



Worcester
CITY COUNCIL



worcestershire
county council

JOINT MUSEUMS COMMITTEE

AGENDA

Date: Friday, 19th March, 2021

Time: 10.00 am

Venue: Remote Meeting

JOINT MUSEUMS COMMITTEE

Information for Members of the Public

Due to the current Covid-19 pandemic Worcester City Council will be holding this meeting in accordance with the relevant legislative arrangements for remote meetings of a local authority. For more information please refer to: Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Please note that this is a public meeting, conducting remotely by videoconferencing between invited participants and live streamed for general access by audio via the Council's website.

Part I of the Agenda includes items for discussion in public. You can listen to a live audio stream of the meeting via the City Council website www.worcester.gov.uk/councillors-democracy. You have the right to inspect electronic 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.

Members of the public and press are permitted to report on the proceedings. "Reporting" in the context of this remote meeting includes making an audio recording of the live streamed audio 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.

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. Participation in remote meetings will extend to video and/or audio participation or written submission read aloud at the appropriate point in the meeting by the Chairman. Participants need to indicate that they wish to take part in a remote meeting by 4.30 p.m. on the last working day before the meeting by telephoning or E-Mailing the officer mentioned below. A Democratic Services Officer will then contact to advise how to participate in the remote meeting, by invitation. Requests to participate received later than this cut-off time may not be accommodated.

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If you have any queries about this Agenda, require any details of background papers, or wish to discuss the arrangements for public participation please contact Margaret Johnson, Democratic Services Administrator, Democratic Services, Guildhall, Worcester WR1 2EY Telephone: 01905 722085 (direct line). E-Mail Address: committeeadministration@worcester.gov.uk

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Joint Museums Committee
Friday, 19 March 2021

Members of the Committee:-

Chairman: Councillor Mrs. Lucy Hodgson (C)
Vice-Chairman: Councillor Mike Johnson (C)

Councillor Adrian Gregson (L)

Councillor Andy Roberts

C = Conservative G = Green L = Labour LCo = Labour and Co-operative
LD = Liberal Democrat

AGENDA

Part 1

(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)

1. **Appointment of Substitutes**

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

2. **Declarations of Interest**

To receive any declarations of interest.

3. **Public Participation**

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

4. **Minutes**

Page(s): 1 - 6

Of the meeting held on 20th November 2020 to be approved and signed.

5. **Impact of Covid-19 on the Museums Service**

Page(s): 7 - 10

Ward(s): All Wards

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

1. The Museums Manager recommends that the impact of Covid-19 on the museums be noted; and

2. That the impact of emergency-grant funded work be noted.

6. **Quarter 3 Finance Report 2020-21**

Page(s): 11 - 14

Ward(s): All Wards

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

1. That the Joint Committee reviews the financial monitoring details including budget variances for the 3rd quarter ended 31 December 2020; and
2. That the Joint Committee reviews the draft budget for 2021/22.

7. **Quarter 3 Performance Report 2020-21**

Page(s): 15 - 26

Ward(s): All Wards

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

That the Joint Committee note the performance information provided relating to the 3rd quarter of 2020-21.

8. **Wellbeing Provision and Monitoring**

Page(s): 27 - 32

Ward(s): All Wards

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

1. That the Joint Committee note the planned development of wellbeing provision by museums and adopt the proposed new wellbeing performance indicator; and
2. That the existing performance indicators for satisfaction and website users be revised to enable more resilient monitoring of performance trends.

9. **Commandery Investment and Development**

Page(s): 33 - 36

Ward(s): All Wards

Contact Officer: Rachel Robinson, Commandery Development Manager
Tel: 01299 250416

1. That the Joint Committee note the progress achieved at the City Museums following the allocation of investment to improve commercial opportunities; and
2. That the Joint Committee approve development of a business plan followed by procurement of a design company for an escape room offer at The Commandery.

10. **Museums Worcestershire Service Plan 2021-22**

Page(s): 37 - 44

Ward(s): All Wards

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

That the Joint Committee approve the service work plan for 2021-22.

11. **Joint Museums Committee Work Programme**

Page(s): 45 - 46

Ward(s): All Wards

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

The Joint Committee is asked to note its future work programme and consider whether there are any matters it would wish to be incorporated.

12. **Any Other Business**

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

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JOINT MUSEUMS COMMITTEE**20th November 2020**

Present: Councillor Mrs. Lucy Hodgson in the Chair
Councillors Gregson, Johnson (Vice-Chairman) and Mackay

Officers: Andrew Round, Corporate Director – Place
Hannah Needham, Assistant Director of
Children, Families and Communities
(Worcestershire County Council)
Philippa Tinsley, Museums Manager
Helen Large, Museums Audiences Manager
Mel Wood, Finance (Worcester City
Council)
Deborah Fox, Senior Curator
Gemma Dhimi, Museums Learning
Manager

Apologies: Councillor Roberts

24 Appointment of Substitutes

Councillor Mackay for Councillor Roberts.

25 Declarations of Interest

Councillor Gregson – Impact of Covid-19 on the Museums Service (Minute No. 28)
– As an employee of Worcestershire County Council Archive and Archaeology
Service.

26 Public Participation

None.

27 Minutes

RESOLVED: That the minutes of the meeting held on 21st September 2020 be approved as a correct record and signed remotely by the Chairman.

28 Impact of Covid-19 on the Museums Service

The Joint Committee considered a report on the impact of Covid-19 on the Museums Service.

At the meeting of the Joint Committee in July 2020, it was agreed that the Museums Manager would brief Members at each committee meeting in 2021-21 on the ongoing impact of Covid-19.

The Museums Manager, in presenting the report, updated the Joint Committee on the adjusted museum service during lockdown, and the performance immediately reopening, at the meeting in September 2020. All three museum sites were required to close to the public again on Thursday 5th November as part of the second lockdown restrictions. A programme of digital work will be promoted throughout the lockdown period, alongside the continuation of project work, outreach into schools and preparation towards a Covid-secure programme of activities for the Christmas holidays.

The Joint Committee Members were informed that Museums Worcestershire was successful in an application to the Government's Culture Recovery Grant, £96,545 was awarded to enable Museums Worcestershire to experiment with new Covid-secure ways of improving the museum visit, particularly focused on wellbeing support and offering of enhanced service for schools.

The Culture Recovery Fund grant acceptance includes commitment to organisational development, and this should be formally approved by the grant recipients' governing bodies. The development commitment grant conditions were set out in paragraph 4.2 of the report.

The Museums Manager responded to questions from Joint Committee Members which was followed by presentations from the Senior Curator and Learning Manager on the significant progress on the Arts Council England, Historic England and Esmee Fairbairn funded projects.

The Chair, on behalf of the Joint Committee, gave thanks to the Officers for their presentations.

RESOLVED: That the Joint Committee:

- 1. note the impact of Covid-19 on the Museums;**
- 2. note the programme of emergency-grant funded work; and**
- 3. approve the commitments (set out in paragraph 4.2) to the strategic direction of the Joint Museums Service as required by the conditions of the Culture Recovery Fund Grant.**

29 Quarter 2 Finance Report 2020-21

The Joint Committee considered the financial monitoring details, including budget variances for the 2nd Quarter ended 30th September 2020. The Joint Committee also reviewed the draft budget 2021-22

The Finance Service representative presented the report. The Joint Committee Members were informed that the forecast year-end performance at Quarter 2 is to breakeven. This is an improvement on the Quarter 1 forecast position as the Government is providing the authority with estimated funds of £70k for the loss of income during 2020-21.

The Joint Committee Members were informed that the draft budget may alter to reflect any savings requested as part of the budget setting decisions.

The 2021-22 draft budget for the City Council is being prepared for review by the Policy and Resources Committee on 15th December 2020, final approval in February 2021 at Council.

Budget planning for 2021-22 has considered the ongoing impact of Covid restrictions on the museums' income expectations. Planning has begun within the service as to how to mitigate this potential income loss if required, and these plans will be reported to the Joint Committee in more detail at the March 2021 meeting.

Officers responded to questions from Joint Committee Members.

RESOLVED: That the financial monitoring details including budget variances for the 2nd Quarter ending 30th September 2020, and the draft budget for 2021-22 be noted.

30 Quarter 2 Performance Report 2020-21

The Joint Committee considered a report on the performance information for the 2nd Quarter 2020-21. Appendix 1, attached to the report, provided a summary of the performance indicators and information in the report provided an account of progress in delivering the work programme against targets in comparison to previous years.

The Museums Audiences Manager provided the Joint Committee Members with a presentation on the Museums Worcestershire's website and social media channels to reach and engage with those isolated at home and highlighted the key points.

The revised service plan 2020-21 was attached as Appendix 2 to the report and the Museums Audiences Manager drew the Joint Committee Members attention to the visitor comments at the back of the report, provided by the front of house staff during 'A Welcome View, Art Gallery and Museum'.

