

## **JOINT MUSEUMS COMMITTEE**

### **AGENDA**

**Date:** Friday, 18th June, 2021

**Time:** 10.00 am

**Venue:** Guildhall

## JOINT MUSEUMS COMMITTEE

### Information for Members of the Public

Please note that this is a public meeting, conducting in person at the Guildhall, Worcester, between invited participants and live streamed for general access by audio and video via the Council's website. Due to the current Covid 19 pandemic, access to the building where the meeting is being held is being restricted to councillors and a small number of supporting officers. Members of the public who wish to participate will be invited to join the meeting via remote means.

Part I of the Agenda includes items for discussion in public. You can listen or watch a live stream of the meeting via the City Council website [www.worcester.gov.uk/councillors-democracy](http://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.

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

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

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

This agenda can be made available in large print, braille, on PC disk, tape or in a number of ethnic minority languages. Please contact the above named officer for further information.

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**Joint Museums Committee  
Friday, 18 June 2021**

**Members of the Committee:-**

Councillor Patricia Agar (LCo)  
Councillor Matt Dormer (C)

Councillor Mrs. Lucy Hodgson (C)  
Councillor Andy Roberts (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. <b>Appointment of Substitutes</b>   | To receive details of any Members appointed to attend the meeting instead of a Member of the Committee.  |
| 2. <b>Declarations of Interest</b>     | To receive any declarations of interest.   |
| 3. <b>Public Participation</b>         | 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. <b>Minutes</b><br>Page(s): 1 - 4    | Of the meeting held on 19 <sup>th</sup> March 2021 to be approved and signed.  |
| 5. <b>Election of Chairman</b>         | To elect a Chairman for the ensuing year. (The Museums Shared Services Agreement stipulates that the position of Chairman should be alternated between members representing different authorities. Therefore the Chairman should be a representative of Worcester City Council).                         |
| 6. <b>Appointment of Vice-Chairman</b> | To appoint a Vice-Chairman for the ensuing year. (The Museums Shared Services Agreement stipulates that the position of Vice-Chairman should be alternated between members representing different authorities. Therefore the Vice-Chairman should be a representative of Worcestershire County Council). |

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| <p>7. <b>Museums Worcestershire Annual Review and Performance 2020-21</b><br/> Page(s): 5 - 30<br/> Ward(s): All Wards<br/> Contact Officer: Philippa Tinsley,<br/> Museums<br/> Manager<br/> Tel: 01905 25371</p> | <p>That the Joint Committee:</p> <ol style="list-style-type: none"> <li>1. approves the Museums Worcestershire Annual Review for 2020-21; and</li> <li>2. notes the information provided regarding performance in 2020-21 compared to previous years.</li> </ol>  |
| <p>8. <b>Quarter 4 Finance Report 2020-21</b><br/> Page(s): 31 - 34<br/> Ward(s): All Wards<br/> Contact Officer: Mark Baldwin,<br/> Head of Finance<br/> Tel: 01905<br/> 722007</p>                               | <p>That the Joint Committee reviews the financial monitoring details including budget variances for the 4th quarter ended 31st March 2021.</p>  |
| <p>9. <b>Covid Recovery</b><br/> Page(s): 35 - 38<br/> Ward(s): All Wards<br/> Contact Officer: Philippa Tinsley,<br/> Museums<br/> Manager<br/> Tel: 01905 25371</p>  | <p>The Museums Manager recommends that the impact of Covid-19 on the museums be noted and the progress in reopening museums to visitors in person be noted.</p>   |
| <p>10. <b>A Charitable Body to Support Museums</b><br/> Page(s): 39 - 42<br/> Ward(s): All Wards<br/> Contact Officer: Philippa Tinsley,<br/> Museums<br/> Manager<br/> Tel: 01905 25371</p>                       | <p>That the Joint Committee:</p> <ol style="list-style-type: none"> <li>1. approve in principle the setup of a charitable body that would support fundraising for the City and County museums; and</li> <li>2. set aside up to £10,000 from museum general reserves to fund the costs of external expertise required to support the setup process.</li> </ol> |
| <p>11. <b>Joint Museums Committee Work Programme</b><br/> Page(s): 43 - 44<br/> Ward(s): All Wards</p>   | <p>That the Joint Committee:</p> <ol style="list-style-type: none"> <li>1. note its future work programme and consider whether there are any</li> </ol>   |

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

matters it would wish to be incorporated;

2. review upcoming meeting dates and adjust if required; and
3. consider the best publicly-accessible venues for Joint Museums Committee meetings and the impact on making audio recordings available online.

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****19th March 2021**

- Present:** Councillor Johnson in the Chair  
Councillors A. Amos, Gregson and Roberts
- Officers:** Hannah Perrott, Assistant Director of Children, Families and Communities (Worcestershire County Council)  
Philippa Tinsley, Museums Manager  
Mark Baldwin, Head of Finance  
Helen Large, Museums Audiences Manager  
Rachel Robinson, Commandery Development Manager  
Gemma Dhami, Museums Learning Manager
- Apologies:** Councillor Mrs L. Hodgson

**38 Appointment of Substitutes**

Councillor Alan Amos for Councillor Mrs Lucy Hodgson.

**39 Declarations of Interest**

None.

**40 Public Participation**

None.

**41 Minutes**

**RESOLVED: That the minutes of the meeting held on 20<sup>th</sup> November 2021 be approved as a correct record and signed remotely by the Chairman.**

**42 Impact of Covid-19 on the Museums Service**

The Joint Committee considered s 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 2020-21 on the ongoing impact of Covid-19.

The Museums Manager, in presenting the report, updated the Joint Committee on the re-opening of the Museums to the public as part of the roadmap step 3, which is to be no earlier than 17<sup>th</sup> May. The Commandery Café, the Art Gallery and Museum shop and some outdoor facilities will be able to partially operate under earlier reopening steps on 12<sup>th</sup> April.

The Museums Manager responded to questions from Members, particularly around Museum membership numbers which were encouraging.

**RESOLVED: That the Joint Committee note the impact of Covid-19 on the Museums and the impact of emergency-grant funded work.**

#### **43 Quarter 3 Finance Report 2020-21**

The Joint Committee considered the financial monitoring details, including budget variances for the 3<sup>rd</sup> Quarter ending 31<sup>st</sup> December 2020. The Joint Committee also reviewed the draft budget 2021-22.

The Head of Finance presented the report and informed Joint Committee Members that the forecast year-end performance at Quarter 3 is a surplus of £26,205, which will be transferred to the general reserve at year-end. This is assuming the Government is providing estimated funds of £70k for the loss of income during 2020-21.

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 Income Compensation Scheme will cover 75% of councils lost income during 2020-21, this is expected to be £70k. This has been factored into the budget figures.

**RESOLVED: That the financial monitoring details, including budget variances for the 3<sup>rd</sup> Quarter ending 31st December 2020, and the draft budget for 2021-22 be noted.**

#### **44 Quarter 3 Performance Report 2020-21**

The Joint Committee considered a report on the performance information for the 3<sup>rd</sup> Quarter of 2020-21. Appendix 2, attached to the report, noted progress against targets in Quarter 3, and Covid-caused challenges (highlighted in blue) against those still upcoming. Targets achieved in Quarters 1 and 2 and reviewed at previous meetings and those in Quarter 4 that are on track and will be reported at the next meeting have been removed for clarity.

The Museums Audiences Manager drew the Joint Committee's attention to the visitor comments made in the appendix in relation to Hartlebury and the Art Gallery and Museum exhibitions, which were a credibility to frontline staff. The pilot covid-safe digital programming activity at all sites was also highlighted.

