



**Worcester**  
CITY COUNCIL



**worcestershire**  
county council

## **JOINT MUSEUMS COMMITTEE**

### **AGENDA**

**Date: Thursday, 3rd March, 2022**

**Time: 10.00 am**

**Venue: The Guildhall**

## **JOINT MUSEUMS COMMITTEE**

### **Information for Members of the Public**

Part I of the Agenda includes items for discussion in public. You have the right to inspect copies of Minutes and reports on this part of the Agenda as well as background documents used in the preparation of these reports. Details of the background papers appear at the foot of each report. Part II of the Agenda (if applicable) deals with items of 'Exempt Information' for which it is anticipated that the public may be excluded from the meeting and neither reports nor background papers are open to public inspection.

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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).

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**Joint Museums Committee**  
**Thursday, 3 March 2022**

**Members of the Committee:-**

Chairman: Councillor Mrs Lucy Hodgson (C)  
Vice-Chairman: Councillor Matt Dormer (C)

Councillor Patricia Agar (LCo)

Councillor Andy Roberts (C)

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 19th November 2021 to be approved and signed.
5. **Quarter 3 Performance Report 2021-22**  
Page(s): 7 - 16  
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 2021-22.
6. **Quarter 3 Finance Report 2021-22**  
Page(s): 17 - 20  
Ward(s): All Wards  
Contact Officer: Mark Baldwin, Head of Finance  
Tel: 01905 722007

That the Joint Committee reviews the financial monitoring details including budget variances for the 3rd quarter ended 31 December 2021.

7. **Museums Worcestershire Service Plan 2022-23**

Page(s): 21 - 28

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager

Tel: 01905 25371

That the Joint Committee approve the service work plan for 2022-23.

8. **Joint Museums Committee Work Programme**

Page(s): 29 - 32

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager

Tel: 01905 25371

That the Joint Committee:

- i. note the schedule for rotation of Chair and Vice Chair responsibilities between the two authorities;
- ii. note its future work programme, and consider whether there are any matters it would wish to be incorporated.

9. **Any Other Business**

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

10. **Item Involving the Disclosure of Exempt Information**

The Committee are invited to pass the following resolution:-

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 they involve the likely disclosure of information as defined in Schedule 12A of the said Act.

**PART II  
(ITEM FOR DISCUSSION AND DECISION IN PRIVATE)**

11. **Minutes (Exempt)**

Page(s): 33 - 34

Of the meeting held on 19<sup>th</sup> November 2021 to be approved and signed.

**JOINT MUSEUMS COMMITTEE****19th November 2021**

**Present:** Councillor Mrs L Hodgson in the Chair  
Councillors Agar, Mrs L. Hodgson and Roberts

**Officers:** Hannah Perrott, Assistant Director of Communities  
Philippa Tinsley, Museums Manager  
Deborah Fox, Senior Curator  
David Nash, Social History Curator

**Apologies:** Councillor Dormer

**26 Appointment of Substitutes**

None.

**27 Declarations of Interest**

None.

**28 Public Participation**

None.

**29 Minutes**

**RESOLVED: That the minutes of the meeting held on 17<sup>th</sup> September 2021 be approved as a correct record and signed by the Chair.**

Matters arising:

Minute 20 – Income Generation Report

The Museums Manager highlighted that an article related to free entry to the Commandery would be in the March 2022 edition of City Life Magazine.

**30 Quarter 2 Performance Report 2021-22**

The Joint Committee received a report on the performance for the 2<sup>nd</sup> Quarter of 2021-22.

The Museums Manager highlighted the key points for each of the Museums, appendix 1 attached to the report identified the performance comparisons.

Joint Committee Members noted the progress against contents of the Service Plan, attached as appendix 2 to the report, particularly the press coverage of the Titanic Exhibition, which they thought was impressive. It was also noted that despite the work carried out around the VAT issues, this could be reviewed again the future using a cultural VAT specialist.

The Museums Manager stated that the majority of work set out in the service plan is on track to achieve, albeit with some delays due to having kept posts vacant when income was uncertain.

**RESOLVED: That the Joint Committee note the performance information for Quarter 2 2021-22.**

### **31 Quarter 2 Finance Report 2021-22**

The Joint Committee received the financial monitoring details, including budget variances for the 2<sup>nd</sup> Quarter ending 30<sup>th</sup> September 2022. The report provided information on the position at Quarter 2, an explanation of main variances, draft budget proposals 2022-23 and reserves.

The Head of Finance presented the report and informed Joint Committee Members that the forecast year end position for the City hosted teams at Quarter 2 is £13,827 surplus with the Government providing an estimated £18,900 for loss of income in Quarter 1. The forecast year end underspend was explained by the Museums Manager which related to vacant posts.

The 2022-23 draft budget for the City Council is being prepared for review by the Policy and Resources Committee on 14<sup>th</sup> December 2021, the final approval by Council in February 2022. As noted by the Joint Committee at their last meeting the County Council will not be increasing the base budget in line with inflation in 2022-23.

The Museums Manager was confident that a balanced budget would be reached in the coming year.

**RESOLVED: That the Joint Committee note the financial monitoring details, including budget variances for the 2<sup>nd</sup> Quarter ended 30<sup>th</sup> September 2021.**

### **32 Social Impact Development Work**

The Joint Committee received a report on Social Impact Development Work. The Museums Manager presented the report on behalf of the Museums Learning Manager.