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

The Chair, on behalf of the Joint Committee, gave thanks to the Museums Audiences Manager for a thorough report.

RESOLVED: That the performance information provided for the 2nd Quarter 2020-21 be noted.

31 Learning and Volunteer Service Development

The Joint Committee considered a report on the Learning and Volunteer Service Development.

Due to Covid-19, the learning and volunteering offer from Museums Worcestershire has needed to adapt to continue to provide learning in formats that align with government guidance.

The Museums Learning Manager, in presenting the report, updated the Joint Committee on the temporary alterations to the schools programme and volunteer work provision and responded to questions from Joint Committee Members, particularly around apprenticeship and graduate opportunities.

RESOLVED: That the Joint Committee note the temporary alterations to the learning and volunteering provision and the plans for their future development.

32 Gypsy Vardo and Worcester Gloving Projects

The Committee considered a report on the Gypsy Vardo and Worcester Gloving Projects.

The Senior Curator, in presenting the report, provided the Joint Committee Members with the background to both of the projects and reported on the progress to date.

The Joint Committee Members were informed that following discussions with the funder regarding the impact of Covid-19, work on the Glove Affair has been temporarily reduced to one day per week until early 2021. In consultation with the John Ellerman Foundation, the Gypsy Vardo project has been paused until 1st April 2021.

The Chair, on behalf of the Joint Committee, thanked the Senior Curator for the update.

RESOLVED: That the Joint Committee note the progress of the Gypsy Vardo and Worcester Gloving Projects.

33 Art Gallery and Museum Development Update

The Joint Committee considered a report on the update of the Art Gallery and Museum Development.

Members were informed at the Joint Committee meeting in July 2020 that the current agreements relating to Worcester City Art Gallery and Museum and the upcoming timescales for potential change in the arrangements of the building.

Following the meeting, a workshop for Joint Museums Committee Members and a later meeting of the Worcester City Leadership had discussed opportunities for development of the Art Gallery and Museum in order to identify where these best link with other City priorities.

The Museums Manager, in presenting the report, provided Committee Members with the information relating to the changes as set out in the report. In particular the detailed investigation into options for the development of the Art Gallery and Museum and the Worcestershire Soldier to be undertaken over the next 12 months which will return to the Joint Museums Committee for appraisal. This will incorporate different scenarios to ensure that the development is linked to parallel City planning.

RESOLVED: That the Joint Committee note the progress and planned next steps regarding the long-term development of Worcester City Art Gallery and Museum.

34 Joint Museums Committee Work Programme

The Joint Committee considered its future work programme.

The Museums Manager responded to a question around archive storage and stated that options would need to be considered after the lease ends in 2026.

During discussions it was agreed to add Towns Fund update as a rolling agenda item.

RESOLVED: That the Joint Committee note the work programme.

35 Any Other Business

None.

36 Item Involving the Disclosure of Exempt Information

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

37 Minutes (Exempt Item)

RESOLVED: That the minutes (exempt item) of the meeting held on 21st September 2020 be approved as a correct record and signed remotely by the Chairman.

Duration of the meeting: 10.00a.m. to 11.45a.m.

Chair at the meeting on
19th March 2021

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Report to: Joint Museums Committee, 19th March 2021

Report of: Museums Manager

Subject: IMPACT OF COVID-19 ON THE MUSEUMS SERVICE

1. Recommendation

1.1 The Museums Manager recommends that the impact of Covid-19 on the museums be noted; and

1.2 That the impact of emergency-grant funded work be noted.

2. Background

2.1 At the meeting of the Joint Committee in July 2020, it was agreed that the Museums Manager should brief members at each committee meeting in 20-21 on the ongoing impact of Covid-19.

2.2 At the last meeting, the Joint Committee was informed of the impact of lockdowns one and two and of socially-distanced restraints on the reopened service and its resultant financial position. That position is confirmed in the quarter 3 performance and finance reports to this meeting.

2.3 Museums have been closed as part of lockdown three (and normal seasonal closure in January at Hartlebury and The Commandery) since the end of December.

2.4 Museums will be able to reopen to the public in 2021 as part of the roadmap step 3, no earlier than May 17th. The Commandery Café, the Art Gallery & Museum shop and some outdoor facilities will be able to partially operate under earlier reopening steps.

2.5 As reported to the Joint Committee in September, Museums Worcestershire has been successful in securing over £160k of emergency and recovery funding for projects that support the arts industry in Worcester, smaller museums and heritage organisations in Worcestershire, our volunteers, and to pilot new Covid-secure ways for visitors and users to engage with their museums.

3 Information

3.1 The Arts Council-funded *From the Art Gallery with Love*, the Esmee Fairbairn Foundation-funded *Volunteers at Home* and the Historic England *No one Left Behind* projects previously reported to this committee are now in their final stages. As well as being successful projects, the service has challenged itself to take on new ways of working and has learning from this process. Learning points are being collated as part of the final evaluations and will feed into future projects. We will be exploring what options there are to further support our hardest-hit local heritage organisations over the upcoming recovery period, including with the *No one*

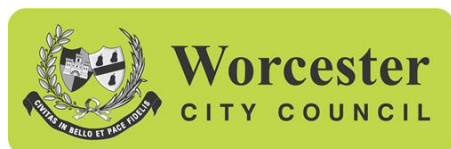
Left Behind project funders. The data we have collected about the impact of the pandemic on Worcestershire's heritage will also form a resource that Historic England can use to feed into its own medium-term planning.

- 3.2 Culture Recovery Funding has enabled the service to test new ways of reaching our audience during lockdown, bringing in additional expertise and equipment to support filming, editing and delivery. It has been important for us to try and reach audiences wider than the core of digital- and cultural-engaged through this work. This has included:
 - Creating family activity packs for distribution by all the Worcestershire foodbanks to families at February half term
 - Programming virtual wellbeing workshops, commissioning freelance creative practitioners to lead sessions using zoom. These were publicised through the social prescribers' network and local community groups. Evaluation from the first session showed a 34% increase in wellbeing gained by participants.
 - Moving our monthly bite-sized talks to an online presentation. The first one had over 100 participants, several of whom gave helpful feedback for future planning.
- 3.3 The next phase of our long-running Suitcase Stories project working with those living with dementia and their carers has been able to start following some adjustment, delivering sessions by zoom into care homes.
- 3.4 The Next Generation work experience programme for A-level students has been paused in 2020 and 2021. We have instead launched a series of interactive online modules, intended to give year 10-13 students an understanding of what a curatorial career involves. Our Skills teams colleagues in both City and County will also be linking to this in their resources. We are delighted that one of our student volunteers has been awarded a Museum Work Experience Grant by the Costume Society. This has allowed her to carry out important work inventorying and researching parts of the Worcester City costume collection under the Volunteers at Home project protocols.
- 3.5 Our response to lockdown 1 has been featured in the Tate Gallery's British Art Network newsletter, focusing on the response Art Gallery staff had to the *Skyscape* exhibition not being able to open. Staff shared their own creative responses to the exhibition, supporting their own and colleagues' wellbeing as well as presenting an online version of the exhibition.
- 3.6 Courtesy calls were made to all of the museum membership during lockdown 3, both to personally inform them of the information available online and also just to catch up with our closest supporters, many of whom have been shielding and some have been ill.

All appreciated the conversation, some gave us useful feedback about the digital resources and others described the museums having been 'a lifeline', 'makes life a little more normal' and 'the thought of visiting is keeping me going.'
- 3.7 As well as working on this funded outreach activity, some museum staff have been able to support colleagues in other services with business and self-isolation grant administration.

Ward(s): All wards
Contact Officer: Philippa Tinsley, Tel: 01905 25371, email: philippa.tinsley@worcester.gov.uk
Background Papers: none

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Report to: Joint Museums Committee, 19 March 2021

Report of: Head of Finance

Subject: Q3 Finance Report 2020/21

1. Recommendation

1.1 That the Joint Committee reviews the financial monitoring details including budget variances for the 3rd quarter ended 31 December 2020.

1.2 That the Joint Committee reviews the draft budget for 2021/22.

2. Background

2.1 This report provides information on the following at Q3:

- Year end forecast as at 31 December 2020
- Explanation of main variances
- Reserves

3. Information

3.1 Q3 Revenue Budget Performance

The forecast year-end performance at Q3 is a surplus of £26,205, which will be transferred to the general reserve at year end. This is assuming the Government is providing us with estimated funds of £70k for the loss of income during 2020/21.