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

**RESOLVED: That the performance information provided relating to the 3<sup>rd</sup> Quarter 2020-21 be noted.**

#### **45 Wellbeing Provision and Monitoring**

The Joint Committee considered a report on wellbeing provision and monitoring.



The Museums Learning Manager, in presenting the report, highlighted the key points to Joint Committee Members.

Reference was made to the 'Access not Isolation' project, funded by the Esmee Fairbairn Foundation which took place between August 2020 and January 2021. The Joint Committee's attention was drawn to the Volunteers at Home Wellbeing evaluation, attached as Appendix 1 to the report.

The Museums Learning Manager referred to paragraph 2.5-2.9 of the report which related to the University College London's (UCL) Wellbeing Measures, this was supported by a powerpoint presentation of the Volunteers at Home project.

The preferred option is to adopt the UCL Museum Wellbeing Measure framework within the museum service to evidence the difference museums can make in people's lives. 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. The annual performance indicator for 'Satisfaction' to be revised as set out in paragraph 3.3 of the report.

The Museums Manager and Museums Learning Manager responded to questions from Joint Committee Members.

**RESOLVED: That the Joint Committee:**

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

**46 Commandery Investment and Development**

The Joint Committee considered a report on the investment and development of the Commandery.

The Commandery Development Manager, in presenting the report, drew the Joint Committee Members attention to paragraph 2.3 of the report whereby 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 2020-21 using core budgets.

The improvements for 2021 were highlighted in particular The Commandery Café, highlighted in paragraphs 2.4-2.6 of the report, which will be provided with toilet facilities accessed from the Café garden, to enable them to operate independently. The main works are scheduled for Quarter 1 2021-22.

The Commandery also aims to create a new income stream from the introduction of an 'escape room experience' later in 2021, £26,000 has been allocated for research, design, installation and promotion. A powerpoint presentation was provided to Joint Committee Members on these plans.

The next stage of work is for Museums Worcestershire to develop a more detailed business plans for the escape room offer, followed by a procurement process targeted at experienced escape room designers.

The Commandery Development Manager responded to questions from Joint Committee Members.

**RESOLVED: That the Joint Committee:**

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

**47 Museums Worcestershire Service Plan 2021-22**

The Joint Committee considered a report on the Museums Worcestershire Service Plan for 2021-22.

The Joint Museums Committee is required to approve an annual service work plan under the terms of the Joint Museums Agreement. The plan provides a detailed work programme for the forthcoming financial year, the proposed 2021-22 Service Plan is attached as Appendix 1 to the report.

The Museums Manager, in presenting the report, informed the Joint Committee that the 2020-21 Service Plan was adjusted to respond to the significant impact to planned work programmes caused by the pandemic. Postponed items had been reinstated in the 2021-22 Service Plan and are, where appropriate, aligned to partners' revised milestones.

The Museums Manager responded to questions from Joint Committee Members.

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

**48 Joint Museums Committee Work Programme**

The Joint Committee considered its future work programme.

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

**49 Any Other Business**

**Duration of the meeting: 10.00am-11.30am**

Chair at the meeting on  
18th June 2021



**Report to: Joint Museums Committee, 18th June 2021**

**Report of: Museums Manager**

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**Subject: MUSEUMS WORCESTERSHIRE ANNUAL REVIEW AND PERFORMANCE 2020-21**

**1. Recommendation**

- 1.1 That the Joint Museums Committee approves the Museums Worcestershire Annual Review for 2020–21, and**
- 1.2 that the Joint Committee note the information provided regarding performance in 2020-21 compared to previous years.**

**2. Background**

- 2.1 The Joint Museums Service Agreement requires the presentation of an annual report or review to the Joint Committee at its annual meeting. The proposed Annual Review for 2020-21 is appended to this report as an appendix.
- 2.2 The appended summary of annual performance indicators also give an account of progress in delivering the work programme against service priorities and targets throughout. This performance data is used by Museums Worcestershire's management team to shape the priorities of upcoming work.

**3. Information**

- 3.1 The intention is to circulate the Annual Review to the key partners and stakeholders, as well as publishing the report on the museum's services website [www.museumsworcestershire.org.uk](http://www.museumsworcestershire.org.uk). The report will also be circulated to all City and County Councillors.
- 3.2 The Joint Museums Committee approved some additional performance indicators at their March 2021 meeting, refining the satisfaction indicator, expanding the web users indicator to include social media and introducing a new 'improvement in wellbeing' indicator. These will be reported in the 2021-22 performance reports.
- 3.3 Some of the key points on performance in 2020-21 to note are:
  - 2020-21 was an extraordinary and difficult year. Normal quantitative comparisons are perhaps unhelpful this year as a monitor of performance. The annual review expands on how the team transitioned rapidly to continue to serve our communities during lockdown and limited opening. By working hard to bring in significant emergency funding, the management team were able to develop new ways of delivery. These also brought important learning for the service to take into future planning and development.

- Unable to furlough staff, Museums Worcestershire retained more capacity than some museums – this was used to support other services in our local authorities, develop new initiatives using external funding, maintain the security of the sites and collection and undertake the significant work needed to reopen with Covid-secure protocols. By holding some posts vacant and reducing spending, along with the support of central government loss-compensation and emergency grant-funding, we were able to manage the income loss inevitable during the pandemic.
- The three museums were open to the public the maximum time legally allowed. Maximum numbers were carefully monitored and controlled, and were limited by pre-booking for dates with popular activities. Visitors returned at around half the volume as in normal years, with particular success for outdoor spaces and activities families could do safely together. This compares with the central-government-funded museums who averaged 18% of visitor numbers returning.  
This is a global position for cultural venues, reflecting a change in tourism and visiting confidence in 2020. Japan's largest art museum had much shorter closure, but a 63% drop in visitors, and Christchurch Art Gallery in New Zealand still experienced a 28% visitor reduction despite the country's success in minimising Covid infections.  
Worcester Art Gallery & Museum had more visitors in 2020-21 than the Royal Armouries Museum or the National Media Museum and Worcestershire County Museum more than the Sir John Soane Museum, despite these being significantly larger and better-known organisations.
- Informal and even formal learning participants are still strong despite no school physical site visits at all in 20-21. The flexing of the learning offer meant a reduction in income, but maintained the social reach when it was most needed.
- Website numbers are lower, reflecting that the website is most used to plan a visit in person. Instead digital engagement this year was deeper, with digital visitors using our resources and online exhibitions and information. This year has also shown the importance of social media as a conduit between museums and their audiences and from now on these numbers will be added into the performance indicator.
- The museums contributed to the Audience Agency's national survey of digital engagement in early 2021. Results showed that those engaging digitally with museums were previously active cultural consumers, the majority in the older demographics. It has been important to reach our core visitors who have been unable to visit this year, many living alone and shielding. We have also actively sought to support those whose busy lives and scarcity of digital equipment might prevent them actively seeking out museum resources.
- Progress made in past years to increase the earned income element of the museum budget was effectively halted by the pandemic. The Commandery has been proud to help a small number of couples create memorable but minimised weddings at a lower charge, and have enabled other couples to postpone and adjust as many times as necessary without penalty. Our independent licensee, Commandery Coffee, has maximised the benefits of the beautiful outdoor space and a supportive local community and has managed to grow the business across this testing year.

