



Worcester
CITY COUNCIL



worcestershire
county council

JOINT MUSEUMS COMMITTEE

AGENDA

Date: Thursday, 2nd March, 2023

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.

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Joint Museums Committee
Thursday, 2 March 2023

Members of the Committee:-

Chair: Councillor Marcus Hart
Vice-Chair: Councillor Mrs. Lucy Hodgson (C)

Councillor Patricia Agar (LCo)

Councillor Andy Roberts

C = Conservative

G = Green

L = Labour

LCo = Labour and Co-operative

LD = Liberal Democrat

AGENDA

Part 1

(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)

1. **Appointment of Substitutes**

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

2. **Declarations of Interest**

To receive any declarations of interest.

3. **Public Participation**

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

4. **Minutes**

Page(s): 1 - 4

Of the meeting held on 17th November 2022 to be approved and signed.

5. **Quarter 3 Performance Report 2022-23**

Page(s): 5 - 14

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 2022-23.

6. **Quarter 3 Finance Report 2022-23**

Page(s): 15 - 18

Ward(s): All Wards

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

That the Committee reviews the financial monitoring details including budget variances for the 3rd quarter ended 31 December 2022.

7. **Canaletto Exhibition Review**

Page(s): 19 - 30

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager

Tel: 01905 25371

That the Joint Committee:

1. note the success, impact and learning points from the 2022 Canaletto exhibition at Worcester City Art Gallery & Museum; and
2. approve the proposed three actions regarding future exhibitions.

8. **Supporting Health and Wellbeing Outcomes**

Page(s): 31 - 40

Ward(s): All Wards

Contact Officer: Gemma Dhami, Museums Learning Manager

Tel: 01299 250416

That the Joint Committee note the work undertaken so far to support improved health and wellbeing outcomes for Worcestershire residents, and the opportunities for this work in future service delivery at the County Museum.

9. **Museums Worcestershire Service Plan**

Page(s): 41 - 50

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager

Tel: 01905 25371

That the Joint Committee approve the service work plan for 2023-24.

10. **Joint Museums Committee Work Programme**

Page(s): 51 - 52

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager

Tel: 01905 25371

That the Joint Committee note its future work programme and consider whether there are any additional matters it would wish to be incorporated.

11. **Any Other Business**

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

JOINT MUSEUMS COMMITTEE**17th November 2022****Present:** Councillor Marcus Hart in the Chair

Councillors Agar and Roberts

Officers: Philippa Tinsley, Museums Manager
Hannah Perrott, Assistant Director,
Communities (Worcestershire County
Council
Helen Large, Museums Audiences Manager
Mark Baldwin, Head of Finance
Trina Cassidy, Assistant Accountant
Deborah Fox, Senior Curator
David Nash, Curator – Social History**Apologies:** Councillor Mrs L. Hodgson**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 6th October 2022 be approved as a correct record and signed by the Chair.**30 Quarter 2 Performance Report 2022-23**

The Joint Committee received a report on the performance for the 2nd Quarter of 2022-23.

The Museums Audience Manager highlighted the key points for each of the Museums, appendix 1 attached to the report identified the performance comparisons. The Joint Committee's attention was drawn to the visitor feedback. The performance during this period placed the County Museum and Worcester Art Gallery and Museum back on their pre-covid growth trends.

Joint Committee Members noted the progress against targets in Quarter 2, attached as appendix 2 to the report.

Officers responded to questions from Joint Committee Members.

RESOLVED: That the Joint Committee note the performance information for the 2nd quarter 2022-23.

31 Quarter 2 Finance Report 2022-23

The Joint Committee received the financial monitoring details, including budget variances for the 2nd Quarter ending 30th September 2022. The report provided information on the position at Quarter 2, including an explanation of main variances 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 breakeven.

The Joint Committee's attention was drawn to paragraph 3.6 of the report, 2nd paragraph referring to the 2022-23 pay award for which additional work is required on both budgets, but being approached differently at each authority. Estimates for the pay award have been included in the City Council service projections, but not yet in County Council services projections.

RESOLVED: That the Joint Committee note the financial monitoring details, including budget variances for the 2nd quarter ended 30th September 2022.

32 2022-23 and 2023-24 Budget

The Joint Committee considered a report on the 2022-23 and 2023-24 budget. The Joint Museums agreement sets out that the Committee should plan the annual budget for the joint service by the end of November each year.

The Museums Manager presented the report and informed the Joint Committee Members that in year adjustments will need to be made following the recent 2022-23 pay award for local authority staff. Details of this were provided in paragraphs 3.1 and 3.2 of the report.

Joint Committee Members were informed that the preferred option was to meet the national pay award within the 2022-23 ring-fenced budgets by making changes across all budgets. These changes were highlighted in paragraph 4.1 of the report, and on this basis can meet the savings without affecting cuts to the service.

The Joint Committee Members expressed support for the preferred option.