Since the introduction of the new performance indicator in March 2021 to measure improvement in wellbeing for museum visitors and participants there has been an average of 13% improved wellbeing in 2020-21 for quarter one and a 17% increase in quarter two.

The Museums Manager informed Joint Committee Members that Museums Worcestershire will use secured Culture Recovery Funding and programme funding over the next 12 months to trial how community programmes could evolve from project-funded temporary offers into longer term, commission ready programmes. This was highlighted at paragraphs 3.1 onwards of the report.

Joint Committee Members identified the need for the different cultural groups in the city to be catered for and that communication barriers are broken down so they understand.

The Museums Manager stated that work already carried out has given the museums staff the opportunity to learn differently and would like to see that Museums are not just about 'old things.'

A suggestion to take this out to communities, such as community centres, and not just care homes was made, although the Museums Manager stated that a funding model would need to be found to make this work.

**RESOLVED: That the Joint Committee note the progress in developing programmes that support the health and wellbeing needs in local communities.**

### **33 Museums Accreditation**

The Joint Committee considered a report on Museums Accreditation.

The Senior Curator, in presenting the report, informed Joint Committee Members that all three Museums Worcestershire museums have been accredited since the start of the scheme and were last assessed in April 2017.

The schedule of assessment by Arts Council England has been impacted by Covid and was paused for over a year in order to support museums through a challenging period. Museums are now being invited in waves for re-assessment and it is anticipated that Museums Worcestershire will be invited in 2023.

In November 2015, the Joint Museums Committee approved policies for adoption by Museums Worcestershire. These policies were originally scheduled for review by the Joint Committee in November 2020 in preparation for an expected Accreditation assessment in 2021. It is proposed that the existing policies, as outlined in paragraph 3.1 of the report, be extended until March 2023. The Collections Development Policies require the most updating before 2023, the work proposed on these before they return to the Joint Committee in March 2023 was highlighted in paragraph 3.2 of the report.

The Joint Committee were also being asked to approve the deaccession proposal, attached as appendix 1 to the report which related the Angela Caravan (County Museum accession number 4142). The disposal report identified the background and current position to this item.

**RESOLVED: That the Joint Committee:**

- 1. note the national position on Museum Accreditation and Museums Worcestershire's preparation plans;**
- 2. approve the extension of the current museum policies until March 2023; and that**
- 3. approve the deaccession proposal.**

### **34 Museums Charitable Bodies Update**

The Joint Committee received an update report on the Museum Charitable Trust. The background to the Tickenhill Collection Trust was provided at paragraphs 2.1-2.3 of the report.

A working group from Worcestershire County Council's legal and finance teams reviewed the position of the Tickenhill Trust and investigation considered if this charity should be merged with the establishment of the new fundraising charity. The Charity Commission stated that merging the activities would make the responsibilities of a single charity very complicated. The actions required to compliantly retain the existing structure were pursued.

Maintaining the Tickenhill Collection charity in its current form requires actions from Worcestershire County Council as the charity's sole trustee, these actions were highlighted in paragraph 3.4 of the report. These actions will be undertaken from 2021-22 onwards.

The Joint Museums Committee received the annual report 2020-21 for the Tickenhill Collection, which was attached as appendix 1 to the report and presented by the Social History Curator.

The annual report would form part of the future annual work programme for the Joint Museums Committee. Any approvals required for the Tickenhill Collection will be brought to the Joint Museums Committee via the work programme and will be a decision for the County Council members.

The establishment of a fundraising charitable body was outlined in paragraphs 3.6-3.11 of the main report.

The Chair, on behalf of the Joint Museums Committee, congratulated all those involved in pulling this together. It was noted that some of the items in the collection were unique.

#### **RESOLVED: That the Joint Committee:**

- 1. note the oversight protocols for the Tickenhill Collection Trust;**
- 2. note the progress in establishing a fundraising charitable body; and**
- 3. receive the annual report regarding the activities of the Tickenhill Collection in 2020-21.**

### **35 Joint Museums Work Programme**

The Joint Committee considered its future work programme.

The Museums Manager, in presenting the report, drew the Joint Committee Members attention to the workshop on future development planning, to take place on Friday 21<sup>st</sup> January 2022 at the Guildhall.



It was felt that minority groups in the city were not well represented at the Museums and some have been in the city since the 60's. In response the Museums Manager agreed to add 'working with communities' to the agenda for the January workshop.

There were no additional items added to the work programme.

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

### **36 Museums Admission Charges**

The Joint Committee considered a report on Museums Admission Charges.

Under the terms of their agreement with Worcestershire County Council, Hartlebury Castle Preservation Trust should propose any changes to the joint admissions charges before November each year.

The Museums Manager, in presenting the report, informed Joint Committee Members that Hartlebury Castle Preservation Trust had submitted a proposal for new admission charges to Hartlebury Castle in 2022. The new charges along with their benchmarking review and information about their medium-term planning regarding admission charges were attached as an appendix to the report entitled Hartlebury Castle Admissions, Agenda Item 14, in the exempt part of the agenda.

The Committee resolved to exclude the press and public from the meeting to consider the confidential report. The meeting then resumed in public where the Joint Committee Members expressed support for the proposal.