3.2 Table 1: 2020/2021 Projected Outturn as at 31st December 2020

Worcester City Hosting	2020/21 Budget	Projected 2020/21	Variance	Variance %
Museum and Art Gallery	221,290	230,155	8,865	4%
Commandery	106,510	151,233	44,723	42%
Joint Museums Collections Team	87,420	85,976	(1,444)	-2%
Joint Museums Management Team	254,480	176,131	(78,349)	-31%
Projects in addition to Core Service	4,740	4,740	-	0%
Forecast year end surplus to general reserve		26,205	26,205	-
Total Joint Museum Service	674,440	674,440	0	0%
Worcester City Contribution	481,980	481,980	-	
County Council Contribution	184,600	184,600	-	
Contribution from Project Reserves	7,860	-	-	

3.3 **Table 2: Subjective Analysis 2020/21**

Worcester City Hosting	2020/21 Budget	Projected 2020/21	Variance	Variance %
Employees	744,716	706,274	(38,442)	-5%
Premises	2,700	2,520	(180)	-7%
Transport	3,750	2,176	1,574	-4%
Supplies & services	96,990	81,780	(15,210)	-2%
Third Party payment	27,980	27,980	0	0%
Transfer from Reserves	(7,860)	(7,860)	0	0%
Grants & Contributions	(738,676)	(808,790)	(70,114)	9%
Fees & Charges	(81,000)	(14,531)	66,469	-82%
Other Income	(48,600)	(15,754)	32,846	-68%
Forecast year end surplus to general reserve		26,205	26,205	
Total	0	0	0	0%

3.4 **Table 3: 2020/21 Projected Outturn as at 31 December 2020**

County Hosting	2020/21 Budget	Projected 2020/21	Variance	Variance %
Hartlebury Operations	206,938	210,533	3,615	2%

3.5 **Table 4: Subjective Analysis 2020/21**

County Hosting	2020/21 Budget	Projected 2020/21	Variance	Variance %
Employees	232,374	214,808	(17,566)	-8%
Premises	2,550	2,570	20	-1%
Transport	4,824	3,021	(1,803)	-37%
Supplies & services	32,696	33,416	720	2%
Income	(65,506)	(43,262)	22,244	-34%
Total	206,938	210,533	3,615	2%

Hartlebury Operations is hosted by the County Council.

3.6 **Explanation of major variances****City Council Hosted Operations**

The City Council hosted operations forecast a year end surplus of £26k which will be transferred to the JMS general reserve at year end.

There is a saving on employee costs from freezing vacant posts and reducing expenditure on supplies for resale and cash collection.

There has been a reduction in the income/commercial activity at all locations due to the closure of all museums during Covid 19 lockdown. The Government has committed to funding 75% of councils lost income during 2020/21 from the Local Government Income Compensation Scheme for Lost Sales, Fees and Charges. We expect to receive £70k. This has been factored into the figures above.

Hartlebury Operations

The Hartlebury operations hosted by the County Council are forecast to achieve a small overspend at year end.

Savings have been made in casual and overtime staff costs this year and in volunteer travel expenses, reflecting the lockdown periods and restrictions limiting events and school visits.

Although normal income has been significantly impacted, income loss compensation has partially compensated for this.

3.8 Surplus/deficit split

Under the terms of the agreement, any variance to budget within 5%, will be transferred to the Joint Museum general reserve. The value of the general reserve at the end of Q2 2020/21 was £59k.

No transfers have been made during Q3.

3.9 Restricted Reserves

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

Project reserve £92k at Q2

No transfers have been made during Q3.

Donations reserve £16k at Q2

A transfer of £4,740 has been taken from the Management Donations reserve during Q3 to fund poetry booklets for the Jess Hands Project.

Other reserves: -

Shop stock (ring fenced reserve) £18k.

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

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Report to: Joint Museums Committee, 19th March 2021

Report of: Museums Manager

Subject: 2020-21 QUARTER 3 PERFORMANCE

1. Recommendation

1.1 That the Joint Committee note the performance information provided relating to the 3rd quarter of 2020-21.

2. Background

2.1 The appended service plan and summary of performance indicators give an account of progress in delivering the work programme against service priorities and targets in comparison to previous years. In addition, comments from visitors in Q3 have been included in this appendix, demonstrating visitors' appreciation of the service offered by museums in difficult times.

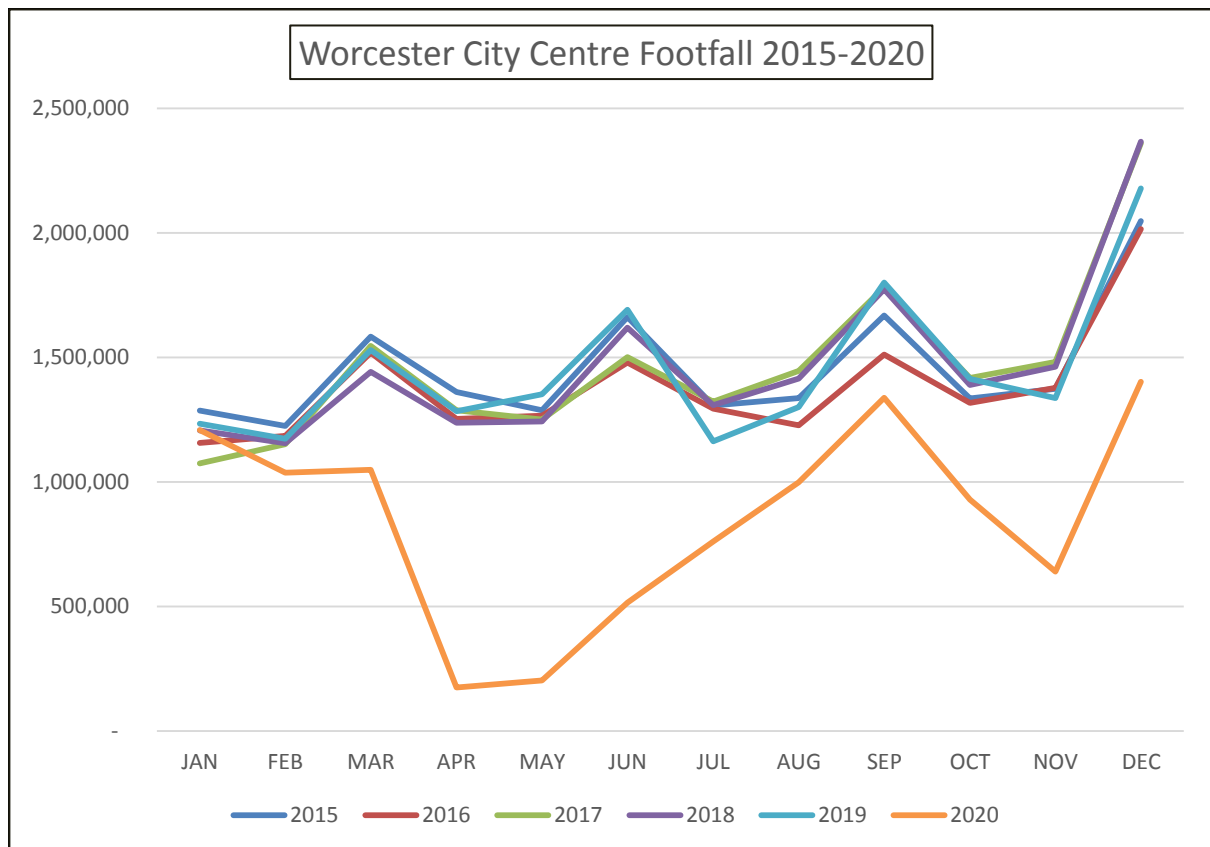
2.2 The annual service plan for 2020-21 was approved by the Joint Museums Committee at the March 2020 meeting. Appendix 2 notes progress against targets in Q3, and Covid-caused challenges (in blue) against those still upcoming. Targets achieved in Q1&2 and reviewed at previous meetings and those for Q4 that are on track and will be reported at the next meeting have been removed for clarity.

3. Information

3.1 Lockdown 2 in November 2020 and the move of Worcestershire to Tier 3 in late December meant that the museums were able to open their doors to visitors in person for two-thirds of Q3.

3.2 When open, visitor numbers at The Commandery and at the Art Gallery & Museum remained very similar in Q3 compared with Q2: Art Gallery & Museum at 47% average per week as a percentage of the previous year (46% in Q2) and at The Commandery, 64% average per week as a percentage of 2019, discounting last year's schools and room hire numbers (64% in Q2). This suggests that museums have reached the ceiling on visitors happy to return while life remains socially distanced. This will be considered as we plan for reopening and the eventual end of restrictions.

3.3 Worcester City Centre counting measures showed December at 64.4% of December 2019 city visitors (see chart below), a similar percentage to the City Museums.