RESOLVED: That the Joint Committee approve the proposals set out in the report to meet the staff pay award commitments in 2022-23 and the savings requested for 2023-24.

33 Tickenhill Collection Trust Annual Report

The Joint Committee received the annual report of the Tickenhill Trust, which was appended as Appendix 1, and provided Joint Committee Members with an oversight of the Trust's activities in 2021.

The Museums Manager stated that both income and expenditure for the Trust in 2021-22 were nil, with work undertaken by volunteers and supported by staff funded by Worcestershire County Council.

The Tickenhill Collection continues to be managed and cared for in parallel to the Worcestershire County Museums collection. The upcoming lease end dates at the County Museum and Collections Store will both impact on the Tickenhill Collection.

As Trustee of the Tickenhill Collection, Worcestershire County Council will need to consider the best interests of the charity as part of the options appraisal.

The Curator – Social History presented the annual report and highlighted the main points. The Joint Committee Members were provided with a demonstration of a Nicole Freres Grand Overture Box, constructed in Geneva in 1885, which has recently been conserved.

RESOLVED: That the Committee

- 1. receive the annual report regarding the activities of the Tickenhill Collection in 2021-22; and**
- 2. note the position of the Tickenhill Trust within the upcoming planning for the County Museum.**

34 Joint Museums Committee Work Programme

The Joint Committee considered its future work programme. The Museums Manager presented the report and highlighted the main items for consideration at future meetings.

There were no additional items added to the work programme by Joint Committee Members.

RESOLVED: That the Joint Committee note the work programme.

35 Art Gallery and Museum Development

The Joint Committee considered an update report on plans to develop the Art Gallery and Museum.

Worcester City Council and Museums Worcestershire are committed to improving the offer at the Art Gallery and Museums with the vision that the cultural destinations of Worcester are central to its economic success.

The Museums Manager highlighted the main points in the report with regard to funding received to enable future development to take place and what was planned going forward.

The current Canaletto exhibition had been planned to maximise learning towards future business models for the Art Gallery and Museum and a report summarising this learning will be brought to the Committee next year. Joint Committee Members looked forward to receiving the report.

The Museums Manager responded to questions from Joint Committee Members.

RESOLVED: That the Joint Committee note the progress on plans to develop the Art Gallery and Museum.

36 Any Other Business

None.

Duration of the meeting: 3.30p.m. to 4.20p.m.

Chair at the meeting on
2nd March 2023



Report to: Joint Museums Committee, 2nd March 2023

Report of: Museums Manager

Subject: 2022-23 QUARTER 3 PERFORMANCE

1. Recommendation


1.1 That the Joint Committee note the performance information provided relating to the 3rd quarter 2022-23.

2. Background

- 2.1 The appended summary of performance indicators and service plan task completion, together with the information below, gives an account of progress in delivering the work programme against plans and against targets in comparison to previous years.
- 2.2 A summary of change in visitor profile, behaviour, motivation and satisfaction post-Covid, drawn from surveys at the Art Gallery & Museum is also included within the appended information. This expands and evidences anecdotal reporting made to this committee over the last year.

3. Information

- 3.1 As reported last quarter, visitors and user numbers appear to be back to pre-Covid levels at all sites. This contrasts with the results of the West Midlands Annual Museum Survey 2022 which found that, in mid-2022, 45% of visitors to museums across the region had been lost compared to 2019-20.
- 3.2 Our evolving business models at each site explain the visitor trends at each site: at the Art Gallery & Museum the success of the ambitious exhibition *Canaletto: A Venetian View*; at The Commandery the continued push to maximise usage of the historic site through a range of site uses and at the County Museum the impact of sold-out pre-booked events which slightly reduce overall numbers but increase enjoyment through more efficiently run events.
- Christmas at Hartlebury Castle was, this year, able to include special visits to Santa's Grotto by a group of looked-after children and the Holiday Activities & Food programme participants as well as the long-standing event for the general public. Some visitor comments were:
- *Hi. I just wanted to send praise for your Santa today. He was the best Santa we have ever taken my girls to see, so thoughtful and engaging with the kids, even greeting them by name and knowing their ages! It truly was magical and we all loved it, thank you!*

- *Had a very festive morning meeting Father Christmas at our favourite little castle today. It was a lovely atmosphere and the boy seemed to enjoy himself! One of the nicest Santa experiences I've had in a long time. Santa - hope you enjoy the ice cream and squash Milo will leave out for you on Christmas eve* 
 - *Fabulous. Great value for money. A beautiful traditional Christmas. Great family day out. The best Santa in town. Better Santa than Lapland!*
- 3.3 Income from admission, retail, cafes, school sessions and room hire is very close to targets, which are increased from previous years. In addition, new income initiatives not yet included in the reported targets such as the Commandery's Escape Room and the County Museum's blacksmithing course are growing successfully, meaning the service is managing to absorb the increased staff costs this year.
- 3.4 Although formal education engagement numbers are slightly reduced, school bookings significantly increased in the second half of this quarter, with Q4 visits being exceptionally in demand.
- 3.5 It is particularly positive to see the impact of museum visits, with mental wellbeing increasing by 24% this quarter amongst those participants we surveyed and with more visitors surveyed feeling satisfied with the quality of their experience.