The Museums Manager also asked Joint Committee Members to consider the piloting of an admission charge for special temporary exhibitions at Worcester Art Gallery. The background to the proposal was provided at paragraphs 2.4-2.8 of the report.

It is proposed to set a new charge range, with a discussion on dynamic pricing, incentives, discounts and free admission categories to be included on the agenda of the Joint Museums Committee January workshop. If approved, it will be added into the City Council's Policy and Resources Fees and Charges report, scheduled for February 2022. Members highlighted examples of other charges for exhibitions elsewhere and a range of £2-£10 was agreed.

**RESOLVED: That the Joint Committee:**

- 1. approve Hartlebury Castle Preservation Trust's proposed 2022 admission charges for Hartlebury Castle; and**
- 2. approve the piloting of an admission charge for special temporary exhibitions at Worcester Art Gallery and recommend this new charge to be added to Worcester City Council's 2022-23 fees and charges.**

### **37 Any Other Business**

None.

**38 Item Involving the Disclosure of Exempt Information**

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

**39 Hartlebury Castle Admissions**

The Joint Committee noted Hartlebury Castle Preservation Trust's (HCPT) position on admission charges to Hartlebury Castle. The report was not for publication as it contains commercially sensitive information regarding HCPT's forward planning.

**40 Museums Staff Review Business Case**

The Joint Committee considered and approved the proposed changes to museums staff roles, contract status and responsibilities.

**41 Minutes (Exempt Items)**

**RESOLVED: That the minutes (exempt items) of the meeting held on 17<sup>th</sup> September 2021 be received.**

**Duration of the meeting: 10.00a.m. to 11.35a.m.**

Chair at the meeting on  
3rd March 2022



**Report to: Joint Museums Committee, 3<sup>rd</sup> March 2022**

**Report of: Museums Manager**

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**Subject: 2021-22 QUARTER 3 PERFORMANCE**

**1. Recommendation**

**1.1 That the Joint Committee note the performance information provided relating to the 3rd quarter of 2021-22.**

**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, the assessment marks from Visit England's 'mystery shopper' assessments undertaken in Q3 have been included in this appendix.

2.2 The annual service plan for 2021-22 was approved by the Joint Museums Committee at the March 2021 meeting. Appendix 2 notes progress against targets in Q3. 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 As Covid infections increased in November, we saw increased nervousness to visit and our lowest comparative visitor numbers since reopening. This was broadly in line with visitors to Worcester City Centre, which was about a quarter down on 2019 in Q3. It was very positive to see school visits returning in greater numbers than in the last four years and website and social media engagement continuing to grow.

3.2 Unlike many museums, including the national museums, none of the Museums Worcestershire sites had to close due to reduced staff because of Covid and self-isolation absences. This is a credit to the front-line teams who have undertaken regular testing and filled in for colleagues as needed to ensure the museums would remain open.

3.3 We have noticed a change in visitor behaviour and demographics, with visitors now choosing more to come for a special event or exhibition rather than a general visit. The strong performance of Christmas at the County Museum, and Halloween tours at the Commandery are particular examples of these. We will continue to monitor this closely over the next six months, and future programming will respond to this changing demand.

- 3.4 Although earning income has been a challenge in 2021-22, it was positive to see that the increased income targets this year were being reached, with increasing spend per visitor at both shops across the year. This follows significant work undertaken by the teams to improve the stock and displays and respond more rapidly to visitor trends. The Art Gallery & Museum café reopened in January 2022 and this will have a positive impact both to income and to visitor experience.
- 3.5 The majority of the annual service plan is on track for completion at year end with considerable forward progress having been made even while managing the challenges of the last year. Covid has reduced capacity in the team, both because of sickness/isolation absences and because vacant posts have been held vacant as long as possible to compensate for lost income. This reduced capacity has meant that some projects have not progressed as fast as originally planned and some small elements will transfer into the 2022-23 service plan.

**Ward(s):** All wards  
**Contact Officer:** Philippa Tinsley, Tel: 01905 25371, email: philippa.tinsley@worcester.gov.uk  
**Background Papers:** Appendix 1: PIs summary 2021-22 Q3  
Appendix 2: MW Service Plan Q3 2021-22



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## Museums Worcestershire Performance Indicators

### 2021-22 Quarter 3

	<i>measures</i>	<i>2021-22 Q3</i>	<i>2020-21 Q3</i>	<i>2019-20 Q3</i>	<i>2018-19 Q3</i>	<i>2017-18 Q3</i>	<i>Notes</i>
<b>Number of visitors, Worcester City Art Gallery &amp; Museum</b>	Participation	9,456	5,909	13,176	11,408	13,981	

	<i>measures</i>	<i>2021-22 Q3</i>	<i>2020-21 Q3</i>	<i>2019-20 Q3</i>	<i>2018-19 Q3</i>	<i>2017-18 Q3</i>	<i>Notes</i>
<b>Number of visitors, Commandery</b>	Participation	2,384	1,283	2,736	2,934	3,706	

	<i>measures</i>	<i>2021-22 Q3</i>	<i>2020-21 Q3</i>	<i>2019-20 Q3</i>	<i>2018-19 Q3</i>	<i>2017-18 Q3</i>	<i>Notes</i>
<b>Number of visitors, County Museum at Hartlebury Castle</b>	Participation	4,999	1,493	3,973	4,562	3,392	