- Throughout a year of many challenges, we have continued to plan ahead, aiming to incorporate the learning of 20-21. We have been able to evidence the difference our museums make to participants' wellbeing, particularly through volunteering. Improvement to Worcester's museums and the joint working of its heritage partners are part of the City's Townsfund aims, and changing office-space requirements give the opportunity to plan what long-term development for cultural Worcester might look like.

#### **4. Implications**

##### 4.1 Financial and Budgetary Implications

Activity contained within the Annual Review 2020-21 was funded from the annual agreed core budget with elements that were externally funded.

##### 4.2 Legal and Governance Implications

There are no legal and governance implications to this report.

##### 4.3 Risk Implications

Risks of Museums Worcestershire's work are assessed and monitored using both authorities' risk management procedures and systems.

##### 4.4 Corporate/Policy Implications

There are no corporate or policy implications to this report.

##### 4.5 Equality Implications

There are no identified equality implications to this report.

##### 4.6 Human Resources Implications

There are no human resources implications to this report.

##### 4.7 Health and Safety Implications

There are no health and safety implications to this report.

##### 4.8 Social, Environmental and Economic Implications

There are no negative social, environmental and economic implications to the proposed work. The Annual Review 2020-21 contains information on positive impacts of museums' work.

**Ward(s):**

**All wards**

**Contact Officer:**

**Philippa Tinsley, Tel: 01905 25371, Email:**

**[Philippa.tinsley@worcester.gov.uk](mailto:Philippa.tinsley@worcester.gov.uk)**

**Appendices:**

**Draft Museums Worcestershire Annual Review 2020-21  
Appendix 2: Performance 2020-21**

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*Museums Worcestershire is a partnership between Worcester City Council and Worcestershire County Council.*

“This year was difficult for everyone, with so many people coping with loss, illness, isolation and financial hardship. I’m proud of the Museums Worcestershire team who rapidly found new ways of working to stay connected with our communities, supporting those who needed us most.”

*Philippa Tinsley, Museums Manager*

### **In 2020-21, Museums Worcestershire was:**

- **Relevant**, an agile and flexible response to the pandemic kept us connected to families and those alone at home with online and outreach resources, exhibitions and events
- **Ambitious**, to support all our communities we successfully bid for more than £240,000 of external funding
- **Dedicated**, we found new ways to partner with our volunteers, our councils, Worcestershire’s heritage community and our local artists

“It’s such a desperately difficult time for many youngsters and every little gesture of kindness makes the world of difference.”

*Ruth Allsopp, Operations Coordinator for Worcester Foodbank who distributed Museums Worcestershire’s family activity packs*

“We have felt enormously supported by all your input and wise advice.”

*Faith Ranger, Malvern Museum, who received consultancy support as part of the No One Left Behind project*





## Our Museums

“What a year, a year unlike any other, full of huge challenges, but alongside this came fresh opportunities for working in new ways”  
*Stuart Webb, Operations Manager, The Commandery*

During lockdown, critical security, environmental, and building checks had to continue, all carried out in a Covid-secure way. To open, our museums were made safe and welcoming, with one-way routes, sanitising stations and limited visitor numbers.

“Your toilets are so clean. The National Trust could learn a thing or two from you!”  
*Visitor to Hartlebury Castle*

**125 days** museums were open in 2020-21

**48%** average visitors when open compared to previous years



# Our Museums: The Commandery

## Improving the visitor experience:

- New interpretation and displays add in more fascinating stories of The Commandery's history
- Creation of a nature play area for younger visitors
- A garden fitness trail for local locked-down families

## New ways of working:

- Talks in the gardens about museum objects
- Cross-site working saw the Hartlebury workshop creating interactives for The Commandery

## When we were able to open to the public:

- August Bank Holiday was fully booked for a nine-hole mini golf course
- Families had fun with a Halloween *Ghoulish Ghost Trail* and Christmas *elfies* in the Elves' workshop
- Fully booked and socially-distanced ghost tours

“Very enjoyable and very safe”

“Really lovely to be out in the fresh air – the fitness fun was great for our 3-year-old”

“What a garden, such a calm atmosphere... great for all ages, I would love to just come over here and read a book.”

*Commandery visitors*







## Our Museums: Worcester Art Gallery & Museum

### Improving the visitor experience:

- *A Welcome View* exhibition designed to reassure, welcome visitors back and reconnect with art after the first lockdown
- *The Printed Line* exhibition opened in September 2020 bringing great art from national collections to our doorstep in Worcester

### New ways of working:

- Online exhibitions during lockdown supported visitors to experience the positive benefits of experiencing creative work
- Development of digital Covid-safe *Museums After Hours* events, supporting local performers and business
- Maintained Covid-secure access to the main City Offices in the museum building throughout lockdowns to support the City Council in their transition for office-based staff to work from home

### When we were able to open to the public:

- More than 1800 visitors visited in October half-term, many to enjoy the socially-distanced *Where's Wally* event with their families

“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. Keep safe, we all depend on you!”

*Art Gallery & Museum visitor*



# Our Museums: Worcestershire County Museum at Hartlebury Castle

Site run in partnership with Hartlebury Castle Preservation Trust

## Improving the visitor experience:

- A new 1950s display *Lavish Living* installed
- Improvements to the outdoor offer with new outdoor interactive activities, an all-weather gazebo and an upgrade of the orchard picnic area

## New ways of working:

- Online booking system ensured a safe number of visitors on site and for events
- Children's craft activity bags were made for families to purchase in the shop to make at home

## When we were able to open to the public:

- Socially-distanced *Swashbuckling Fun* activities on August Bank Holiday
- 600 visiting the Castle during Heritage Open weekend
- Visitors returned to enjoy carefully-planned Covid-safe event periods with family, with 500 enjoying October half term and 300 enjoying Christmas festivities

"It was a nice surprise to find a gem like this on my doorstep. We ended up spending 4 hours wandering around the gardens, house and having something to eat in the cafe. The gypsy wagons are incredible too! The staff were incredibly friendly and helpful. Keep up the good work."

*Hartlebury Castle visitor*







## Our Museums: Capital Investment

Worcester City and Worcestershire County Councils have continued to invest in the museums, taking advantage of lockdown to carry out repairs that improve the environmental, historical and commercial sustainability of all the museums' important listed buildings.

### The County Museum

- Significant roof repairs have preserved the fabric of the Hartlebury Castle buildings.
- Installation of a new fire alarm system to protect the nation's best collection of Gypsy Vardos.

### Art Gallery & Museum

- Storage area light fittings replaced and fitted with automatic timers to reduce the building's carbon footprint.
- New shop fittings sympathetic to the architecture updated the retail area in the foyer.

### The Commandery

- Derby Road gates giving pedestrian access through to the canal and café completely rebuilt.
- For the first time since open log fires blazed, heating was introduced to the civil war rooms making them more comfortable for visitors.
- Drainage and asbestos surveys undertaken to enable future improvements to the site.



## Income Generation

Cultural Recovery Funding enabled us to trial ways of improving income generation and find new ways to deliver activities. The learning will take us forward to meet the future challenges of Covid-recovery.

- The Commandery and Art Gallery & Museum shops worked with a retail consultant to improve the offer ready for reopening.
- Equipment purchased enabled talks to be filmed for delivery online and then to deliver talks safely outside.
- Audience research will capture the changing needs of visitors after the pandemic.
- A new Commandery guidebook will provide a new source of retail income.

Museum staff responded swiftly to the changing needs brought about by the pandemic:

“Our wedding got postponed twice this year due to lockdown. We're so grateful to everyone who helped us bring it forward, with less than 24hrs notice! Especially The Commandery, our beautiful venue where we were finally able to say our vows.