Ward(s):

Contact Officer:

Supporting documents:

All wards

Philippa Tinsley, Tel: 01905 25371, email: philippa.tinsley@worchester.gov.uk

Appendix 1: MW PIs summary Q3 2022-23

Appendix 2: MW Service Plan Q3 2022-23

Museums Worcestershire Performance Indicators

2022-23 Quarter 3

| | <i>measures</i> | <i>2022-23 Q3</i> | <i>2021-22 Q3</i> | <i>2020-21 Q3</i> | <i>2019-20 Q3</i> | <i>2018-19 Q3</i> | <i>Notes</i> |
|--|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Number of visitors, Worcester City Art Gallery & Museum | Participation | 16,439 | 9,456 | 5,909 | 13,176 | 11,408 | |

| | <i>measures</i> | <i>2022-23 Q3</i> | <i>2021-22 Q3</i> | <i>2020-21 Q3</i> | <i>2019-20 Q3</i> | <i>2018-19 Q3</i> | <i>Notes</i> |
|---------------------------------------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Number of visitors, Commandery | Participation | 3,210 | 2,384 | 1,283 | 2,736 | 2,934 | |

| | <i>measures</i> | <i>2022-23 Q3</i> | <i>2021-22 Q3</i> | <i>2020-21 Q3</i> | <i>2019-20 Q3</i> | <i>2018-19 Q3</i> | <i>Notes</i> |
|---|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Number of visitors, County Museum at Hartlebury Castle | Participation | 4,660 | 4,999 | 1,493 | 3,973 | 4,562 | |

| | <i>measures</i> | <i>2022-23 Q3</i> | <i>2021-22 Q3</i> | <i>2020-21 Q3</i> | <i>2019-20 Q3</i> | <i>2018-19 Q3</i> | <i>Notes</i> |
|---|-----------------|--------------------------|----------------------------|------------------------|----------------------------|--|--|
| Website users sessions | Reach | 45,300 | 35,286 | 17,341 | 26,783 | 59,903 (equivalent to 19,968 users) | <i>PI changed from 'sessions' to 'users' in 2019</i> |
| Social media followers | Reach | 22,003 | 20,434 | <i>New PI for 2021</i> | | | |
| Income performance for all sites against target (%) | Viability | 98% Income £42,467 | 85.4% Income £37,784 | 41.7% | 71.9% Income £30,249 | 84% Income £32,650 | <i>Includes admission fees, shop spend, cafés and lettings, not grant funding.</i> |
| Number of children and young people visiting as part of a formal education programme | Engagement | 2,083 | 2,628 | 735 | 2,214 | 2,258 | |
| Number of learners engaged in informal education programmes, adults and children | Engagement | 1,377 | 1,253 | 1042 | 1140 | 1081 | |
| Average improvement in wellbeing experienced by museum visitors and participants | Impact | 24% | 13% | <i>New PI for 2021</i> | | | |

POST-COVID VISITOR CHANGES

Snapshot from audience surveys at Worcester Art Gallery & Museum

| Surveys post-Covid | Comparison to 18/19 data |
|---|--|
| Age | |
| 29% are 56 or older 4% are 16-25 14% are 25-34 53% are 55 or older | Older audiences have decreased by 5%, whereas the number of visitors aged 25-34 has increased by 5% (was 9%, now 14%) |
| Ethnicity | |
| Audiences are more diverse - 91% identify as white British 6% are Asian or Asian British 2% are Black or Black British | compared to 96% in 18/19 up from 3% in 18/19 0 in 18/19 |
| Dwell time | |
| Has increased: Average (mode) dwell time 30 – 120 minutes, with 42% staying 60 -90 minutes | Average (mode) dwell time in 18/19 was 0-90 minutes |
| Top motivations for visiting | |
| Most popular (28%) – ‘to spend time with Friends and Family’. <i>This is the post-Covid effect of many more people using visits to socialise</i> 16% to be intellectually stimulated 11% visiting museums is a part of who I am | ‘To learn something’ was a popular motivation in 18/19 – this has dropped out of the top 3 in 21/22/23 |
| Net promoter score | |
| increased to 74 <i>This is our ‘would recommend’ score</i> | Was 65 |
| Quality of the exhibition and of the whole experience | |
| Quality of exhibition – 90% very good 99% very good or good Quality of whole experience – 88% very good 98% vg or good | 61% very good 92% very good or good 65% very good 98% very good or good |
| Frequency of visit | |
| <i>More people are being encouraged to visit for the first time</i> <i>Fewer people visiting alone and more people visiting in larger parties (3+) links back to the post-Covid desire to spend time with friends and family</i> 47% are first-time visitors 27% are frequent attenders 18% visited alone 53% visited with one other person 33% visited in larger parties | 38% first-time visitors 44% are frequent attenders 30% visited alone 46% visited with one other person 23% visited in larger parties |
| Impact on cultural economy | |
| 65% of visitors were also going to visit a restaurant or café during their visit 44% were also going shopping 20% were also visiting a pub/bar | No comparison from 18/19 as it’s the first time we have asked this question |

MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2022-23

Quarter 3 (Oct-Dec)

| 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 | Review learning programme at all sites and align resources to development planning <ul style="list-style-type: none"> • Commandery, Hartlebury and MAG learning reviews are complete. Visit data has been analysed and sessions adjusted to better respond to feedback and meet demand. Offers relate to strength of each site, with minimal duplication. Learning part-time post re-recruited at Art Gallery & Museum. | | Dec 2022 |
| | Launch a campaign of national marketing and publicity for The Commandery, in liaison with the City's wider heritage <ul style="list-style-type: none"> • Planned with colleagues from Visit Worcestershire and Worcester BID. Delivery of campaign planned for start of tourist season spring 2023. | | Feb 2023 |
| 2. Preparation for capital development | 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 <ul style="list-style-type: none"> • Office review complete, clarity of what would be needed if a further opportunity that would fund relocation were to arise | | Dec 2022 |
| STRATEGIC AIM 2 | Strengthen the core. Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise. | | |

| Key Priorities | Actions | |
|--|---|----------|
| | What | By when |
| 3. Maintain national museum standards and prepare for anticipated 23-24 accreditation application. | Map potential audiences against other successful heritage, cultural and wellbeing organisations across the county, creating an action plan for developing the range of users <ul style="list-style-type: none"> Postponed to 23-24 to form part of wider Audience Development Strategy | 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 <ul style="list-style-type: none"> Preparation of designation (collections of national significance) application for gloving collection underway so the service is ready when applications reopen. Applications for next stages of funding for the Glove Affair community and co-curation work applied for. Suggested changes to the Vardo Project reflect the closure of the transport gallery due to current maintenance. Projects reviewed and suggested developments to the project milestones/timespans suggested to or agreed with funders | Dec 2022 |
| | Options review for the County Museum's Cider Mill <ul style="list-style-type: none"> Significance matrix undertaken and discussion as to what elements are most important within the structure. Concluded maintaining as is, is not the priority. Hartlebury Castle Preservation Trust (as landlord) view requested. Next stage of work to feed into wider museum options appraisal | Dec 2022 |
| STRATEGIC AIM 3 | Learn from our audiences and improve. | |

| Key Priorities | Actions | |
|--|--|----------|
| | What | By when |
| | 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 <ul style="list-style-type: none"> Reviewed, surveying to be focused on gathering essential data from April 2023. This follows a two-year audience survey programme to understand audience change post-Covid, the summary highlights of which are appended to this report. | Oct 2022 |
| | Review the performance of the Art Gallery & Museum events programme and propose a sustainable business model for the future <ul style="list-style-type: none"> Programme has been reviewed and a new more efficient model set into work programmes for 2023, targeted to specific audiences and building on successes. | Nov 2022 |
| STRATEGIC AIM 4 | Make a difference in our communities. Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county. | |
| 6. Embed the wellbeing impacts of projects into sustainable service plans | <i>No milestones in Q3, work continues</i> | |
| 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. | |

| Key Priorities | Actions | |
|---|--|----------|
| | What | By when |
| 7. Develop the range of income streams across museums | <p>Commission advice on increasing covers through future transformation at the Art Gallery & Museum café</p> <ul style="list-style-type: none"> • New licensee has increased covers to maximum that space allows • Advice received that the space in current location significantly limits the opportunity to increase covers, will feed into any opportunities for mixed-use development of ground floor • Investment in kitchen equipment to allow speedier service and turn-around. | Oct 2022 |
| | <p>Create a business plan for rural skills courses at the County Museum</p> <ul style="list-style-type: none"> • Business plan for Blacksmith courses developed, pilot course completed in October. • Pre-Christmas launch was very successful - seven course dates are booked and paid for in Feb/March 2023. • This will be further developed in 2023 to create a blacksmith course option which is more linked to the history of Bromsgrove Guild. • Further skills course options will be explored when appropriate contacts are made with craftsmen, and facilities fed into options planning for County Museum | Nov 2022 |

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Report to: Joint Museums Committee, 2nd March 2023

Report of: Head of Finance

Subject: Q3 FINANCE REPORT 2022/23

1. Recommendation

- 1.1 **That the Committee reviews the financial monitoring details including budget variances for the 3rd quarter ended 31 December 2022.**

2. Background

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

- Year-end forecast as of 31 December 2022
- Explanation of main variances
- Reserves

3. Information

3.1 Q3 Revenue Budget Performance

The forecast year-end performance at Q3 is a surplus of £31,782, which will be transferred to the general reserve at year end.