	<i>measures</i>	<i>2021-22 Q3</i>	<i>2020-21 Q3</i>	<i>2019-20 Q3</i>	<i>2018-19 Q3</i>	<i>2017-18 Q3</i>	<i>Notes</i>
<b>Website users sessions</b>	Reach	35,286	17,341	26,783	59,903 (roughly equivalent to 19,968 users)	49,502 (roughly equivalent to 16,501 users)	<i>PI changed from 'sessions' to 'users' in 2019</i>
<b>Social media followers</b>	Reach	20,434	<i>New PI for 2021</i>				<i>18,673 in Q1; 20,008 in Q2</i>
<b>Income performance for all sites against target (%)</b>	Viability	85.4% Income £37,784	41.7%	71.9% Income £30,249	84% Income £32,650	Not previously measured	<i>Includes admission fees, shop spend, cafés and lettings, not grant funding</i>
<b>Number of children and young people visiting as part of a formal education programme</b>	Engagement	2,628	735	2,214	2,258	Previously only measured as income	
<b>Number of learners engaged in informal education programmes, adults and children</b>	Engagement	1,253	1042	1140	1081	Not previously measured	
<b>Average improvement in wellbeing experienced by museum visitors and participants</b>	Impact	13%	<i>New PI for 2021</i>				<i>13% in Q1; 17% in Q2</i>

## VISIT ENGLAND ASSESSMENTS: OCTOBER AND NOVEMBER 2021



Accredited

	SCORE	PERCENTAGE	RATING
<b>Pre-arrival</b>	<b>6</b>	<b>60%</b>	
Online Presence	2		
Leaflet/Brochure	4		
<b>Arrival</b>	<b>11</b>	<b>73%</b>	<b>Accredited</b>
First Impressions	3		
Layout & Entry Management	4		
Visitor Information & Signage	4		
<b>Attraction</b>	<b>38</b>	<b>84%</b>	<b>Accredited</b>
Layout & Visitor Flow	4		
Range of Content	4		
Visitor Information & Signage	4		
Appearance of Grounds & Gardens	5		
Appearance of Buildings	5		
Décor & Maintenance	4		
Presentation of Displays	4		
Quality of Interpretation (Fixed)	4		
Quality of Interpretation (Other)	4		
<b>Cleanliness</b>	<b>25</b>	<b>100%</b>	<b>Accredited</b>
Car Park & Arrival Areas	5		
The Attraction	5		
Toilets	5		
Catering Outlets	5		
Retail Outlets	5		
<b>Toilets</b>	<b>13</b>	<b>87%</b>	<b>Accredited</b>
Provision, Location & Layout	4		
Décor & Maintenance	5		
Fixtures & Fittings	4		
<b>Catering</b>	<b>21</b>	<b>84%</b>	<b>Accredited</b>
Layout & Ease of Use	4		
Ambience & First Impressions	4		
Decoration, Furniture & Fittings	4		
Food: Range & Menus	4		
Food: Quality & Presentation	5		
<b>Retail</b>	<b>20</b>	<b>100%</b>	<b>Accredited</b>
Ease of Use & Visitor Flow	5		
Display Units, Fittings & Lighting	5		
Presentation of Merchandise	5		
Range & Appropriateness of Merchandise	5		
<b>Staff</b>	<b>34</b>	<b>97%</b>	<b>Accredited</b>
Appearance of Staff	4		
Admissions: Customer Care	5		
Admissions: Efficiency	5		
Admissions: Knowledge	5		
Catering: Customer Care	5		
Catering: Efficiency	5		
Catering: Knowledge	5		

Hartlebury Castle 90% Accredited

	SCORE	PERCENTAGE	RATING
<b>Pre-arrival</b>	<b>8</b>	<b>80%</b>	
Online Presence	4		
Leaflet/Brochure	4		
<b>Arrival</b>	<b>18</b>	<b>90%</b>	<b>Accredited</b>
Car Park	4		
First Impressions	5		
Layout & Entry Management	5		
Visitor Information & Signage	4		
<b>Attraction</b>	<b>39</b>	<b>87%</b>	<b>Accredited</b>
Layout & Visitor Flow	4		
Range of Content	5		
Visitor Information & Signage	4		
Appearance of Grounds & Gardens	4		
Appearance of Buildings	4		
Décor & Maintenance	4		
Presentation of Displays	5		
Quality of Interpretation (Fixed)	4		
Quality of Interpretation (Other)	5		
<b>Cleanliness</b>	<b>23</b>	<b>92%</b>	<b>Accredited</b>
Car Park & Arrival Areas	5		
The Attraction	4		
Toilets	4		
Catering Outlets	5		
Retail Outlets	5		
<b>Toilets</b>	<b>14</b>	<b>93%</b>	<b>Accredited</b>
Provision, Location & Layout	5		
Décor & Maintenance	4		
Fixtures & Fittings	5		
<b>Catering</b>	<b>23</b>	<b>92%</b>	<b>Accredited</b>
Layout & Ease of Use	5		
Ambience & First Impressions	4		
Decoration, Furniture & Fittings	5		
Food: Range & Menus	4		
Food: Quality & Presentation	5		
<b>Retail</b>	<b>18</b>	<b>90%</b>	<b>Accredited</b>
Ease of Use & Visitor Flow	4		
Display Units, Fittings & Lighting	5		
Presentation of Merchandise	4		
Range & Appropriateness of Merchandise	5		
<b>Staff</b>	<b>47</b>	<b>94%</b>	<b>Accredited</b>
Appearance of Staff	4		
Admissions: Customer Care	5		
Admissions: Efficiency	4		
Admissions: Knowledge	5		
Guides: Customer Care	5		
Guides: Efficiency	5		
Guides: Knowledge	5		