“Highly recommend The Commandery as a venue, it's beautiful and the staff are so friendly and attentive, it really felt like they were as emotionally invested as we were.”

*Wedding party, The Commandery*

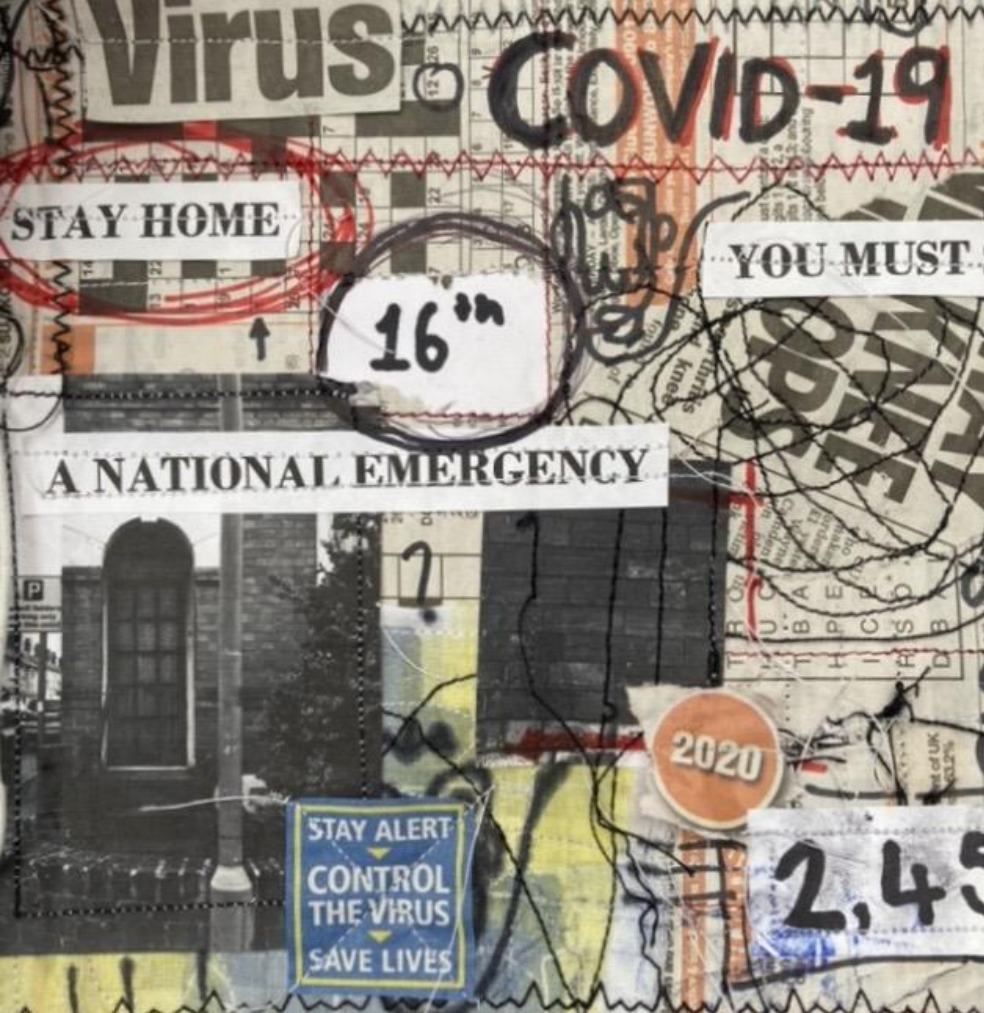
Our partners also responded swiftly to the changing situation:

“Amazing cookies & coffee in a lovely setting next to the canal. Good takeaway service whilst not able to sit in during Covid.”

*Commandery Coffee customer*







## Supporting Our Communities

### Worcestershire's Creative Community

From the Art Gallery with Love, funded with £20,689 from the Arts Council England Emergency Response Fund, supported the local cultural sector by commissioning 12 artists for a digital exhibition programme. The artworks are displayed in a new online gallery.

*Left: Me, Myself & Skype, 2020 by Elsa Fox and Mia Townsend*

One of the artists, Susan Birth, worked with Headway Worcestershire (a local charity supporting people affected by brain injury) to create the online work *Echoes of Ancient Art*.

*"Really enjoyed doing it as I've never done anything like that before."  
Clare - Headway participant*

### Worcestershire's Heritage Community

**No One Left Behind**, through £32,410 of Historic England Covid-19 Emergency Response Funding, enabled Museums Worcestershire and Worcestershire Archives & Archaeology to work together to support the sustainability of Worcestershire's heritage sector during the pandemic. We shared expertise through training, toolkits, consultancy and mentoring in business planning, marketing, volunteering and fundraising.

*"Being able to talk through ideas with someone who has the knowledge, expertise and a network of colleagues to call on has been invaluable"*

*Ashleigh Jayes, Almonry Museum and Tourist Information Centre*

## Supporting Our Communities: Volunteers

**Volunteers at Home** is a revolutionary scheme funded through a Museums Association/Esmee Fairbairn Foundation Sustaining Engagement with Collections grant in which volunteers took museum artefacts into their own homes to continue their archiving and conservation work.

Lockdown meant volunteers were suddenly prevented from undertaking their usual projects onsite. The team were determined to find an innovative way to involve and include their volunteers, many of whom were socially isolated.

“A lot of our volunteers live at home on their own and they were really missing being at the museum and the sense of purpose it gave them. We wanted them to feel they were still part of the organisation.”

*David Nash, Curator of Social History*

Volunteers at Home is the first project of its kind in the UK and its evaluation and toolkits are now being shared across the country: this could result in a national shift in the way museums interact with their volunteers.



**A huge thank you to all our volunteers for their magnificent contribution to our museums.  
We appreciate your enthusiasm, knowledge and commitment even more during this challenging year.**