3.2 Table 1: 2022/2023 Projected Outturn as of 31st December 2022

| Worcester City Hosting | 2022/23 Budget | Year End 2022/23 | Variance | Variance % |
|--------------------------------|-----------------------|-------------------------|-----------------|-------------------|
| Museum and Art Gallery | 225,134 | 240,739 | 15,605 | 6% |
| Commandery | 117,366 | 131,666 | 14,300 | 12% |
| Joint Museums Collections Team | 95,535 | 88,286 | (7,249) | -8% |
| Joint Museums Management Team | 272,617 | 218,179 | (54,438) | -20% |
| Total (Surplus) | 710,652 | 678,870 | (31,782) | -4% |
| Worcester City contribution | (509,158) | (509,158) | - | |
| Worcester County contribution | (201,494) | (201,494) | - | |
| Funding | (710,652) | (710,652) | - | |

3.3 **Table 2: Subjective Analysis 2022/23**

| Worcester City Hosting | 2022/23 Budget | Projected 2022/23 | Variance | Variance % |
|--|-----------------------|--------------------------|-----------------|-------------------|
| Employees | 806,130 | 761,425 | (44,705) | -6% |
| Premises | 980 | 1,317 | 337 | 34% |
| Transport | 2,132 | 600 | (1,532) | -72% |
| Supplies & services | 114,026 | 132,865 | 18,839 | 17% |
| Third Party payment | 0 | 1,452 | 1,452 | 0% |
| Grants & Contributions | (778,192) | (778,192) | 0 | 0% |
| Fees & Charges | (82,500) | (82,557) | (57) | 0% |
| Other Income | (62,576) | (68,692) | (6,116) | 10% |
| Forecast year end surplus to general reserve | | 31,782 | 31,782 | |
| Total | 0 | 0 | 0 | 0% |

3.4 **Table 3: 2022/23 Projected Outturn as of 31 December 2022**

| County Hosting | 2022/23 Budget | Projected 2022/23 | Variance | Variance % |
|-----------------------|-----------------------|--------------------------|-----------------|-------------------|
| Hartlebury Operations | 238,421 | 253,982 | 15,561 | 6.53% |

3.5 **Table 4: Subjective Analysis 2022/23**

| County Hosting - Hartlebury | 2022/23 Budget | Projected 2022/23 | Variance | Variance % |
|------------------------------------|-----------------------|--------------------------|-----------------|-------------------|
| Employees | 260,490 | 270,893 | 10,403 | 3.99% |
| Premises | 2,550 | 2,804 | 254 | 9.96% |
| Transport | 4,826 | 3,450 | (1,376) | -28.51% |
| Supplies & services | 36,061 | 43,836 | 7,775 | 21.56% |
| Income | (65,506) | (67,001) | (1,495) | 2.28% |
| Total | 238,421 | 253,982 | 15,561 | 6.53% |

Hartlebury Operations is hosted by the County Council.

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

The City Council hosted operations currently forecasts a year end surplus of £31,782 which will be transferred to the JMS general reserve at year-end.

There is a projected overachievement on income, particularly from events and activities at The Commandery and at the County Museum, retail at the Art Gallery & Museum and the café at The Commandery.

There is also a projected significant underspend on staffing on the Management Team. This relates mainly to a maternity leave and the change of work plan related to that position. Some of the staffing and supplies overspend on the two City sites was planned around this.

Hartlebury Operations

The Hartlebury operations hosted by the County Council were forecast to overspend by £15,561 at end of Q3 but have since been updated reflecting some planned transfers. The re-projection at end of period 10 is for a £4,387 overspend at year end.

This reflects the increased inflationary costs on planned programmes and commitments that could not be changed in 2022-23. Planning in 23-24 will be realigned to the budget.

The service anticipates that the overspend may be less if performance over half-term events is good. Deficits of up to 5% of budget, as with surpluses, are met by the service and will be transferred from the JMS general reserve at year-end.

3.8 Surplus/deficit split

Under the terms of the agreement, any variance to budget within 5%, will be transferred to the Joint Museum general reserve. The value of the general reserve at the end of Q3 2022/23 was £157,409.

Balances of £14,444 (No One Left Behind), £100 (Culture Recovery 1) and £442 (Culture Recovery 3) were transferred to the general reserve as agreed at the Joint Museums Committee on 6th October 2022.

3.9 Restricted Reserves

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

Project reserve is £107,330 at Q3

Balances totalling £14,986 have been transferred from the project reserves to the General reserve during Q3 as detailed in section 3.8 of this report.