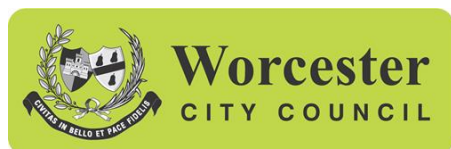
Strategic Objective	Key Work Areas	Actions	
	What	What	By when

<p><b>Develop the venues and collections for the future.</b> 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>	<p><b>Curate an ambitious programme of exhibitions at Worcester City Art Gallery &amp; Museum supported by partners and funders</b> - <b>Challenge audience, Kurt Jackson: Clay Country in Q3</b> Visitors from a particularly wide area including Nottingham, Northampton, Oxfordshire, London, Truro, Chelmsford, Kendal, Burton on Trent and Hastings with 86% visitors coming specially for this exhibition.. Visitor comments:</p> <ul style="list-style-type: none"> <li>• <i>Incredibly inspiring as a student of the art</i></li> <li>• <i>Mind blowing! He takes you there</i></li> <li>• <i>Blown away! So much energy - AMAZING!</i></li> <li>• <i>You really have to experience these works in person</i></li> <li>• <i>Felt immersed in landscape - almost giddy</i></li> </ul>	Nov 21
		<p><b>Trial a new programme of Collection Centre store tours focussing on collections highlights.</b> Programme of 2022 collections store events programmed and advertised but unable to trial in 2021 due to the challenges of social distancing and will be relaunched in 2022-23 Resource banners and films made using Culture Recovery Funding gave some virtual access and can be used onsite as part of future visits.</p>	Oct 21
		<p><b>Expand The Commandery's programme of events with more ticketed evening events</b> First Murder Mystery event was a success and will be repeated in 2022. Investigating the financial viability of 'music in the garden' evening events for summer 2022.</p>	Dec 21
		<p><b>Contribute to the Charter 400 events programme and seek funding in partnership with Worcestershire Archives to display the City Charter at The Commandery</b> Successful series of events across the museum sites and online, promoted as part of the wider programme. Guildhall displays supported with advice when funding to bring charters to Commandery was not available.</p>	Mar 22

Strategic Objective	Key Work Areas	Actions	
	What	What	By when
		<p><b>Develop the family visitor events and activities programme for Worcestershire County Museum to align with Hartlebury Castle Preservation Trust's new business plan</b> 2022 programme is being planned in conjunction with HCPT, to include some events run by each organisation and a larger number of jointly run events.</p> <p><b>Integrate existing resources into an expanded offer for Home Educated children and their families</b>  <ul style="list-style-type: none"> <li>- drop-in sessions at Hartlebury</li> <li>- rolling programme for under 10s and over 10s at Worcester City Art Gallery &amp; Museum</li> </ul>           Programme since reopening at the Art Gallery &amp; Museum. Home Educated groups feeding into resources alongside 2022 Oceania display (Gallery 4). Learning from this programme will feed into activities at other sites in 2022-23.</p>	<p>Dec 21</p> <p>Nov 21</p>
	2. Develop vision and 10-year plans for all sites.	<p><b>Seek models and build networks to investigate the potential of care commissioning and social prescribing to guide the development of the County Museum service</b></p> <ul style="list-style-type: none"> <li>• <b>Start discussions with HCPT regarding the current lease end</b></li> </ul> <p>Hartlebury Castle Strategic Group has started discussions about each partners' opportunities at lease end. Worcestershire County Council Property team have started condition review to inform lease end planning.</p>	Nov 21
<p><b>Strengthen the core.</b> Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.</p>	3. Embed learning from the lockdown period and emergency fund projects into ongoing work.	<p><b>Continue to support our local heritage community</b></p> <ul style="list-style-type: none"> <li>• <b>Grow consultancy offer, completing commissioned work for St Martins and plan Townsfunded interpretation for Guildhall</b></li> </ul> <p>Consultancy work for Nuneaton Art Gallery and Museum's archaeology collection undertaken in Q3. St Martins interpretation still continuing, to complete in 22-23. Consultancy opportunities will be considered where capacity allows in future, as yet not setting an income target for this work. Townsfunding unfortunately not allocated to Guildhall, but new Guildhall team have started work and museums continue to offer advice on collections care and presentation as needed.</p>	Dec 21