- 3.4 Hartlebury Castle visitor numbers reduced to 31% of previous year compared to 65% over the summer. Hartlebury Castle Preservation Trust temporarily closed the Bishop's House at the end of the summer holidays and so this drop was disappointing but not unexpected. Despite this, County Museum's income increased in Q3 compared to Q2 as fewer visitors were choosing only to visit the grounds. Many were instead engaging deeply with the additional Covid-safe activities the museum had provided.
- 3.5 The Art Gallery and Museum shop income improved from 40% of previous years in Q2 to 72% in Q3. Visitors were clearly choosing to support their local museum and its newly improved shop offer. Income as a whole across the service improved from 29.7% of target in Q2, to 41.7% of target in Q3. While this performance is still a concern, it shows how well the museums were able to respond to visitors' new wishes from their Covid-safe visit.
- 3.6 Although no schools were able to visit the museums in person, the museums reached a third of normal learner numbers through outreach visits and loan boxes. While this meant a much lower income for this part of the service, it maintained our relationship with schools, and most importantly supported local students in the most difficult of times for learning.
- 3.7 Through new formats such as take-away activity packs and touch-free trails, we were able to engage nearly as many informal learners as in normal years. Many enjoyed this experience as a family, providing important quality social time together.
- 3.8 Website views were lower than last year because previously our website users were predominately tied to visit preparation. The different audience using the museum website as a form of entertainment and learning in its own right is increasing as evidenced by the chart below from the curator's blog section of the online offer.

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2010							76	106	55	152	87	209
2011	200	157	178	117	71	116	112	277	169	271	426	214
2012	416	306	268	314	496	261	298	294	312	609	404	307
2013	598	442	432	346	263	210	485	281	216	319	193	203
2014	291	354	215	187	260	287	225	238	264	359	373	277
2015	449	396	427	403	378	272	269	561	403	533	510	365
2016	648	546	539	516	452	476	490	421	503	615	687	507
2017	663	805	823	617	674	682	518	664	569	824	678	465
2018	851	1.1K	1.2K	730	685	717	687	847	909	1.0K	793	625
2019	744	867	1.1K	896	792	708	807	864	820	923	1.0K	742
2020	872	844	883	2.2K	1.6K	2.0K	1.9K	1.4K	1.5K	1.9K	2.2K	2.0K

Ward(s):

Contact Officer:

Supporting Documents:

All wards

Philippa Tinsley, Tel: 01902 25371, email: philippa.tinsley@worcester.gov.uk

Appendix 1: PIs summary 2020-21 Q3

Appendix 2: MW Service Plan Q3 2020-21

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Museums Worcestershire Performance Indicators

2020-21 Quarter 3

	<i>measures</i>	<i>2020-21 Q3</i>	<i>2019-20 Q3</i>	<i>2018-19 Q3</i>	<i>2017-18 Q3</i>	<i>Notes</i>
Number of visitors, Worcester City Art Gallery & Museum	Participation	5,909	13,176	11,408	13,981	<i>Second lockdown in place 5/11/20 to 1/12/20. Tier 3 closure from 31/12/20.</i>

	<i>measures</i>	<i>2020-21 Q3</i>	<i>2019-20 Q3</i>	<i>2018-19 Q3</i>	<i>2017-18 Q3</i>	<i>Notes</i>
Number of visitors, Commandery	Participation	1,283	2,736	2,934	3,706	<i>Lockdown as above</i>

	<i>measures</i>	<i>2020-21 Q3</i>	<i>2019-20 Q3</i>	<i>2018-19 Q3</i>	<i>2017-18 Q3</i>	<i>Notes</i>
Number of visitors, County Museum at Hartlebury Castle	Participation	1,493	3,973	4,562	3,392	<i>Lockdown as above, closed at Christmas for seasonal closure</i>

	<i>measures</i>	<i>2020-21 Q3</i>	<i>2019-20 Q3</i>	<i>2018-19 Q3</i>	<i>2017-18 Q3</i>	<i>Notes</i>
Website users sessions	Reach	17,341	26,783	59,903 <i>(roughly equivalent to 19,968 users)</i>	49,502 <i>(roughly equivalent to 16,501 users)</i>	<i>PI changed at start of 18-19 to count users sessions rather than page views to align with City Council and more general standard</i>
Income performance for all sites against target (%)	Viability	41.7%	71.9% Income £30,249	84% Income £32,650	Not previously measured	<i>Includes admission fees, shop spend, cafés and lettings but not grant funding. 29.7% of target in Q2</i>
Number of children and young people visiting as part of a formal education programme	Engagement	735	2,214	2,258	Previously only measured as income	
Number of learners engaged in informal education programmes, adults and children	Engagement	1042	1140	1081	Not previously measured	

HARTLEBURY CASTLE EVENTS FEEDBACK

Although usual survey and feedback mechanisms have been a challenge in a Covid-secure site, visitors have actively reached out by email and social media to tell us of their family's enjoyment:

Thank you so much for today 🥰 Aoife didn't stop talking about it all afternoon! She is absolutely convinced she has met the real Father Christmas because he knew their names! I love the way she confessed to dropping biscuit crumbs in our bed this morning 😂 apparently telling the truth keeps you on the nice list!!!
See you soon!

Thomas really enjoyed himself - so much so that we headed for Hartlebury Common to make more wands using what we found. Inspiring session and will definitely be back for future events.

I just wanted to contact you to say how much we enjoyed visiting Hartlebury Castle yesterday, despite the rain! My two daughters (Martha and Hannah) especially enjoyed the Witch and Wizard School. We were really impressed with the event and my eldest daughter loved the fact that it was based in a real old classroom which added to the experience. Unfortunately we couldn't recall any of the spells when we got home but the girls had fun making up their own. All of the staff we met were so friendly and helpful and we will be sure to visit Hartlebury Castle again soon.

ART GALLERY & MUSEUM EXHIBITIONS FEEDBACK

The Art Gallery & Museum staff continued to keep a record of verbal comments made by visitors, those below are from visitors to The Printed Line, on loan from the Arts Council Collection:

Delighted we are open and amazed at the range in the museum. Learnt a lot and felt safe
So glad we're open and what a fantastic exhibition, really enjoyed it. Love the variety of exhibits we offer
Loved the exhibition (especially the Great Bear) First time they have travelled into Worcester for 6 months and were going to recommend to their friends to visit
Saw this on Facebook and had admired Rachel Whiteheads work so came to see this particular print of hers, but enjoyed the exhibition and how well it was displayed
Enjoyed very much. They normally travel to Birmingham and were impressed by Art Gallery and were warming to Worcester as a whole
Happy we're open. Wonderful exhibition- particularly liked the etchings in the watercolour gallery
Was very knowledgeable about contemporary art and familiar with many of the artists. Thought exhibition was "great" - excited to see it and said its brilliant to be able to see such artworks here in Worcester
"Thank you for being open". Also commented on the beautiful building and how good it is that the exhibition is free. Particularly enjoyed Bridget Riley work.
"We're so pleased you're open". "Lovely, interesting exhibition". Watched both videos
Called in because had time to spare on car part ticket! Surprised to find such a "fantastic" exhibition. Said it "made my day". Took notes of artists to look up later on line. Especially liked the Picasso and Matisse
"A lovely exhibition. Very good for Worcester". They discussed the artworks in great detail, particularly the techniques and skill.
"What a wonderful exhibition. Great to see this in Worcester and not have to travel far to see such a good quality exhibition"
Produces his own art and was really astounded that Worcester has this amazing exhibition. He particularly enjoyed Kenneth Martin's 'Chance and Order'
Student inspired to try some painting of his own.
First visit. Delighted we were open. Found the exhibition fascinating and "very clever". Favourite was Fisher Fish in a net, but also taken with Shonibare video- called him a true philosopher
Very impressed. She has studied art in Birmingham and taught in Worcester- reflected on how important it was that these varied exhibitions continues for everyone's pleasure and learning
"A super exhibition- great to be able to see this on doorstep"
"Excellent exhibition", One of them asked who made the decisions re hanging/placement of works as he thought it "very impressive"
"Wow. What a brilliant exhibition, it's fantastic". Such a contrast to previous exhibition which was also wonderful. Great that we can put on such a diverse programme.

An email message from one of the Art Gallery & Museum members:

We are so very lucky in Worcester, to have a venue of such character and quality, with its team of imaginative and creative staff who organise the wonderful exhibitions there in.

The standard of planning and forethought is of an increasingly high standard with each subsequent show.

I look forward very much to visiting Skyscape and later, The Power of Portraiture , in 2021.

I wish you all a peaceful and socially distanced Christmas, keep safe, we all depend on you!