# Supporting Our Communities: Learning

## Informal Learning

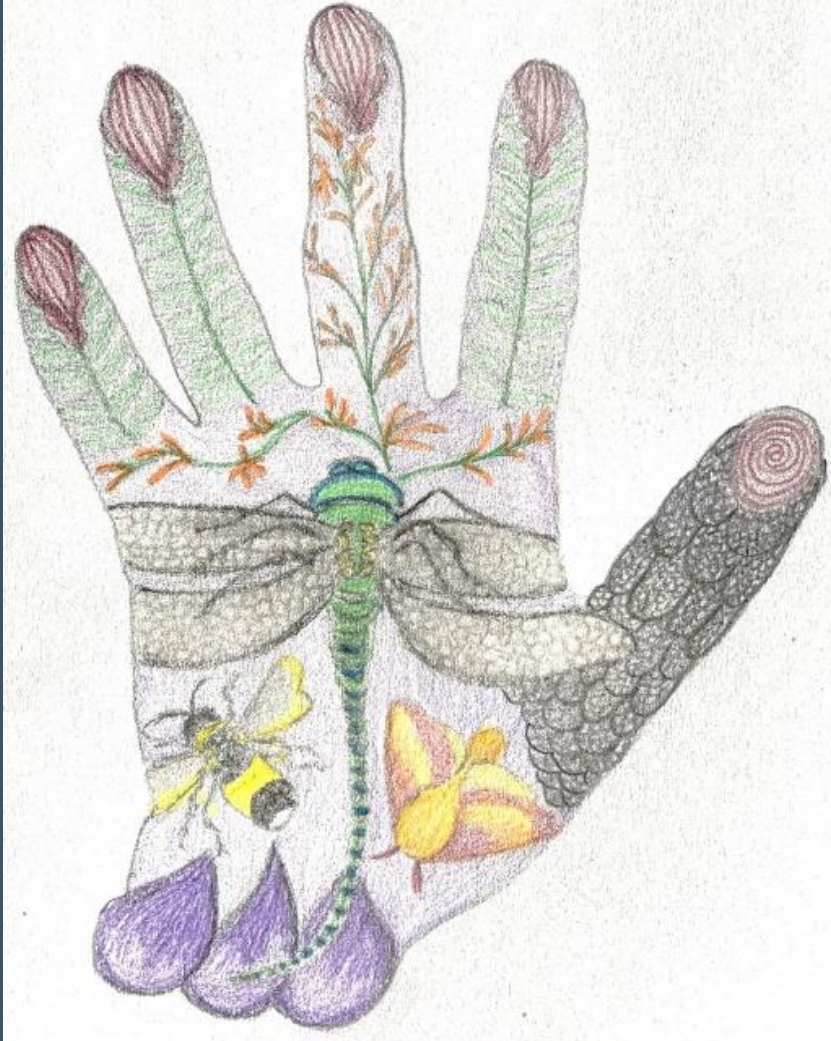
- The informal learning programme was quickly adapted to meet the changing needs of lockdown. Weekly family *Makeathons* were shared on social media, encouraging creative learning at home and a way for people to connect with each other. The programme ran for 12 weeks until our museums reopened and continued to be available for those still isolating.
- Once our sites reopened, Covid-secure family trails and take-away activities were introduced at all venues, providing new ways of sharing information. Summer creative workshops were adjusted to enable some to take place socially distanced and outdoors.
- Working with the Youth Voice team at Worcestershire Children First, we shared highlights from the collection with a programme of online creative workshops for looked-after children and their foster families.

## Formal Learning

- Digital loans boxes meant schools could receive one of our physical resource boxes supported by a follow-up online session with the learning team.
- *Make a Mini Museum* activity was shared with all Worcestershire schools when students could no longer be in the classroom.

## Work Experience

- The pandemic made normal work experience opportunities unfeasible. In order to support young people to gain skills towards careers in heritage we delivered a work experience programme via web modules, with a certificate available for those who complete it.
- Student and volunteer Amelia Ross was awarded a Museum Work Experience Grant by The Costume Society, to inventory, photograph and research parts of the Worcester City costume collection in a Covid-secure way during lockdown.



## The Museums Worcestershire Team

“We invested heavily in staff development and wellbeing within the emergency-funded projects. One of the biggest outcomes of the pandemic was teams coming together. We were all isolated from each other physically but these projects were a way for those staff to work together. There was a sense of purpose and fulfilment at being able to continue to deliver services to our communities.”

*Deborah Fox, Senior Curator*

As a local authority service, staff were not furloughed and so the team rapidly took on new work tasks using a mix of IT equipment from home, often team-members' own.

We supported the City and County Councils' emergency response, with museum staff working on the distribution of business and social isolation grant administration as well as supporting colleagues in communications, emergency planning and the bereavement team.

Frontline staff, who would normally be welcoming visitors, in early lockdown joined a temporary Digital Magic Team to enable museums to have a greater online presence and stay connected with our audiences. Culture Recovery Funding later enabled the team to prepare resources that could be enjoyed onsite as museums reopened.





## Collections

The service's **Pandemic Collecting** project, in partnership with Worcestershire Archives, focused on ensuring that this traumatic and transformational period will be remembered for future generations.

New research into the origins of the collection has resulted in previously unknown stories shared through talks, articles and displays about the Egyptian collection, objects in the World Cultures collection acquired during the voyage of HMS Rattlesnake and Worcestershire's links to the transatlantic slave trade hidden in the coins and medals collection.

Conservation work to a portrait thought to be of Mary Queen of Scots was undertaken following funding from the Leche Trust revealing original detail and clues about the sitter's identity. Funding from West Midlands Museum Development has enabled further research ahead of its display in 2022.

The delayed **Vardo Project**, funded by the John Ellerman Foundation, began with the appointment of the service's first Vardo Curatorial Officer who will work with our Gypsy, Romani and Traveller communities to forge new relationships and develop a better understanding of the County's nationally-significant collection.

"I did enjoy the (bite size) talk and it did help me to feel connected to what was going on in the Museum and Art Gallery"

"You've done a great job in offering different access to the museums service over the last 12 months... I appreciate the efforts that have gone into adapting the service during the pandemic."

*Regular Art Gallery & Museum visitors*







## Looking Ahead

- All three museums reopen to the public on the week commencing 17th May, with new exhibitions, new content and new ways of working.
- The Volunteers at Home project is paving the way nationally for how museums engage with their volunteers.
- The Art Gallery & Museum has secured £23,000 from the Art Fund's Weston Loan Programme to stage a major exhibition in 2022 exploring the City's Japanese collection.

“Worcestershire has shown its resilience this year, helping out our neighbours and keeping our loved ones safe.

Museums Worcestershire has put its communities at the heart of everything it has achieved, and amongst this year’s extraordinary circumstances has galvanised to make sure no-one has been left behind.”

*Councillor Lucy Hodgson  
Chairman, Joint Museums Committee 2020-21*

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## PERFORMANCE

	2017-18	2018-19	2019-20	2020-21
Number of visitors Worcester City Art Gallery & Museum	58,728	56,543	67,821	12,756
Retail income	£28,716	£25,900	£22,444	£6,764
Café income	£0	£0	£4,334	£0

Number of visitors The Commandery	18,760	16,111	13,285	2,923
Admissions income (incl schools)	£42,111	£42,738	£34,171	£9,866
Retail income	£13,781	£13,218	£9,117	£384
Café income	£0	£4,895	£5,546	£10,623
Room hire income		£12,502	£5,109	£0

Number of visitors Hartlebury Castle	15,140	19,627	18,809	5,790
Admissions income (incl schools)	£36,448	£49,801	£47,788	£9,245

Website sessions (users)	243,920 <i>(page views - roughly equivalent to 81,307 users)</i>	283,645 <i>(page views - roughly equivalent to 94,548 users)</i>	95,794	78,420
Children and young people engaging as part of formal education programme		5,498	5,804	1,275
Learning resource loans		119	228	39
Number of learners engaged in informal education programme, adults and children		4,816	5,189	3,228
Number of volunteer hours contributed	4,670	3,975	3,942	2,479

Number of objects newly on display, City collection	109	205	170	53
Number of objects newly on display, County collection	27	146	12	0
Number of objects lent to other venues		55	27	47
Visitor numbers at those venues		740,000	45,700	8,077

## SATISFACTION

Worcester City Council's resident survey included questions about satisfaction that showed a decreased satisfaction with museums and cultural facilities since 2019-20, but support for the budget to increase:

Service	Satisfied			Neither satisfied or dissatisfied			Dissatisfied			Used	Not used
	2020		2019	2020		2019	2020		2019	2020	2020
	No.	%	%	No	%	%	No.	%	%	No.	No.
Arts and cultural activities and facilities (Guildhall, Commandery and Museum & Art Gallery)*	164	61.89	67.88	66	24.91	24.35	35	13.21	7.77	265	156

### Should the budget increase, decrease, or stay the same for certain services?

Service	Increase budget			Maintain budget			Decrease budget		
	2020		2019	2020		2019	2020		2019
	No.	%	%	No.	%	%	No.	%	%
Arts and cultural activities and facilities	121	29.37	23.58	252	61.17	62.56	39	9.47	13.86