Strategic Objective	Key Work Areas	Actions	
	What	What	By when
		<p><b>Develop deeper engagement for visitors using outdoor space at Commandery and County Museum orchard</b>            Culture Recovery Funding has enabled this development.            County – new outdoor games, musical instruments and picnic benches in place in Orchard. Investigating possibility of keeping the wooden gazebo that was erected during pandemic and has proven very useful.            Commandery – mud kitchen almost complete, new garden interpretation panels and audio benches being installed shortly, picnic blankets and deckchairs have been purchased and will go out when weather allows.</p>	Oct 21
<p><b>Learn from our audiences and improve.</b>            Respond to feedback and data to broaden our engagement and prioritise annual work programmes.</p>	4. Better understand how museum audiences have changed and integrate this into future planning	<p><b>Undertake baseline audience survey to understand changes to visitor motivation post-Covid</b>            Baseline survey ongoing. Research shared by national agencies is providing valuable insight into effect of Covid on visitor motivation and behaviours</p> <p><b>Submit grant application to investigate interpretation approaches with visitors at the Art Gallery &amp; Museum</b>            Postponed to Q4 due to priority given to Canaletto funding applications, planning undertaken for MAG future exhibition spaces to be tested through this project.</p> <p><b>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</b>            Audits with groups to be postponed into a future year when Covid restrictions fully lifted. Dementia awareness training delivered as part of the Suitcase Stories project.</p> <p><b>Work alongside other heritage organisations to Worcester to initiate new projects that celebrate our diverse audiences</b>            Collections team collaborating with Worcester Inclusion Network, with Worcester Mela and Worcestershire Archives to collect oral histories of Indian community in Worcester, working with libraries and other orgs on work tackling loneliness through Glove affair project and county Gypsy Roma Traveller teams to collect histories of GRT community in the county.</p>	<p>Oct 21</p> <p>Dec 21</p> <p>Dec 21</p> <p>Nov 21</p>

Strategic Objective	Key Work Areas	Actions	
	What	What	By when
<p><b>Make a difference in our communities.</b> Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county.</p>	5. Grow the wellbeing impacts of project work into service-wide development	<p><b>Deliver the Suitcase Stories project next phase</b> Project (third phase of Suitcase Stories) now complete. Many challenges overcome to enable delivery through Covid restrictions. Learning will now feed into work to develop a long-term business model for commissioned and socially prescribed resources from the County Museum.</p>	Nov 21
<p><b>Grow and diversify our funding and resilience.</b> Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.</p>	6. Develop the range of income streams across museums.	<p><b>Review café contracts and plan maximisation of opportunity</b></p> <ul style="list-style-type: none"> <li><b>Commission advice on increasing covers through future transformation at Art Gallery &amp; Museum café</b> New café licensee appointed Dec, to open January 22. Review will be commissioned in 22-23</li> </ul> <p><b>Audit The Commandery weddings and corporate hire offer and relaunch, adapted to new business demand</b> Steps taken to improve current offer and extend to corporate opportunity, including purchase of new furniture. Audit of processes and requirements to ensure compliance steps has been undertaken and front-line staff responsibilities adjusted to prioritise customer support for commercial activities.</p> <p><b>Commission Commandery escape room installation and prepare operational business plan</b> Design contract awarded and escape room on track to open later in 2022</p>	<p>Nov 21</p> <p>Nov 21</p> <p>Oct 21</p>



**Report to: Joint Museums Committee, 3rd March 2022**

**Report of: Head of Finance**

**Subject: Q3 FINANCE REPORT 2021/22**

**1. Recommendation**

**1.1 That the Committee reviews the financial monitoring details including budget variances for the 3rd quarter ended 31 December 2021.**

**2. Background**

2.1 This report provides information on the following at Q3:

- Yearend forecast as of 31 December 2021
- Explanation of main variances
- Reserves

**3. Information**

**3.1 Q3 Revenue Budget Performance**

The forecast year-end performance at Q3 is a surplus of £30,728, which will be transferred to the general reserve at year end.

**3.2 Table 1: 2021/2022 Projected Outturn as of 31st December 2021**

<b>Worcester City Hosting</b>	<b>2021/22 Budget</b>	<b>Year End 2021/22</b>	<b>Variance</b>	<b>Variance %</b>
Museum and Art Gallery	224,336	238,544	14,208	6%
Commandery	105,776	99,294	(6,482)	-6%
Joint Museums Collections Team	89,809	95,807	5,998	7%
Joint Museums Management Team	266,334	221,882	(44,452)	-17%
Projects	14,470	14,470	-	0%
<b>Total (Surplus)</b>	<b>700,725</b>	<b>669,997</b>	<b>(30,728)</b>	<b>-4%</b>
Transfer to/from reserves	(14,470)	(14,470)	-	
Worcester City contribution	(496,133)	(496,133)	-	
Worcester County contribution	(190,122)	(190,122)	-	
<b>Funding</b>	<b>(700,725)</b>	<b>(700,725)</b>	-	

## 3.3 Table 2: Subjective Analysis 2021/22

<b>Worcester City Hosting</b>	<b>2021/22 Budget</b>	<b>Projected 2021/22</b>	<b>Variance</b>	<b>Variance %</b>
Employees	778,827	722,627	(56,200)	-7%
Premises	5,970	5,150	(820)	14%
Transport	4,150	3,658	(492)	-12%
Supplies & services	164,124	175,298	11,174	7%
Third Party payment	0	17,000	17,000	0%
Transfer from Reserves	(11,470)	(11,470)	0	0%
Grants & Contributions	(784,701)	(803,601)	(18,900)	2%
Fees & Charges	(83,100)	(64,230)	18,870	-23%
Other Income	(73,800)	(75,160)	(1,360)	2%
Forecast year end surplus to general reserve		30,728	30,728	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## 3.4 Table 3: 2021/22 Projected Outturn as of 31 December 2021