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Key Targets	Service Plan 20-21, Q3 review	
What	What	By when

<p>1. Drive a rising trend in visitor numbers at all sites by delivering a programme of new exhibitions, displays and events.</p>	<p>Curate an ambitious programme of exhibitions at Worcester City Art Gallery & Museum supported by partners and funders</p> <ul style="list-style-type: none"> - Challenge audience, in partnership with Arts Council Collection: <i>The Printed Line</i> Open to the public for 7 weeks, strongly supporting MAG’s post-lockdown 1 performance, with c.4800 visitors around 69% of 2018/19 and 126% of 2018/19 visitors over October half term. Cut short by Lockdown 2 in November. - Local Creative audience: <i>Society of Artists and Crafted for You</i>, including introduction of commercially-focused artists Opened for 4 weeks between lockdown 2 and move to Tier 3, to 1665 visitors. <i>Spring 2021 exhibitions will be rescheduled with partners in line with national reopening restrictions</i> <p>Pilot Covid-safe/digital programming activity at all sites 3 digital Museum After Hours events and commissioned artworks shared as part of the ACE funded <i>From the Art Gallery with Love</i> Project. Take-home activity bags successfully trialled to support exhibitions. A hugely successful <i>Where’s Wally</i> trail during October half-term and <i>Reindeer Round-up</i> trails in December. Successful socially-distanced printing workshop and Home Educator workshops undertaken. Two outdoor bite size talks relocated and piloted in the Commandery garden. Covid-safe schools outreach sessions undertaken, and enthusiastic uptake in loaned objects to schools Hartlebury’s Christmas event was scaled back and planned for safe social distancing, including visits to Santa, and was sold out. Commandery family self-guided Christmas trail was particularly popular with younger families, a growing audience for site.</p> <p>Plan The Commandery’s programme of 2021 events with more ticketed evening events and events in partnership Three evening ticketed events planned for 2021, subject to national reopening restrictions</p> <p>Develop the visitor 2021 events and activities programme at Hartlebury Castle in partnership with Hartlebury Castle Preservation Trust and aligned to their new business plan HCPT trustees adopted a new business plan in January 2021. Discussions underway with Worcestershire County</p>	<p>Sept 2020</p> <p>Nov 2020</p> <p>Dec 2020</p> <p>Dec 2020</p> <p>Dec 2020</p> <p>Dec 2020</p>
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Key Targets	Service Plan 20-21, Q3 review	
What	What	By when
	<p>Council regarding cashflow support. Reopening plans underway subject to national reopening restrictions.</p> <p>Develop new permanent exhibition on leisure time at County Museum <i>To open in line with national reopening restrictions</i></p>	Feb 2021
<p>2. Raise visitor satisfaction at all sites through improvements to the core offer.</p>	<p>Risk assess interactives at all sites and review audience behaviour to enable some Covid-secure activities New cleaning regimes made it possible to reinstate some interactives that had initially been removed. Events adapted to limit numbers and ensure social distancing but maintain quality of family interaction. Shifting demographic at Art Gallery & Museum noted from older visitors to younger couples and more family visits – activities offered to appeal to this audience.</p> <p>Undertake family friendly, older people and neuro-diverse visitors audits across sites <i>Postponed into 2021/22 to enable completion with visitors onsite</i></p> <p>Review formal education/outreach sessions at The Commandery, consulting with teachers. Launch revised sessions. <i>Launch postponed into 2021/22 in line with national reopening restrictions</i></p>	<p>Oct 2020</p> <p>Feb 2021</p> <p>Feb 2021</p>
<p>3. Maintain national museum standards required to maximise partnership working and successful external funding.</p>	<p>Trial rationalisation process for objects with low significance <i>Main work to be postponed into 2021/22, delayed to avoid unnecessary working onsite</i></p>	March 2021
<p>4. Put in place the building blocks to enable the development of all museums over the next ten years.</p>	<p>Worcester City Art Gallery & Museum - work with Military Museum trust partners to plan for the future of the Worcestershire Soldier displays Potential for Worcestershire Soldier gallery move to Commandery discussed and included in Townsfund application.</p>	Oct 2020
<p>5. Investigate where Museums Worcestershire is uniquely positioned to</p>		

Key Targets	Service Plan 20-21, Q3 review	
What	What	By when
contribute to solving community challenges and measure the difference we make.		
6. Develop the range of income streams across museums.	<p>Develop bespoke range of merchandise for museum shops Range commissioned around the Worcester City painting Smooth Severn Stream by BW Leader, in shop for Christmas</p> <p>Investigate opportunities for culture-specific VAT exemptions with finance teams <i>Postponed into 21/22 to accommodate staff work plan capacity impacted by Covid</i></p> <p>Introduce online event booking and e-commerce Small online shop launched during first lockdown initially selling a range of prints from the museum collections, Christmas cards added for seasonal purchasing. Membership and donation payments accepted using the City Council's payment system. Online event booking using the Art Fund's Art Tickets system, set up and will be implemented on reopening.</p>	<p>Oct 2020</p> <p>March 2021</p> <p>Dec 2020</p>
7. Understand the potential of nationally important collections.	<p>First meeting of the British Glove Industry museums subject specialist network (12 national partners) Three meetings held online, with future strategy planning at next meeting. Representation includes other museums, including the V&A, from universities and from commercial glove firms.</p>	Jan 2021
8. Develop a culture of learning and development for all museums staff, maintaining a flexible and knowledgeable workforce.	<p>Review dementia awareness training at Hartlebury and liaise with Dementia Friends to identify safe training options for other two sites <i>Postponed into 21/22 to enable training onsite</i></p>	March 2021

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Report to: Joint Museums Committee, 19th March 2021

Report of: Museums Manager

Subject: WELLBEING PROVISION AND MONITORING

1. Recommendation

- 1.1 That the Joint Committee note the planned development of wellbeing provision by museums and adopt the proposed new wellbeing performance indicator.**
- 1.2 That the existing performance indicators for satisfaction and website users be revised to enable more resilient monitoring of performance trends.**

2. Background

Wellbeing Provision

- 2.1 Museums Worcestershire's Strategic Plan, adopted in 2019, notes the positive impact museums make on visitors' and project participants' wellbeing. It sets out the aim to better evidence this work and to extend it, aligning more closely with the wider County and City Council health priorities.
- 2.2 The impact of the Covid pandemic has pushed the service to respond creatively to the challenge of supporting our local residents' wellbeing. Emergency grant funding achieved this year has enabled the service to pilot new ways of working which focus on improving mental health outcomes. The Museums Learning Manager will present more information about these programmes in the meeting.
- 2.3 One example is the *Volunteers at Home – Access not Isolation* project, funded by the Esmee Fairbairn Foundation which took place between August 2020 and January 2021.
- With museum closures meaning we were unable to hold our usual group volunteer sessions, Museums Worcestershire took the opportunity to adapt its operations and find new ways to reach and support isolated and vulnerable residents. The project was piloted with a view to creating a model we can use longer term to combat chronic social isolation.
 - Museums traditionally carefully safeguard their collections, but Volunteers at Home has successfully shown the benefits of collections leaving the museum and being worked on by isolated individuals in their own homes. Equipment was provided as well as digital sessions for training, networking and socialising. Some volunteers with no previous computer experience are now emailing in digital photo inventories, contributing to blogs and enjoying video conferencing. Volunteers at Home widens the scope for participation by negating obstacles such as finances, health, mobility and time constraints, and allowing participants to work at a time and pace which suits them.

- We have changed many of our working practices to create a project which the Museums Association has called 'ground breaking'. We have become a national model and we presented our project at the national Museums Association conference in November. The case studies and toolkits will be available to other museums via the Museums Association's website and our systems are already being used by London Museums and Archives Development in their working practices training scheme as an innovative new way of working for the museum sector.
 - Our project evaluation (see appendix) shows that participants benefited greatly from social interaction and had an increased sense of worth, as well as learning valuable new skills that they now use in their daily life.
- 2.4 The 2021-22 Service Plan proposes to dedicate capacity to further research best practice in museums' wellbeing provision and to forge partnerships, investigating the potential of care commissioning and social prescribing. This work will feed into the development plans for the future of the museums, particularly those at the County Museum at Hartlebury Castle. A business plan for service developments to facilitate positive impacts that support health outcomes will be brought to this committee in 2022.
- Performance Indicator Monitoring**
- 2.5 Providing robust evidence of wellbeing improvements gained by engaging with museums is challenging and Museums Worcestershire will be one of the first to adopt this sort of monitoring.
- 2.6 University College London's *Museum Wellbeing Measures* research recently trialled prototypes with museum programmes across the country, funded by the Arts & Humanities Research Council. This offers best practice in the museum sector and a benchmark with which to compare our work. We are also able to compare our proposed indicator with other organisations, including PIs for Worcestershire Libraries users and for the upcoming Commonwealth Games project participants.
- 2.7 The UCL measure surveys a sample of visitors and participants at the start and conclusion of their museum engagement against a flexible list of status descriptors. Its flexibility enables the measure to be used for all museum activity, both on and off sites, and also with longer-term projects. The framework enables project leads to analyse participants' responses in detail to improve provision, but also offers an overall participant average change that can be used as a performance indicator.
- 2.8 The UCL measure framework was tested through the Volunteers at Home project. The results presented in the appendix to this report show the potential for both detailed project evaluation and strategic performance monitoring in using this framework.
- 2.9 In addition, at the July 2020 meeting, the Joint Committee discussed the weaknesses of the existing annual museum user satisfaction PI and the quarterly web users PI in the circumstances caused by the pandemic. The proposed adjustments to these PIs will give more resilience to this data collection and enable members to better assess performance trends.