### City Vision – What do you think of the following projects

	Like	Neutral	Don't Like	Don't know about	Base
Online artwork and community events at Worcester City Museum & Art Gallery to support the cultural sector during the pandemic	300	138	25	42	505

Museums Worcestershire also ran a simple online satisfaction survey in early 2021:

Satisfied with museums: 75%

Not visited or engaged with museums in the last 12 months: 17%



## FORMAL EDUCATION REACH PROFILE

<b>FORMAL EDUCATION</b>	Online and outreach
	<b>2020-21</b>
<i>Foundation</i>	0
<i>KS1</i>	37%
<i>KS2</i>	43%
<i>KS3</i>	0
<i>KS4</i>	0
<i>KS5</i>	16%
<i>HOME ED</i>	4%

### Past performance for comparison:

<b>COMMANDERY</b>	
	<b>2019-20</b>
<i>Foundation</i>	0
<i>KS1</i>	1%
<i>KS2</i>	52%
<i>KS3</i>	45%
<i>KS4</i>	0
<i>KS5</i>	2%

<b>HARTLEBURY</b>	
	<b>2019-20</b>
<i>Foundation</i>	3%
<i>KS1</i>	74%
<i>KS2</i>	21%
<i>KS3</i>	0
<i>KS4</i>	0
<i>KS5</i>	0
<i>SEND</i>	2%

<b>ART GALLERY</b>	
	<b>2019-20</b>
<i>Foundation</i>	0
<i>KS1</i>	13%
<i>KS2</i>	29%
<i>KS3</i>	3%
<i>KS4</i>	0
<i>KS5</i>	0
<i>SEND</i>	9%
<i>UNIVERSITY</i>	23%
<i>HOME ED</i>	23%

## ECONOMIC IMPACT OF MUSEUMS ON THE LOCAL COMMUNITY

Art Gallery & Museum **£210,975**

The Commandery **£56,705**

Hartlebury Castle **£70,431**

**Total Economic Impact from Museums Worcestershire's Museums in 2020-21 = £338,111**

*Calculated using visitor numbers and data from Audience Finder.*

*Note, no 20-21 breakdown of visitor type is available, so this data is extrapolated from previous years.*

**Past performance for comparison:** total across Museums Worcestershire 2018-19 = £1,492,900

*Methodology used by Association of Independent Museums, in widespread sector usage, is shown below:*

<i>Museum</i>	<i>Number of visitors 2020/21</i>	<i>How many visitors were adults</i>	<i>% local visitors*</i>	<i>% day trippers**</i>	<i>% overnight visitors ***</i>	<i>Total</i>
<b>Hartlebury Castle</b>	5,790	52%	60%	37%	3%	
% in numbers		3,011	1,806	1,114	90	
X £16.12 local visitors spent on wider visit			£29,120			
X £32.25 day trippers spent on wider visit				£35,926		
X £59.61 overnight visitors spent on wider visit					£5,384	
						<b>£70,431</b>

\*Travel time of 29 minutes or less; \*\*Travel time of 30 – 180 minutes; \*\*\*Travel time 3 hours and over

**CITY MUSEUM COLLECTION ACQUISITIONS 2020-21**

No acquisitions were made to the City Collection. Several items were selected for the Pandemic Collection project which, for public safety, will enter the collection in 2021-22.

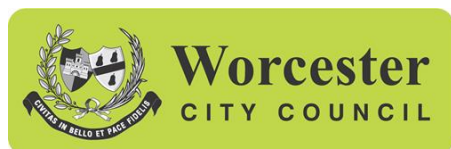
No disposals were made from the City Collection

**COUNTY MUSEUM COLLECTION ACQUISITIONS 2020-21**

<b>Accession Number</b>	<b>Object</b>	<b>Nature of Acquisition</b>
2020.1	Alvechurch shop cart and sign	Transferred from Alvechurch Historical Society on closure
2020.2	C19th wedding dress and accessories with detailed provenance and associated story	Transferred from Alvechurch Historical Society on closure
2020.3	Coronavirus leaflet from UK Govt. Stay at Home, Protect the NHS, Save Lives	Gift
2020.4	Stourport on Severn and Surrounding Villages covid-19 Mutual Aid leaflet	Gift
2020.5	HM Govt and NHS A4 Poster. Coronavirus. Wash your Hands more Often for 20 Seconds	Gift
2020.6	Dept of Health and Social Care letter for Clinically Vulnerable People	Gift
2020.7	NHS letter, identifying recipient as clinically vulnerable. 2 pages	Gift

No disposals were made from the County Collection

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**Report to: Joint Museums Committee, 18<sup>th</sup> June 2021**

**Report of: Head of Finance**

**Subject: Q4 Finance Report 2020/21**

**1. Recommendation**

**1.1 That the Joint Committee reviews the financial monitoring details including budget variances for the 4th quarter ended 31st March 2021.**

**2. Background**

2.1 This report provides information on the following at Q4:

- Year end position as at 31<sup>st</sup> March 2021 and transfer to General Reserve at year end
- Explanation of main variances
- Other reserves

**3. Information**

**3.1 Q4 Revenue Budget Performance**

The year-end performance at Q4 is a £29,700 surplus for Worcester City hosting and £8,777 surplus for Hartlebury Operations. This surplus has transferred to the JMS General Reserve.

**3.2 Table 1: 2020/2021 Year End Outturn as at 31st March 2021**

<b>Worcester City Hosting</b>	<b>2020/21 Budget</b>	<b>Year End 2020/21</b>	<b>Variance</b>	<b>Variance %</b>
Museum and Art Gallery	216,245	235,750	19,505	9%
Commandery	86,510	152,198	65,688	76%
Joint Museums Collections Team	87,420	87,128	(292)	0%
Joint Museums Management Team	245,703	160,801	(84,902)	-35%
Projects	(38,044)	(38,044)	-	0%
<b>Total Joint Museum Service</b>	<b>597,834</b>	<b>597,834</b>	<b>0</b>	<b>0%</b>
Transfer to/from reserves	30,269	30,269	-	
Worcester City contribution	(481,980)	(481,980)	-	
Worcester County contribution	(184,600)	(184,600)	-	
<b>Funding</b>	<b>(636,311)</b>	<b>(636,311)</b>		
<b>Surplus to General Reserve</b>	<b>38,477</b>	<b>38,477</b>		

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

<b>Worcester City Hosting</b>	<b>2020/21 Budget</b>	<b>Year End 2020/21</b>	<b>Variance</b>	<b>Variance %</b>
Employees	708,827	690,746	(18,081)	-3%
Premises	2,700	3,138	438	2%
Transport	2,212	428	(1,784)	-81%
Supplies & services	160,702	154,553	(6,149)	-4%
Third Party payment	28,503	31,803	3,300	12%
Grants & Contributions	(840,891)	(916,139)	(75,248)	-9%
Fees & Charges	(81,675)	(11,890)	69,785	85%
Other Income	(49,124)	(21,385)	27,739	56%
Transfer to/from reserves	30,269	30,269	-	0%
Surplus to General Reserve	38,477	38,477	-	<b>0%</b>
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

3.4 **Table 3: 2020/21 Year End Outturn as at 31<sup>st</sup> March 2021**

<b>County Hosting</b>	<b>2020/21 Budget</b>	<b>Year End 2020/21</b>	<b>Variance</b>	<b>Variance %</b>
Hartlebury Operations	206,938	198,118	(8,820)	-4.26%

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

<b>County Hosting</b>	<b>2020/21 Budget</b>	<b>Year End 2020/21</b>	<b>Variance</b>	<b>Variance %</b>
Employees	232,374	211,831	(20,543)	-8.84%
Premises	2,550	2,711	161	6.31%
Transport	4,824	2,384	(2,440)	-50.59%
Supplies & services	32,696	56,816	24,120	73.77%
Income	(65,506)	(75,624)	(10,118)	-15.45%
<b>Total</b>	<b>206,938</b>	<b>198,118</b>	<b>(8,820)</b>	<b>-4.26%</b>

Hartlebury Operations is hosted by the County Council.