<b>County Hosting</b>	<b>2021/22 Budget</b>	<b>Projected 2021/22</b>	<b>Variance</b>	<b>Variance %</b>
Hartlebury Operations	212,021	204,351	(7,670)	-3.62%

## 3.5 Table 4: Subjective Analysis 2021/22

<b>County Hosting</b>	<b>2021/22 Budget</b>	<b>Projected 2021/22</b>	<b>Variance</b>	<b>Variance %</b>
Employees	237,174	229,009	(8,165)	-3.44%
Premises	2,550	2,150	(400)	-15.69%
Transport	4,826	2,986	(1,840)	-38.13%
Supplies & services	32,977	32,331	(646)	1.96%
Income	(65,506)	(62,125)	3,381	-5.16%
<b>Total</b>	<b>212,021</b>	<b>204,351</b>	<b>(7,670)</b>	<b>-3.62%</b>

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 £30,728 which will be transferred to the JMS general reserve at year end.

It was anticipated that income in Q3 would not be to target and that there might be a risk of a further shutdown. Spending where possible (for example on shop stock and collections care materials) was delayed mitigating this risk.

In addition, it has proven hard to recruit to two vacant posts, meaning an additional saving although reduced capacity.

While income is under target, some areas such as the Commandery Café, the shops and Commandery events have performed very well in Q3, resulting in an increased surplus

### **Hartlebury Operations**

The Hartlebury operations hosted by the County Council are forecast to achieve a small surplus of £7,670 at year, an increase from Q2.

This increase in surplus reflects a particularly successful October and Christmas event, while holding back on some spend to mitigate the risk of any potential closure due to Covid infections increasing.

### **3.7 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 Q3 2021/22 was £97,510.

No transfers have been made during Q3.

### **3.8 Restricted Reserves**

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

Project reserve £117,847 at Q3

No transfers have been made during Q3.

Donation's reserve £11,846 at Q3

No transfers have been made during Q3.

**Other reserves: -**

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

**Ward(s):** All  
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**Background Papers:** None

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**Report to: Joint Museums Committee, 3rd March 2022**

**Report of: Museums Manager**

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**Subject: MUSEUMS WORCESTERSHIRE SERVICE PLAN 2022-23**

**1. Recommendation**

**1.1 That the Joint Committee approve the service work plan for 2022-23.**

**2. Background**

- 2.1 The Joint Museums Committee is required to approve an annual service work plan under the terms of the Museums Agreement.
- 2.2 The appended 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 Members reviewed progress against the Strategic Plan 2019-2024 at their workshop in January 2022 and gave direction towards the upcoming annual service work plans. Priorities discussed have been integrated into the appended service work plan and this committee's reporting and decision work plan. No revisions were required to the strategic objectives above at this mid-plan point.
- 2.4 Progress reports are provided to members on a quarterly basis, monitoring the PIs adopted by the committee in March 2018 and March 2021, and progress against the annual service plan. The plan is also supported internally through both local authority partner systems with staff work plans and performance monitoring and reporting.

### **3. Preferred Option**

3.1 The proposed 2022-23 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 22-23 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:**

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philippa.tinsley@worcester.gov.uk**

**Supporting document: Draft Museums Worcestershire Service Plan 2022-23**

# MUSEUMS WORCESTERSHIRE

## SERVICE PLAN 2022-23

Key Priorities	Actions	
	What	By when

STRATEGIC AIM 1	Develop the venues and collections for the future. Work with visitors, stakeholders, funders and partners to grow an ambitious and sustainable service.	
1. Ambitious programming to boost post-Covid recovery	Curate an ambitious programme of exhibitions at Worcester City Art Gallery & Museum supported by partners and funders <ul style="list-style-type: none"> <li>• Skyscape</li> <li>• Reflections of Japan</li> <li>• Magic of Middle Earth</li> <li>• Canaletto</li> </ul>	March 2022 July 2022 Sept 2022 Jan 2023
	Outline an action plan at Commandery and County Museum (in partnership with Hartlebury Castle Preservation Trust) responding to VAQAS, and implement small changes	June 2023
	Undertake a series of events and programming across sites celebrating the Queen's Platinum Jubilee	Jan 2023
	Review learning programme at all sites and align resources to development planning	Dec 2022
	Launch a campaign of national marketing and publicity for The Commandery, in liaison with the City's wider heritage	Feb 2023
2. Preparation for capital development	Work with Military Museum trusts on the redevelopment of the Worcestershire Soldier display, at The Commandery	March 2023

Key Priorities	Actions	
	What	By when
	Mount the Canaletto exhibition and evaluate its financial and visitor performance to inform future exhibitions strategy at the Art Gallery & Museum	March 2023
	Support the County's Property team on the end-of-leases review and work up visions and business plans for future options for consideration	Sept 2022
	Support the City's Property team on their office review and investigate options for capital funding to drive future development for the Art Gallery & Museum	Dec 2022
<b>STRATEGIC AIM 2</b>	<b>Strengthen the core.</b> Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.	
3. Maintain national museum standards and prepare for anticipated 23-24 accreditation application.	Draft new collecting policies, including community-centred outcomes, for adoption by both councils in 2023	Feb 2023
	Map potential audiences against other successful heritage, cultural and wellbeing organisations across the county, creating an action plan for developing the range of users	Nov 2022
4. Understand the potential of nationally important collections.	Review the Vardo Project and Glove Affair Project's impact mid-programme Plan options for designation application and next stages of external funding	Dec 2022
	Options review for the County Museum's Cider Mill	Dec 2022