The 22/23 project expenditure is to be reviewed and the reserves transfers made.

| Project | Balance b/fwd 22/23 |
|--------------------------------|------------------------------------|
| Commandery Arts project | 16,773 |
| Membership Scheme | 2,432 |
| Porcelain Commissions | 23,796 |
| What's on project | 1,820 |
| Volunteers at Home | 453 |

| | |
|-------------------------------|----------------|
| Esme Fairbairn | 29,011 |
| Museums on the Move | 6,562 |
| Commandery Development | 14,830 |
| John Ellerman | 5,214 |
| Japanese Masters | 6,439 |
| Total | 107,330 |

Donation's reserve is £15,065 at Q3

No transfers have been made during Q3.

Other reserves: -

Shop stock (ring fenced reserve) £18,542.

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



Report to: Joint Museums Committee, 2nd March 2023

Report of: Museums Manager

Subject: CANALETTO EXHIBITION REVIEW

1. Recommendation

- 1.1 That the Joint Committee note the success, impact and learning points from the 2022 Canaletto exhibition at Worcester City Art Gallery & Museum and;**
- 1.2 That they approve the proposed three actions regarding future exhibitions.**

2. Background

- 2.1 Canaletto: A Venetian's View was the most ambitious exhibition staged by Worcester City Art Gallery & Museum. Working in partnership with Woburn Abbey and with the support of loans from Tate, Birmingham Museums Trust and Compton Verney, it brought an outstanding collection of Canaletto's paintings of Venice to Worcester, placing them next to English landscapes, including those of Worcester from the City's collection. Alongside the exhibition we ran an exciting student programme with partners Hereford College of Art and the University of Worcester.
- 2.2 The exhibition had three aims:
 - (1) To bring great art and inspiration to Worcester residents
 - (2) To attract visitors into Worcester, raising the profile of Worcester and increasing the wider economic impact of Art Gallery exhibitions
 - (3) To enable increased learning about destination exhibitions at Worcester City Art Gallery, to inform future business models
- 2.3 To fund the costs of putting on such an ambitious exhibition, grant funding was sought and a charge was made for exhibition admission.

3. Information

IMPACT FOR WORCESTER

- 3.1 Despite needing to make a charge for admission, the exhibition significantly increased visitors to the Art Gallery & Museum, with an increase of 74% in visitors over the same period 2021 and 28% over an average of the same period over the last decade. Paid admissions were more than twice the paid admissions at Hartlebury Castle or The Commandery in the same period.
- 3.2 It is very difficult to benchmark numbers against exhibitions elsewhere, partly because of the lack of published information and also because of the challenge of comparing like with like.

Visitors to the Museum of Gloucester during their 2022 Royal Photographic Society International Photography Exhibition, for which there was a £4.95 adult admission charge, were about a quarter of the visitor numbers to Worcester Art Gallery during Canaletto.

- 3.3 34% of visitors were Worcester residents, with most visitors coming from a 2-hour drive time, but with some coming from as far away as Belgium, Massachusetts and New Jersey in the USA, and Israel. Of those filling out the comments book, 95% said they came especially for this exhibition. Using the standard Association of Independent Museums calculator, the spend in the local area by visitors coming to the exhibition totalled £480,158.
- 3.4 34% of visitors pre-booked and the booking system enables us to see more data. The appended information shows the spread of pre-booked ticket-buyers across Worcester and across England.
- 3.5 A significant marketing campaign raised the profile of Worcester across the country placing adverts at train stations and on digital advertising boards roadside (see appendix). Media coverage included national coverage in The Times, Art Daily and the Metro, regional coverage particularly across the West Midlands urban conurbation and on BBC Midlands Today. Social media posts about the exhibition were shared thousands of times and ten percent of pageviews on Museums Worcestershire website between June and January were about Canaletto.
- 3.6 The exhibition has raised the profile of Worcester City Art Gallery with the public and with other museums. It has added to our track record of managing loans from national and significant collections, with all the environmental and security requirements that requires, and our reputation as a partner. This supports the service's ability to borrow works of this quality in the future.

IMPACT FOR VISITORS

- 3.7 Additional funding from the Elmley Foundation supported an exciting learning programme. We were able to offer bursaries to students from Hereford College of Art and the University of Worcester Fine Art Department to undertake an art study trip to Venice in September. Students, who otherwise would not have been able to access the trip, spent five days following in the footsteps of Canaletto, visiting the Venice Biennale and preparing for the artwork they created and exhibited at Worcester University's Art House on their return in response to the Canaletto: A Venetian's View.
- 3.8 We set aside booking slots for schools and community groups and produced a self-led trail and resources that teachers and education groups could follow with their students in the Canaletto exhibition. 126 students, along with 21 accompanying adults, visited as part of this programme. In addition, three community groups visited from Sight Concern, INSight and a group of Ukrainian guests. 322 people accessed the family activity sheet on the website. Feedback from teachers told us that the dedicated slots for school visits helped support engagement for students with additional needs.