3. Preferred Option

- 3.1 The adoption of the UCL Museum Wellbeing Measure framework within the museum service to evidence the difference museums can make in people's lives. Within this, it is proposed that the Joint Committee adopt a new performance indicator *Average Improvement in Wellbeing Experienced by Museum Visitors and Participants*, to be reported quarterly.
- 3.2 The quarterly Web Users performance indicator be expanded to include the number of followers across all social media channels.
- 3.3 The annual performance indicator for Satisfaction with museums be adjusted to:
 - City Residents' Survey: *% Reporting They are Satisfied with Arts, Cultural Activities and Facilities in the City*
 - Museums Worcestershire Visitor Survey:
 - *Whole Experience Rating* at all sites
 - *Family Rating* at all sites
 - *Value for Money Rating* at Commandery and HartleburyAll to be expressed as a % and compared to the national Audience Finder benchmarks

4. Alternative Options Considered

- 4.1 A detailed survey of possible performance indicators models for wellbeing was undertaken, and the UCL Museum Wellbeing Measure is considered the most flexible and offers the best comparators. As it is based on rigorous research, it is also considered the most reliable measure available.
- 4.2 Leaving the visitor satisfaction and web users PIs unchanged would limit the ability of the service and the Joint Committee to objectively monitor improvement needs.

5. Implications

5.1 Financial and Budgetary Implications

The pilot projects outlined in this report have been funded by external grant funding. It is likely that the investigation into developments in wellbeing provision will require some long-term adjustments to the service budgets: this will be considered at a future meeting.

5.2 Legal and Governance Implications

There are no legal or governance implications to this report

5.3 Risk Implications

There are no new risks in the adoption of these recommendations.

5.4 Corporate/Policy Implications

There are no current corporate or policy implications of this report. Any wider changes to the museum service to develop its wellbeing provision will be considered at a future meeting.

5.5 Equality Implications

There are no equality implications in the adoption of these recommendations. It is anticipated that the additional evidence gathered will assist future equality impact assessments.

5.6 Human Resources Implications

There are no human resources implications in the adoption of these recommendations.

5.7 Health and Safety Implications

There are no health and safety implications in the adoption of these recommendations.

5.8 Social, Environmental and Economic Implications

By adopting these recommendations, additional social impact evidence, including both adults and young people, will be available to the service and the two councils.

Ward(s):

All wards

Contact Officer:

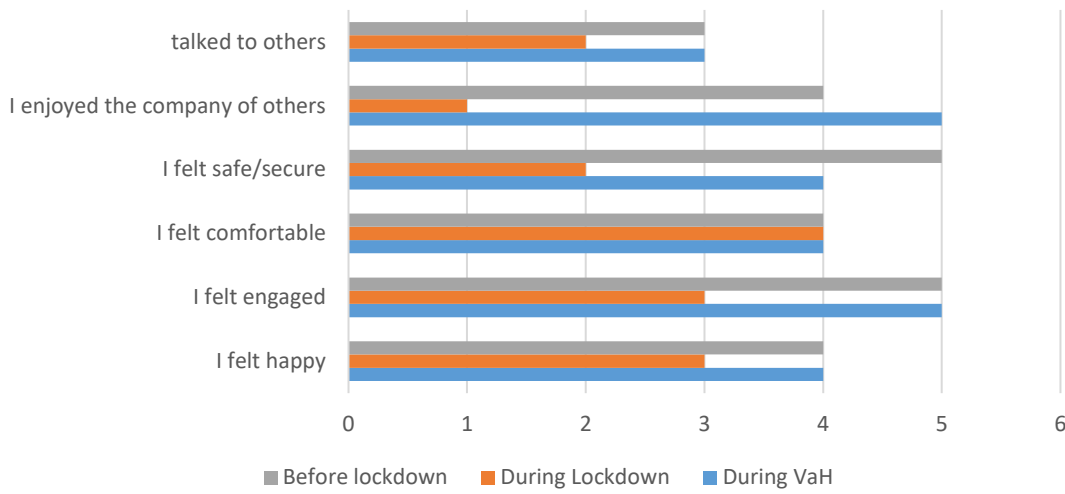
Philippa Tinsley, Tel: 01905 25371, email:

philippa.tinsley@worchester.gov.uk

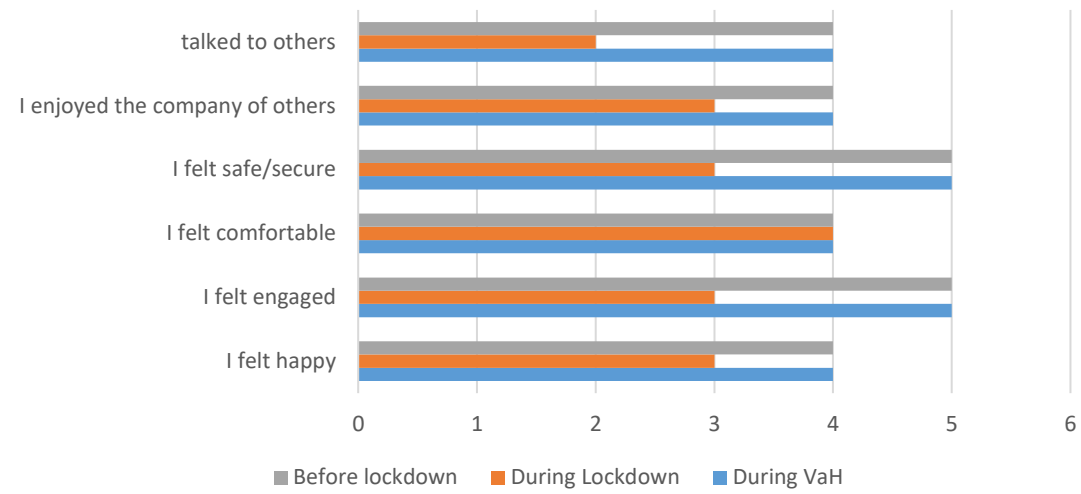
Supporting Documents:

Appendix: Volunteers at Home Wellbeing Evaluation

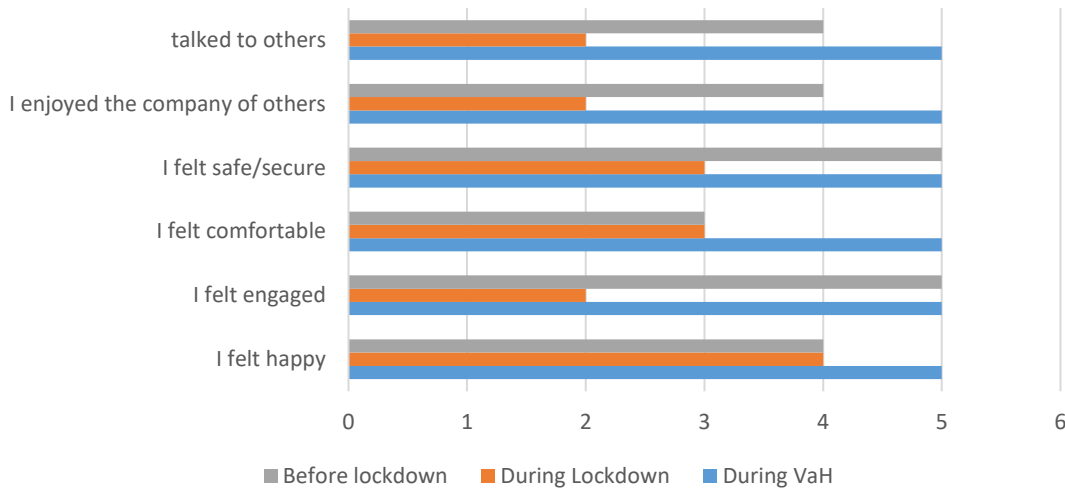
Wellbeing of volunteer 1



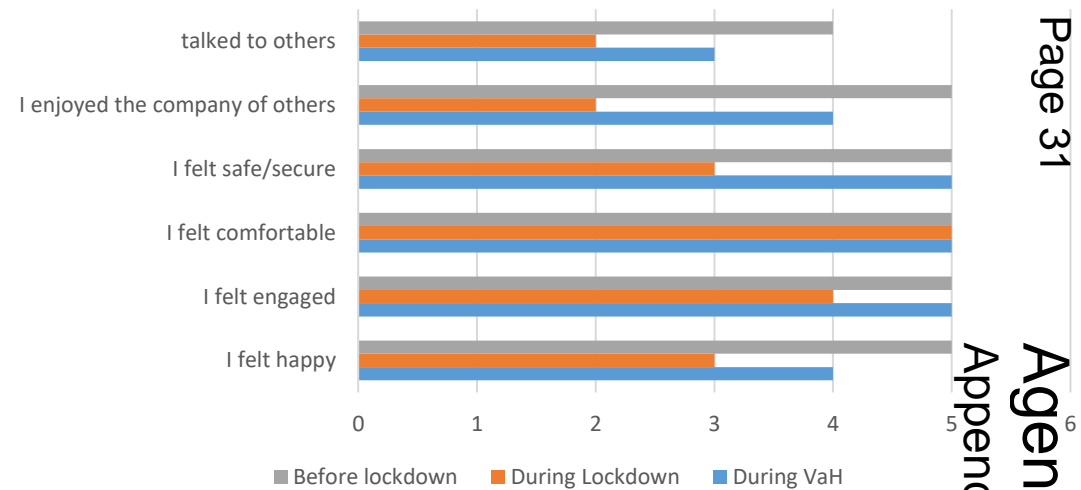
Wellbeing of volunteer 3



Wellbeing of volunteer 2



Wellbeing of volunteer 4



SUMMARY:

1.54 point (against a UCL research benchmark of 1) or 31% average DECLINE in wellbeing for museum volunteers when lockdown stopped their volunteering
 Followed by
 1.63 point or 33% average INCREASE in wellbeing by taking part in the Volunteers at Home project

APPENDIX: VOLUNTEERS AT HOME PROJECT, EVALUATED USING THE UNIVERSITY COLLEGE LONDON MUSEUMS WELLBEING MEASURE

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Report to: Joint Museums Committee, 19th March 2021

Report of: Commandery Development Manager

Subject: COMMANDERY INVESTMENT AND DEVELOPMENT

1. Recommendation

- 1.1 That the Joint Committee note the progress achieved at the City Museums following the allocation of investment to improve commercial opportunities.**
- 1.2 That the Joint Committee approve development of a business plan followed by procurement of a design company for an escape room offer at The Commandery.**

2. Background

- 2.1 At the June 2019 meeting, the Joint Committee identified areas for investment to improve commercial opportunity and support national profile at the City Museum sites. On 28 October 2019, Worcester City Council's Place and Economic Development Committee approved the allocation of £99,000 over four financial years from 20-21 onwards.
- 2.2 The impact of pandemic lockdowns has meant that some areas of work – particularly on the Art Gallery & Museum café, on room hire and on national publicity campaigns – have been adjusted to start slightly later than originally planned, but in the 21-22 work programme. The funding remains allocated to this work and progress will be reported to the Joint Committee in September.
- 2.3 Funding has been achieved through the Culture Recovery Grant, and this has supported the programme of small improvements to The Commandery's visitor offer undertaken in 20-21 using core budgets:
- Completed in 2020 –
 - New permanent exhibition of Georgian history
 - Additional interpretation covering Commandery's history in Medieval, Georgian and Tudor periods
 - New wayfinding signage and a new visitor map handout, to aid navigation on site and highlight route to Fort Royal Park
 - Coming in 2021 –
 - Commandery guidebook due to be published for the summer
 - New interactives including a replica of the oriel window for families, a tactile bedspread exploring Tudor textile production and an interactive for schools to use explore democracy & voting
 - Three new display cases and introduction of a Queen Anne era gold ring, Georgian slavery tokens, and objects related to the Littlebury printworks

- Additional interpretation covering Commandery's history in Victorian and 20th century
- Wifi will be installed in public areas of The Commandery in 2021 to support interpretation for visitors and improve the facilities for room hire bookings

CAFES

- 2.4 The Commandery café has been extremely successful during lockdowns. They kept their profile high via social media and rapidly implemented a Covid-safe takeaway offer. Their regulars flocked back and they have gained new customers due to their making maximum use of the Commandery garden space. Museums Worcestershire have supported the Café throughout the pandemic, staffing the building whilst they offered takeaway service and facilitating their use of an education room to increase socially-distanced inside covers when allowed. During January the Café operator improved the internal layout which is resulting in a swifter and more efficient service for hot drinks and food.
- 2.5 The café can't yet operate outside of museum opening hours as all toilet facilities are currently inside the museum's spaces. To enable them to operate independently some funding has been allocated to convert a storage area beneath the museum offices into a fully accessible toilet which can be accessed from the Café garden area whilst the Museum is closed. The asbestos and drainage surveys have already been completed and Museum staff are using lockdown to empty the store. The main works are scheduled for Q1 2021-22.
- 2.6 The Art Gallery & Museum café is unable to operate viably while social distancing requirements are in place because of the limitation of the building's architecture. However, opportunities for further future development have been opened up through the City Council's Townsfund proposals. The planned investment in external advice to increase covers will include this longer-term planning and will commence, with the involvement of the café licensee, when reopening and recovery plans have been set.

ESCAPE ROOM

- 2.7 The Commandery aims to create a new income stream from the introduction of an 'escape room experience' later in 2021 and more information will be presented about these plans in the meeting. £26,000 has been allocated for research, design, installation and promotion.

3. Preferred Option

- 3.1 The next stage of work is for Museums Worcestershire to develop a more detailed business plan for the escape room offer, followed by a procurement process targeted at experienced escape room designers. The brief will ask for responses to include outline plans for the spaces, consideration of the limitations and opportunities of an historic building, options for story/theme, detailed examples of the type of 'puzzles', a full budget breakdown, evidence of their experience to date and references. We would expect a single company to design and install the rooms, train staff and provide a level of ongoing support.

4. Alternative Options Considered

- 4.1 We researched smaller 'escape room pods', which provide a shorter experience (20 mins) and are 'spur of the moment' additions to a standard visit, but the staffing costs were analysed to be greater than projected income.

5. Implications

5.1 Financial and Budgetary Implications

This work will be funded by Worcester City Council's City Plan allocations. The intention of the investment is to enable Museums Worcestershire to reduce its subsidy in future years, as set out in the Council's Medium Term Financial Plan.

5.2 Legal and Governance Implications

The procurement process will be undertaken following Worcester City Council's policies, and with the support of the procurement team.

5.3 Risk Implications

There is always an inherent risk in meeting fee targets when working in a commercial environment. The next stage will examine the cost benefits to operation in more detail, with adjustments as appropriate to manage the risk

5.4 Corporate/Policy Implications

There are no corporate policy implications to this report.

5.5 Equality Implications

The nature of The Commandery's space can make access challenging. This will be reviewed in more detail as part of the operational business planning.

5.6 Human Resources Implications

There work proposed is led by the existing Museums Worcestershire team, with support from Worcester City Property team.

5.7 Health and Safety Implications

Worcester City Council's Health & Safety Advisor has been involved in the investigation work undertaken so far, and will continue to support the next stages of work.

5.8 Social, Environmental and Economic Implications

There are no social implications to this report, and environmental impact will be considered by the project team and the appointed designer. The long-term intention is that this work will further improve the economic impact of museums.

Ward(s):

All Wards

Contact Officer:

**Rachel Robinson, Tel: 01299 250416, email:
rrobinson3@worcestershire.gov.uk**

Background Papers:

none

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Report to: Joint Museums Committee, 19th March 2021

Report of: Museums Manager

Subject: MUSEUMS WORCESTERSHIRE SERVICE PLAN 2021-22

1. Recommendation

1.1 That the Joint Committee approve the service work plan for 2021-22.

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 June 2019. These are:
- *Develop the venues and collections for the future.* Work with visitors, stakeholders, funders and partners to grow an ambitious and sustainable service.
 - *Strengthen the core.* Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.
 - *Learn from our audiences and improve.* Respond to feedback and data to broaden our engagement and prioritise annual work programmes.
 - *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.
 - *Grow and diversify our funding and resilience.* Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.
- 2.3 Progress reports are provided to members on a quarterly basis, monitoring the PIs adopted by the committee on 23 March 2018 (and with new PIs proposed to be adopted from April 2021), 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.
- 2.4 The 20-21 Service Plan was adjusted to respond to the significant impact to planned work programmes caused by the pandemic. These changes were noted by the committee in September 2020. Postponed items have been reinstated in the 21-22 Service Plan and are, where appropriate, aligned to partners' revised milestones.

3. Preferred Option

3.1 The proposed 2021-22 Service Plan 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 where external funded has been secured, and tasks that include the securing of additional funding. This may have an impact on the implementation and extent of that area of work and progress will be reported to the committee throughout the year.

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 21-22 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 in separate reports.

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 and reported as part of Museums Worcestershire evaluation and monitoring.