Key Priorities		Actions	
		What	By when
		Shirley & Rolf Olsen Fund to develop the Art Collection accepted and a fundraising strategy in place	July 2022
<b>STRATEGIC AIM 3</b>	<b>Learn from our audiences and improve.</b> Respond to feedback and data to broaden our engagement and prioritise annual work programmes.		
5. Better understand how museum audiences have changed and integrate this into future planning		Review audience surveying approach and performance reporting, internally and externally, to enable better monitoring and response	Oct 2022
		Review the performance of the Art Gallery & Museum events programme and propose a sustainable business model for the future	Nov 2022
		Review opening hours and seasonal closures at all sites to better inform future planning	Sept 2022
<b>STRATEGIC AIM 4</b>	<b>Make a difference in our communities.</b> Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county.		
6. Embed the wellbeing impacts of projects into sustainable service plans		Evaluate pilot programme investigating the potential of care commissioning and social prescribing, and present a business plan for a wellbeing offer centred around the County Museum	March 2023
		Investigate opportunities for funding and partnerships to grow the programme of traineeships, work experience, apprenticeships and volunteering	Feb 2023

Key Priorities	Actions	
	What	By when

STRATEGIC AIM 5	Grow and diversify our funding and resilience. Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.	
7. Develop the range of income streams across museums	Commission advice on increasing covers through future transformation at the Art Gallery & Museum café	Oct 2022
	Create a business plan for rural skills courses at the County Museum	Nov 2022
	Launch The Commandery's escape room	Sept 2022
	Increase the number of members of the Art Gallery & Museum and Commandery and undertake a members' event with fundraising	July 2022
	Ensure Worcestershire Heritage, Art & Museums charity is set up with policies and systems in place to make a difference in supporting museum priorities	June 2022

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**Report to: Joint Museums Committee, 3rd March 2022**

**Report of: Museums Manager**

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**Subject: JOINT MUSEUMS COMMITTEE WORK PROGRAMME**

**1. Recommendation**

**1.1 That the Joint Committee note**

- i) The schedule for rotation of Chair and Vice Chair responsibilities between the two authorities,**
  - ii) its future work programme,**
- and consider whether there are any matters it would wish to be incorporated.**

**2. Background**

- 2.1 The Museums Shared Services Partnership Agreement includes the terms of reference for the Joint Museums Committee. It sets out that the Chair and Vice Chair are appointed annually by the Committee at their June meeting and that the roles of Chair and Vice Chair shall be alternated between members representing different Member Authorities. At the June 2022 meeting, the Committee should appoint a County Council member as Chair and a City Council member as Vice Chair.
- 2.2 In order to allow the Joint Committee to manage its future work programme, a list of anticipated items for 2022-3, as set out in the rolling agenda managed by Worcester City Council Democratic Services team, has been included in section 3 below.
- 2.3 The Museums Worcestershire Strategic Plan 2019-2024 was adopted in June 2019 and reviewed at the Committee's workshop in January 2022. Those discussions concluded that the strategic objectives did not require revision and gave direction towards the work plan priorities for 2022-23, 2023-24 and onwards.
- 2.4 The programme of reporting and decisions required to fulfil the Strategic Plan is included in the work programme set out in section 3, with additional reporting added on financial planning aligned with fundraising, community collecting and future planning for the Art Gallery & Museum.
- 2.5 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 7 June 2022, at The Commandery, with a 9am introduction tour to new initiatives on site for the Committee.

The meeting to cover:

- 1) Election of Chair and Appointment of Vice Chair (County Council Chair, City Council Vice Chair)
- 2) 21-22 Annual Review and Performance
- 3) Finance 4<sup>th</sup> Quarter Monitoring Report
- 4) Worcestershire Soldier Gallery Redesign and Establishment at The Commandery (Townfund)
- 5) Community Collections Development
- 6) Joint Museums Committee Work Programme

3.2 16 September 2022, at the County Museum at Hartlebury. The meeting to cover:

- 1) 2022-23 Quarter 1 Performance
- 2) Finance 1st Quarter Monitoring Report
- 3) County Museum and Collections Centre Lease Ends Property Review
- 4) 2023 Fees & Charges
- 5) Budget 2023/24 (if required)
- 6) Joint Museums Committee Work Programme

3.3 18 November 2022, at the Art Gallery & Museum. The meeting to cover:

- 1) 2022-23 Quarter 2 Performance
- 2) Finance 2nd Quarter Monitoring Report
- 3) City Council Staff Accommodation and Art Gallery & Museum Property Review
- 4) Tickenhill Trust Annual Report
- 5) Joint Museums Committee Work Programme

3.4 3 March 2023, at Worcester Guildhall. The meeting to cover:

- 1) 2022-23 Quarter 3 Performance
- 2) Finance 3rd Quarter Monitoring Report
- 3) 2023-24 Service Plan
- 4) Fundraising Charity's Annual Priorities and Service Funding Planning
- 5) Wellbeing Programmes Future Model
- 6) Joint Museums Committee Work Programme

**Ward(s):** All wards  
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philippa.tinsley@worcester.gov.uk  
**Background Papers:** none

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