- 3.9 We recorded a 37% increase in positive mental wellbeing surveying school visit participants before and after their visit – some of the highest evidence of wellbeing impact we have seen from any museum activity. Using the Art Fund's comments tool which maps visitor comments to demonstrate social impact, we saw that 12% of visitors felt pride in Worcester because of the exhibition, 31% demonstrated learning through their visit and 5% demonstrated increased empathy.

LEARNING POINTS

- 3.10 Despite the obvious draw of the Canaletto paintings themselves, many of the comments highlight the success of the supporting English landscape gallery. Staff also noted the significant proportion of dwell time in that part of the exhibition. This will guide planning for future blockbuster exhibitions and ensures that the City's collection remains relevant within that planning.
- 3.11 We found that this exhibition was much more popular with older adults than young people. Only 3% of visitors were children, despite their free admission, and the free school slots were not all booked up. Family trails with non-art themes that encouraged visits to the rest of the museum were taken up 147% more in the building than the Canaletto trail. Canaletto does not feature on the national art curriculum at all and has low recognition amongst young people. We took the opportunity to survey young people visiting Canaletto for their views, and they will feed into future planning. Their top five interests for future exhibitions were: photographic, surrealist, abstract, Pop Art and Impressionists.
- 3.12 The exhibition was accompanied with a series of talks and an exhibition catalogue, both luxuries not normally available within our exhibition budget and capacity. Both enabled us to better understand how these can fit within a blockbuster exhibition profile and the ongoing commitment this requires. 91 people attended talks, about half of which were sold out, 60 attended the private view and a similar number came as part of a private group visit. Talks were followed by informal discussion in the gallery, connecting people together, with reminiscence a common theme. Ideally this programme should subsidise wider engagement but the limited size of our spaces mean that, even when talks are sold out and have a higher ticket price, they struggle to meet the costs of staffing and speaker. Considering timing, format and the opportunities within the planning for a permanent art gallery should enable this offer to evolve.
- 3.13 Exhibitions at Worcester City Art Gallery & Museum have been free admission for most of its history, and we expected needing to charge for an exhibition would have a mixed response. In actuality, numbers visiting were much increased over this period and the number of visitors expressing any concern about the admission was fewer than ten. 9% of pre-bookings included an additional donation on top of their admission fee.
- However, while the total number of visitors increased, the proportion of visitors to the Art Gallery & Museum who did NOT visit the exhibition as part of their visit also increased by 14%. We also offered free admission via several partners to try and reach those who might find the cost of admission a barrier. These included all the sixth forms in the city offering art A-level, and groups such as Platform Housing and Onsite Advocacy. None of these offers were taken up, showing that barriers to access are much more complicated than just price.

The planned permanent art gallery is clearly a much-needed part of the offer, and should remain free admission, and our programme of outreach needs to focus on those parts of Worcester where engagement is lower to try and reduce the many barriers to a visit.

- 3.14 The exhibition was conceived as the next stage in the programme of 'Destination Exhibitions' the gallery has curated over the last ten years, aimed at bringing visitors into Worcester attracted by a significant artists' name. In contrast, the regular summer exhibition focuses on being for local families, aiming to bring as diverse an audience as possible into the museum. Summer exhibitions such as Star Wars, Titanic and The Magic of Middle Earth have been a great success and these have the highest visitor numbers in the annual programme, higher than Canaletto. The annual exhibition budget of £13.5k has been at a standstill since 2010 and now usually only manages to pay for the summer exhibition. Staff have worked incredibly hard over the years to bring additional funding in for the rest of the programme and this becomes more challenging every year. The Canaletto exhibition was an opportunity to properly test a potential new funding structure. Initially planned as a £69k budget, it came in at £67k over two financial years, including £11k of additional staff costs. Grant applications to the Art Fund and the Elmley Foundation contributed £20k and also brought in additional partnership funding for the students participating in the Venice Biennale project. The City's Place & Economic Development Committee had also allocated £15k for the exhibition from the City Plan reserve. Income from admissions, merchandise and events was £31k.
- 3.15 This ambition of exhibition was a significant undertaking for the Museums Worcestershire team. Staff at every level of the organisation played a part in its success. Other projects and development in other areas of the service were paused to enable the exhibition to happen. Expenditure and income was managed through a series of project codes in the City Council's system to enable the exhibition spend to be fully analysed. Staff costs were particularly challenging to separate out and this is reflected in the projected year-end overspend for the Art Gallery & Museum. Limitations not experienced by independent museums undertaking similar programmes include the inability of the service to claim Cultural Exemption for VAT on admissions (representing around £5k lost for Canaletto), and the year-end service budget closedown. The next stage of planning needs to find the right demands on capacity and management for the exhibition programme going forward.

4. Preferred Option

- 4.1 The service needs to either plan towards a new structure to fund the continuation of 'Destination Exhibition' programming or significantly reduce this work.