3.6 **Explanation of major variances**

Covid-19 lockdowns and restrictions significantly impacted income from admissions, retail, education and room hire at all sites.

This was partially offset by the government's loss compensation grant to local authorities which has been apportioned by both authorities across services and totals £132k.

This compensation is at a similar level to the business interruption and restart grants distributed to independent museums.

All sites were able to underspend by tightly controlling costs and holding vacant posts and this has resulted in surpluses of £29,700 at the City-hosted services and £8,777 at the County-hosted services which have been transferred to the general reserve. The reserve can be used to support Covid recovery and approval for this, if needed, will be included in future reports.

In addition, Museums Worcestershire was successful in applying for £216k in emergency and recovery grants. These have been managed as projects outside the service's core budget and have funded additional costs of reopening and new activity to mitigate the impact of lockdown and to support recovery.

Please note that the Hartlebury Operations surplus £8,820 differs to the £8,777 surplus taken to the general reserve by £43 as actual figures from County changed from the estimate.

### 3.7 **Transformation savings**

The budget for 2020/21 assumed no Transformation savings.

### 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.

### 3.9 **JMS Reserve movements during Q4 funding both revenue and capital expenditure**

#### **General Reserve**

**The value of the General reserve at the end of Q4 2020/21 is £97,510.38**

The following transfers have been made during Q4.

#### **To reserve: -**

City Council year end surplus £29,700

Hartlebury Operations year end surplus £8,777

#### **From reserve:**

No transfers in Q4

#### **Restricted Reserves**

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

**The value of the Project reserve £129,317.43 at Q4**

The following transfers have been made during Q4.

#### **To reserve: -**

Museums on the Move underspend £6,562

Esmee Fairbairn Glove project underspend £11,470

No One Left Behind project underspend £15,040.15

Volunteers at Home project underspend £937.69

Culture Recovery project underspend £17,400.10

**From reserve: -**

Museum Foyer project £4,979.16

Commandery Development project £8,877

**The value of the Donations reserve £11,846.27 at Q4**

The following transfers have been made during Q4.

**To reserve: -**

MAG donations in year £324

MAG Membership School donations in year £875.44

**From reserve: -**

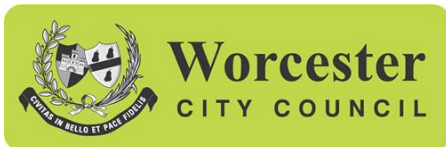
Management donations £5,363 for Jess Hands project poetry booklets

**Other reserves: -**

Shop stock (ring fenced reserve) £18,000.

<b>Ward(s):</b>	<b>All</b>
<b>Contact Officer:</b>	<b>Mark Baldwin – Tel 01905 722007</b>
	<b>Email – <a href="mailto:mark.baldwin@worcester.gov.uk">mark.baldwin@worcester.gov.uk</a></b>
<b>Background Papers:</b>	<b>None</b>





**Report to: Joint Museums Committee, 18th June 2021**

**Report of: Museums Manager**

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**Subject: COVID RECOVERY**

**1. Recommendation**

**1.1 The Museums Manager recommends that the impact of Covid-19 on the museums be noted and the progress in reopening museums to visitors in person 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. It is currently anticipated that this will be the last of these special briefings.
- 2.2 At previous meetings, the committee has been informed of the impact of lockdowns one and two and the closure for lockdown three and of the activity undertaken while closed.
- 2.3 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 Commandery opened its gardens for local families to enjoy without charge during the Easter holidays, and our partners, Hartlebury Castle Preservation Trust (HCPT) used the same approach to the grounds at Hartlebury Castle. This was popular with visitors and acted as publicity for full reopening. The Art Gallery & Museum shop reopened from 15 April and this also supported communications about the reopening exhibition. From early May, The Commandery outer garden hosted an installation from the *Now We're Talking with Art* trail, organised by the Health & Care NHS Trust for mental health services.
- 3.2 Museums Worcestershire was awarded an additional £48,000 from the Culture Recovery Fund in late March to support museums' reopening activity in 2021-22 Q1.
- 3.3 The Art Gallery & Museum reopened on Monday 17 May with the new *Titanic: Honour & Glory* exhibition. The Commandery reopened on Tuesday 18 May with the *British Wildlife Photography Awards* exhibition in the inner gardens and it has welcomed back its first school visits in person during the first open week.

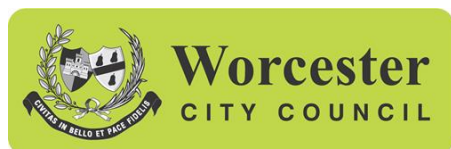
The County Museum at Hartlebury Castle opened on the 18<sup>th</sup> with a new gallery *Lavish Living*, dedicated to Worcestershire in the 1950s and HCPT added a new nature trail and audio guides to the Bishop's Palace. All sites are operating under social distancing risk assessments and protocols. Pre-booking is used for special events to limit numbers at times of highest demand. Up-to-date information on reopening performance will be presented to the committee at the meeting.

- 3.4 The biggest challenge for museums this year is to restore visitor numbers and income to pre-pandemic levels. It is partly dependent on the progress of the full reopening roadmap both locally and nationally, and on a shift back towards cultural participation.
- 3.5 Visit Britain visitor sentiment research (April 2021) suggests it will be 2022 before there is a return to normal in terms of consumer intention to visit attractions including museums. 21% have no intention of taking day-trips imminently. Of those that say they will make day trips to destinations, these are mostly pre-nesters and families, with little interest from older people who are the most common demographic to visit museums and galleries.
- 3.6 Outdoor attractions are faring somewhat better, but with museums predominantly indoor attractions there is work to do on building confidence in consumers, re-attracting existing audiences and being mindful to open up the opportunity of a visit to new audiences, particularly those demographics who are indicating a speedier return to normal.
- 3.7 Recovery marketing has to focus on building confidence, this will start with a local campaign to re-attract Worcester residents to The Commandery, focussing on its newly enhanced outdoor offer through a combination of in-house and out-of-home marketing channels including digital and local media advertising. At the Art Gallery & Museum the marketing campaign for the Titanic exhibition seeks to attract audiences who haven't considered a visit to museums and gives access to those more confident markets. Both venues have been assessed as *Good to Go*: the official UK mark to signal that Government and industry COVID-19 guidelines are being followed, assuring audiences of a safe and secure visit.
- 3.8 As part of the City's successful Welcome Back funding award, this summer, heritage venues across the city will benefit from 'Welcome Ambassadors' who will be equipped to talk knowledgably on the city's heritage visitor attractions and events. This funding will also enable the collection of wider visitor data to support the recovery planning for the museums.
- 3.9 Consumer confidence in overnight stays is improving from autumn 2021 onwards; as this is the shoulder tourism season indications are the sector will feel no real positive impact until 2022. Museums Worcestershire will work with Visit Worcester and Visit Worcestershire (as the destination marketing organisation) and will use funding allocated in the City Plan by the City's Place & Economic Development Committee on campaigns to attract day-trippers and overnight stays. This will focus on a return to 60% of visitors to The Commandery coming from beyond Worcester and therefore contributing to the city's visitor economy. The *Return to Middle Earth* summer exhibition at the Art Gallery & Museum in 2022 will also be promoted beyond Worcester, intending to bring a more diverse audience base to the city.

