: 01905 25371, Email:

Philippa.tinsley@worcester.gov.uk

Background Papers:

none

**Report to: Joint Museums Committee, 27th March 2019****Report of: Museums Manager****Subject: JOINT TEAMS REVIEW****1. Recommendations**

- 1.1 That the Joint Museums Committee approve the three recommendations for change to the joint teams set out in the linked exempt report.**

2. Background**Joint Management and Collections teams**

- 2.1 At the meeting on 16 November 2017, the Joint Museums Committee approved an approach for delivering a more efficient service and reducing the annual contributions of each partner to the Joint Museums Service through team-by-team review. This included a review of the Joint Management and Collections teams in 2019.
- 2.2 A review has been undertaken, considering the most efficient management of the service and collections. The business case for change is set out in the linked exempt report and appendix.

3. Preferred Option

- 3.1 A proposed option is outlined in the linked exempt report, with additional information in the supporting appendix.

4. Alternative Options Considered

- 4.1 An alternative option is outlined in the linked exempt report, with additional information in the linked appendix.

5. Implications

- 5.1 Full implications are included in the linked exempt report.

Ward(s): All**Contact Officer:** Philippa Tinsley Tel: 01905 25371 email: Philippa.tinsley@worcester.gov.uk

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