Ward(s):

All wards

Contact Officer:

Philippa Tinsley, Tel: 01905 25371, email:

philippa.tinsley@worcester.gov.uk

Supporting document: Museums Worcestershire Service Plan 2021-22

MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2021-22

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What	By when
<p>Develop the venues and collections for the future. Work with visitors, stakeholders, funders and partners to grow an ambitious and sustainable service.</p>	<p>1. Recover from the impact of the Covid pandemic and return to a rising trend in visitor numbers at all sites by delivering a programme of new exhibitions, displays, learning and events.</p>	Curate an ambitious programme of exhibitions at Worcester City Art Gallery & Museum supported by partners and funders	
		- Summer family audience, Titanic	Sept 21
		- Challenge audience, Kurt Jackson: Clay Country	Nov 21
		- Local Creative audience: Society of Artists and Crafted for You, including introduction of commercially-focused artists	Jan 22
		- Destination audience, Japan exhibition and, rescheduled in partnership with the Ashmolean: Skyscape	Mar 22
		- Develop Treasures from the Collection highlight showcase	Mar 22
		Plan towards a significant artist exhibition in 2023	Mar 22
		Commission a marketing campaign reaching a wider regional audience alongside the Titanic exhibition	Aug 21
		Plan a new programme of onsite gallery tours and showcase Saturdays linked to exhibition programme at Worcester City Art Gallery & Museum for post-Covid recovery	Sept 21
		Trial a new programme of Collection Centre store tours focussing on collections highlights.	Oct 21
Expand The Commandery's programme of events with more ticketed evening events	Dec 21		
Contribute to the Charter 400 events programme and seek funding in partnership with Worcestershire Archives to display the City Charter at The Commandery	Mar 22		
Launch revised formal education sessions at The Commandery	Sept 21		
Develop the family visitor events and activities programme for Worcestershire County	Dec 21		

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What	By when
		<p>Museum to align with Hartlebury Castle Preservation Trust's new business plan</p> <p>Rescheduled opening of new 1950s display and develop next temporary costume exhibition at the County Museum</p> <p>Introduce talks at County Museum to enhanced the visit on less popular visit days</p> <p>Integrate existing resources into an expanded offer for Home Educated children and their families</p> <ul style="list-style-type: none"> - drop-in sessions at Hartlebury - rolling programme for under 10s and over 10s at Worcester City Art Gallery & Museum 	<p>Feb 22</p> <p>Sept 21</p> <p>Nov 21</p>
	2. Develop vision and 10-year plans for all sites.	<p>Work with City Council colleagues to create business plans for the heritage Townsfund projects</p> <ul style="list-style-type: none"> • start detailed planning with Military Museum trust for the move of the Worcestershire Soldier displays • Form a partnership of organisations in the north 'creative' end of Worcester • Create a detailed Commandery development plan, including opportunities to become a centre of democracy learning <p>Seek models and build networks to investigate the potential of care commissioning and social prescribing to guide the development of the County Museum service</p> <ul style="list-style-type: none"> • Start discussions with HCPT regarding the current lease end • Present a business plan for a wellbeing offer at Hartlebury 	<p>Feb 22</p> <p>Mar 22</p> <p>Nov 21</p> <p>Mar 22</p>
Strengthen the core. Develop display and learning programmes and projects that identify, focus and	3. Embed learning from the lockdown period and emergency fund projects into ongoing work.	<p>Review success of digital programming activity at all sites and create an action plan and content that maintains momentum, work part funded by Weston Loan programme</p> <p>Mentor and develop the skills of junior and front-line staff through the Weston Loan-</p>	<p>June 21</p> <p>Mar 22</p>

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What	By when
promote the best of the collections, buildings and our expertise.		funded programme	
		<p>Review and update the Emergency plans and supplies at all sites</p> <p>Continue to support our local heritage community</p> <ul style="list-style-type: none"> Promote toolkits and guidance films Develop touring loans offer for local heritage venues Grow consultancy offer, completing commissioned work for St Martins and plan Townsfunded interpretation for Guildhall <p>Develop deeper engagement for visitors using outdoor space at Commandery and County Museum orchard</p>	<p>Jan 22</p> <p>Sept 21 Feb 22 Dec 21</p> <p>Oct 21</p>
	4. Maintain national museum standards and prepare for anticipated 23-24 accreditation application.	<p>Pre-accreditation review of collections processes and policies</p> <ul style="list-style-type: none"> Review collections database, collection by collection Review rationalisation pilot and plan next stage Review documentation procedures Develop community-centred collecting policy <p>Create action plan to improve research and evaluation practice</p>	<p>Feb 22</p> <p>Feb 22</p>
	5. Understand the potential of nationally important collections.	<p>Develop the potential of the Gypsy Vardo collection, using Ellerman Foundation funding (year 1 of funded project)</p> <ul style="list-style-type: none"> outline research plan and build partnerships conservation of caravan <p>Action plan towards designation, scoping next stages of potential external funding</p>	<p>Mar 22</p> <p>Jan 22</p>
Learn from our audiences and improve.	6. Better understand how museum audiences have changed and	Undertake baseline audience survey to understand changes to visitor motivation post-Covid	Oct 21

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What	By when
Respond to feedback and data to broaden our engagement and prioritise annual work programmes.	integrate this into future planning	<p>Implement improvements to the visitor experience and engagement at The Commandery, responding to visitor comments, Audience Finder surveys and Visit England's VAQAS assessments</p> <p>Submit grant application to investigate interpretation approaches with visitors at the Art Gallery & Museum</p> <p>Launch the Commandery guidebook</p> <p>Undertake rescheduled family friendly, older people and neuro-diverse visitor audits and feed into future planning. Reschedule dementia-awareness training for front-line teams at Art Gallery and Commandery</p> <p>Work alongside other heritage organisations to Worcester to initiate new projects that celebrate our diverse audiences</p>	<p>Jan 22</p> <p>Dec 21</p> <p>June 21</p> <p>Dec 21</p> <p>Nov 21</p>
<p>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.</p>	7. Grow the wellbeing impacts of project work into service-wide development	<p>Create a wellbeing manifesto for Museums Worcestershire</p> <p>Deliver Year 2 of the gloving project funded by the Esmee Fairbairn Foundation - deliver community sessions based on local strategic need</p> <p>Deliver the Suitcase Stories project next phase</p> <p>Investigate opportunities for funding and partnerships to grow the programme of traineeships, work experience, apprenticeships and volunteering</p> <ul style="list-style-type: none"> create the new Visitor Welcome Volunteer at The Commandery 	<p>May 21</p> <p>Mar 22</p> <p>Nov 21</p> <p>Mar 22</p> <p>Aug 21</p>
<p>Grow and diversify our funding and resilience.</p>	8. Develop the range of income streams across museums.	<p>Review café contracts and plan maximisation of opportunity</p> <ul style="list-style-type: none"> Re-licence Commandery café for next 5 years 	<p>Sept 21</p>

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What	By when
Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.		<ul style="list-style-type: none"> Work with property to install new toilet so the cafe can operate more independently Commission advice on increasing covers through future transformation at Art Gallery & Museum cafe 	<p>July 21</p> <p>Nov 21</p>
		Audit The Commandery weddings and corporate hire offer and relaunch, adapted to new business demand	Nov 21
		Research potential for blacksmithing courses at the County Museum	Sept 21
		Adopt mechanisms for remote booking and online purchasing	June 21
		Commission Commandery escape room installation and prepare operational business plan	Oct 21
		Complete financial reporting changes towards enabling Tickenhill Trust to operate as a development trust and agree an action plan for transformation	Mar 22
		Investigate opportunities for culture-specific tax positions with finance teams	July 21



Report to: Joint Museums Committee, 19th March 2021

Report of: Museums Manager

Subject: JOINT MUSEUMS COMMITTEE WORK PROGRAMME

1. Recommendation

1.1 The Joint Committee is asked to note its future work programme and consider whether there are any matters it would wish to be incorporated.

2. Background

2.1 In order to allow the Joint Committee to manage its future work programme, a list of anticipated items for 2021, as set out in the rolling agenda managed by Worcester City Council Democratic Services team, has been included in section 3 below.

2.2 Following the adoption of the Museums Worcestershire Strategic Plan 2019-2024 at the meeting in June 2019, a programme of decisions aligned to the priorities and deadlines of that plan has been included in the work programme.

2.3 Members of the committee should consider if they would like to add any additional items to the work programme over the upcoming year.

3. Information

3.1 18 June 2021 meeting to cover:

- 1) Election of Chair and Appointment of Vice Chair
- 2) Covid Recovery and Projects
- 3) Finance 4th Quarter Monitoring Report
- 4) 20-21 Annual Review and Performance
- 5) City Museums Development through the Townsfund
- 6) Tickenhill Trust Development
- 7) Joint Museums Committee Work Programme

3.2 17 September 2021 meeting to cover:

- 1) Commercial Activity Post-Covid Review
- 2) Joint Ticketing and Residents Pass Initiatives

- 3) 2022 Fees & Charges
- 4) 2021-22 Quarter 1 Performance
- 5) Finance 1st Quarter Monitoring Report
- 6) Joint Museums Committee Work Programme

3.3 19 November 2021 meeting to cover:

- 1) County Museum Development Review
- 2) Accreditation Policies Review
- 3) 2021-22 Quarter 2 Performance
- 4) Finance 2nd Quarter Monitoring Report
- 5) Joint Museums Committee Work Programme

Ward(s): All wards
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Background Papers: none