- 3.10 Museums Worcestershire is recruiting to the Marketing Officer role that has been held vacant since February to support this work. For a temporary period, this role will cover both The Commandery and the County Museum, using funding budgeted for publicity print to instead increase capacity where it is currently most needed.
- 3.11 Equality Implications  
Covid has impacted on different sections of the local, regional and national populations in different ways and this will have an impact on recovery. Museums Worcestershire is committed to plan ways to reach the widest regional audience and be led by where we can make the most difference. Equality impact assessments will be undertaken when these are needed to support this planning.
- 3.12 Human Resources Implications  
Staff costs is by far the biggest cost of running the museums. The experience of 20-21 is that maintaining capacity enables the team to maximise the opportunities of external funding and support our local communities.
- 3.13 Health and Safety Implications  
The reopening of museums have been fully risk-assessed and the risk of Covid transmission minimised by measures that limit numbers, promote hygiene practices, facilitate social distancing and increase ventilation of inside spaces.
- 3.14 Social, Environmental and Economic Implications  
Museums' impact on their communities' social and economic health is significant. Recovery to pre-pandemic levels of cultural activity will positively impact the wider area.

**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, 18<sup>th</sup> June 2021**

**Report of: Museums Manager**

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**Subject: A CHARITABLE BODY TO SUPPORT MUSEUMS**

**1. Recommendation**

**1.1 That the Joint Committee approve in principle the setup of a charitable body that would support fundraising for the City and County museums.**

**1.2 To set aside up to £10,000 from museum general reserves to fund the costs of external expertise required to support the setup process.**

**2. Background**

2.1 A Charitable Trust or Charitable Incorporated Organisation (CIO), with charitable purposes that reflect the objectives of a local authority museum service, is now a common model used to support individual and foundation fundraising towards museum projects and improvements.

2.2 The main advantages of a development trust for museums are:

- to open up access to grant-giving foundations that support museum activity but are usually closed to local authorities,
- to create a more tax-advantageous (under both gift-aid and inheritance tax) vehicle for an individual's donation.

The independent charitable position of such a body, and its trustees, will also support fundraising success.

2.3 Creating such a body is included in the Museums Worcestershire Strategic Plan 2019-2024 as a development priority for the service. Both Worcester City and Worcestershire County Councils have ambitions to develop their museums and the service's activity and these ambitions will require significant funding from the Townsfund and other Central Government initiatives, from Heritage Lottery and from Arts Council England, all of which will require the museums service to raise additional matched funding.

2.4 Museums Worcestershire currently oversees a charitable trust, the Tickenhill Collection Trust, registered charity 527509, as part of its management of the Worcestershire County Museum.

The Joint Museums Committee last discussed the Tickenhill Trust in January 2019 and approved work to enable Worcestershire County Council to better meet the Charity Commission's reporting requirements. Departmental changes at the County and then the Covid emergency response have delayed this work but it is now underway by the County's finance team. Depending upon the outcome, it may be most efficient to integrate these two streams of work together.

### **3. Preferred Option**

- 3.1 Research has been undertaken into successful models and the CIO, Barnsley Museums and Heritage Trust, which supports Barnsley Metropolitan Borough Council's museum service is proposed as an effective structure. The Museums Manager will present more detail about this model at the meeting to aid discussion.
- 3.2 The Joint Museums Committee, in January 2019, set aside £2,400 from the museum general reserves to bring in any external legal or financial expertise required to undertake the next stage of work on the Tickenhill Trust. It is proposed to increase this to £10,000 to encompass all the external advice required for both work strands.

### **4. Alternative Options Considered**

- 4.1 Two separate developments trusts have been considered, one for the City Museums and one for the County Museum. However, the additional organisational time and costs that would be involved considerably outweigh any advantage to the focus of charitable fundraising. The museums are able to be ambitious because of their efficient joint model and this option would be at odds with that successful infrastructure. The separate strands of fundraising could be managed through the charity's constitution, governing document and fundraising plan.
- 4.2 Making no changes has been considered. The current financial infrastructure with each authority hosting its museums' operational budgets and the City hosting the joint budgets works well – the service is transparent but very efficiently manages its budgets. It is not proposed to change that infrastructure and core and project spend would continue to go through the council systems. The charitable body would be an additional structure, raising additional income not otherwise available which it would use to grant fund service activity, in line with the model proposed.

### **5. Implications**

#### **5.1 Financial and Budgetary Implications**

Both authority's finance teams have been consulted, support and will input into the next stage of work.

#### **5.2 Legal and Governance Implications**

This decision does not preclude any future consideration of the governance of the Joint Museums Service, which would be considered as a work programme in its own right.

The level of independence of the trustees from both councils to make the fundraising a success is important to consider.

#### **5.3 Risk Implications**

There is a risk that a development trust would not successfully raise sufficient funds or that its oversight might take capacity from other priorities. This would be considered as part of the annual work planning process.

#### **5.4 Corporate/Policy Implications**

A review of the Joint Museums Agreement (not updated since 2010) is recommended to encompass this change.

#### **5.5 Equality Implications**

No equality implications have been identified.



5.6 Human Resources Implications

Supporting an active charity will take management time, but if successful, it can help support capacity planning

5.7 Health and Safety Implications

There are no H&S implications to this proposal.

5.8 Social, Environmental and Economic Implications

The long-term outcome of funding for improved, developed museums is to improve the economic and social investment in Worcester and Worcestershire.

<b>Ward(s):</b>	<b>All wards</b>
<b>Contact Officer:</b>	<b>Philippa Tinsley, Tel: 01905 25371, email: philippa.tinsley@worcester.gov.uk</b>
<b>Supporting Documents:</b>	<b>None</b>

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**Report to: Joint Museums Committee, 18th June 2021**

**Report of: Museums Manager**

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**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;**
- 1.2 The Joint Committee to review upcoming meeting dates and adjust if required; and**
- 1.3 To consider the best publicly-accessible venues for Joint Museums Committee meetings and the impact on making audio recordings available online.**

**2. Background**

- 2.1 In order to allow the Joint Committee to manage its future work programme, a list of anticipated items for 2021-22, 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.
- 2.4 At the July 2020 meeting, the Joint Committee agreed to hold a members' workshop to discuss the future development of the museums sites. As Covid-recovery progresses, this is an opportunity to set a date for this workshop.

**3. Information**

- 3.1 17 September 2021 meeting to cover:
  - 1) Commercial Activity Post-Covid Review
  - 2) Joint Ticketing and Residents Pass Initiatives
  - 3) 2022 Fees & Charges
  - 4) City Museums Development and Update on Townsfund

- 5) 2021-22 Quarter 1 Performance
- 6) Finance 1st Quarter Monitoring Report
- 7) Joint Museums Committee Work Programme

3.2 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

3.3 18 March 2022 meeting to cover:

- 1) 2021-22 Quarter 3 Performance
- 2) Finance 3rd Quarter Monitoring Report
- 3) Social Impact Outcomes and Future Development
- 4) Charitable Body Update
- 5) 2022-23 Service Plan
- 6) Joint Museums Committee Work Programme

**Ward(s):** All wards  
**Contact Officer:** Philippa Tinsley, Tel: 01905 23371, email: philippa.tinsley@worchester.gov.uk  
**Background Papers:** none