We propose as the preferred option:

- (1) A second pilot exhibition in 2024 with an admission charge that tests if the success of the Canaletto exhibition can be sustained. We are proposing a focus around Dame Laura Knight, a popular and important artist with a strong Worcestershire link but without the highest cost requirements of Canaletto. Initial estimates suggest a budget of around £25k-£30k will be needed, some of which will need to be generated from income.

- (2) A charging strategy for exhibitions at the Art Gallery for 2025 onwards, with criteria to charge or not charge admission based on audience profile aims, be brought back to this committee to approve. The introduction of this strategy will align with the timing of the development of a new permanent art gallery of the City's collection, which we propose should remain free admission.
- (3) The small surplus in the Canaletto project code be carried forward to invest in this next pilot.

5. Implications

5.1 Financial and Budgetary Implications

This report highlights the need to review the way exhibitions at Worcester City Art Gallery & Museum are funded if they are to continue to have the positive impact on visitors and Worcester.

5.2 Legal and Governance Implications

There are no legal or governance implications to the report.

5.3 Risk Implications

The preferred option requires a more risky funding strategy. This is in line with the increased diversity of income earning required across the service to meet its annual budget.

5.4 Corporate/Policy Implications

There are no corporate or policy implications immediately, with a future discussion on charging policy proposed.

5.5 Equality Implications

The experience of the Canaletto exhibition is that equality implications of an ambitious exhibition programme are not a concern, although this will continue to be monitored through the proposed second pilot.

5.6 Human Resources Implications

As yet there are no human resources implications. Any future changes to the structure will be taken through the standard processes for approval.

5.7 Health and Safety Implications

There are no new Health and Safety implications.

5.8 Social, Environmental and Economic Implications

The extent of positive social and economic impacts will continue to be measured and reported as part of Museums Worcestershire evaluation and monitoring.

Ward(s):

Contact Officer:

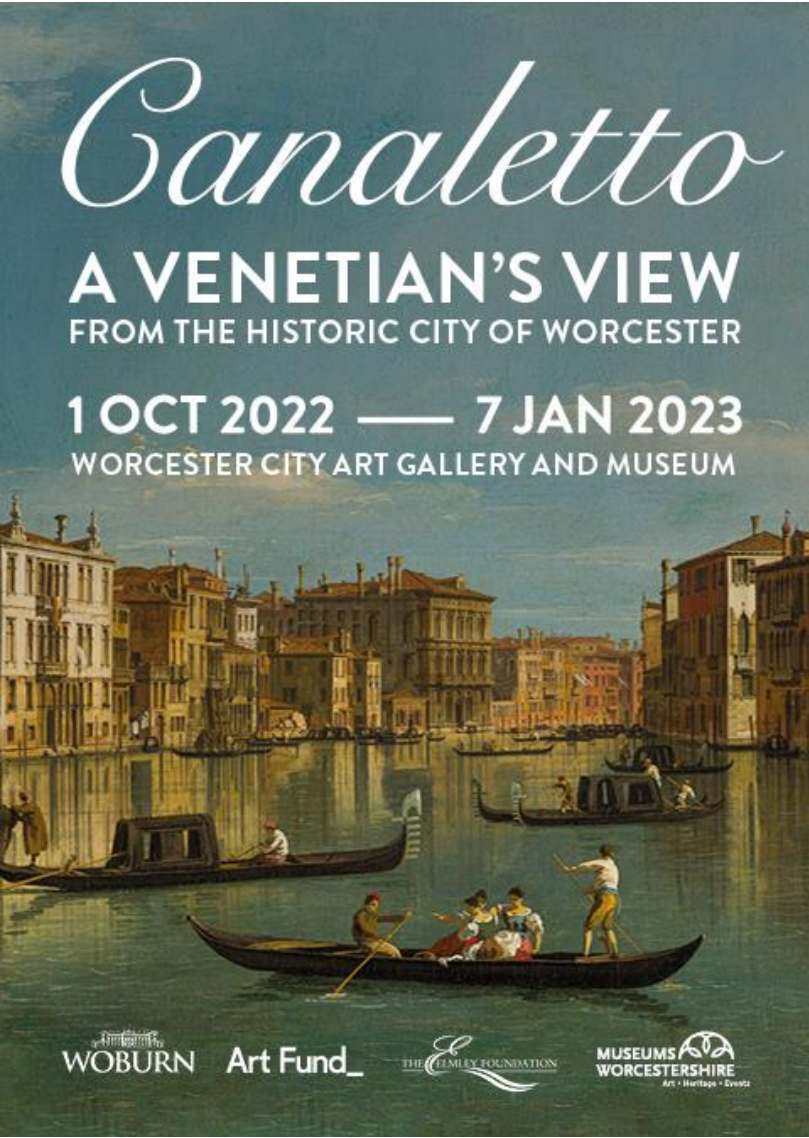
Supporting document:

All wards

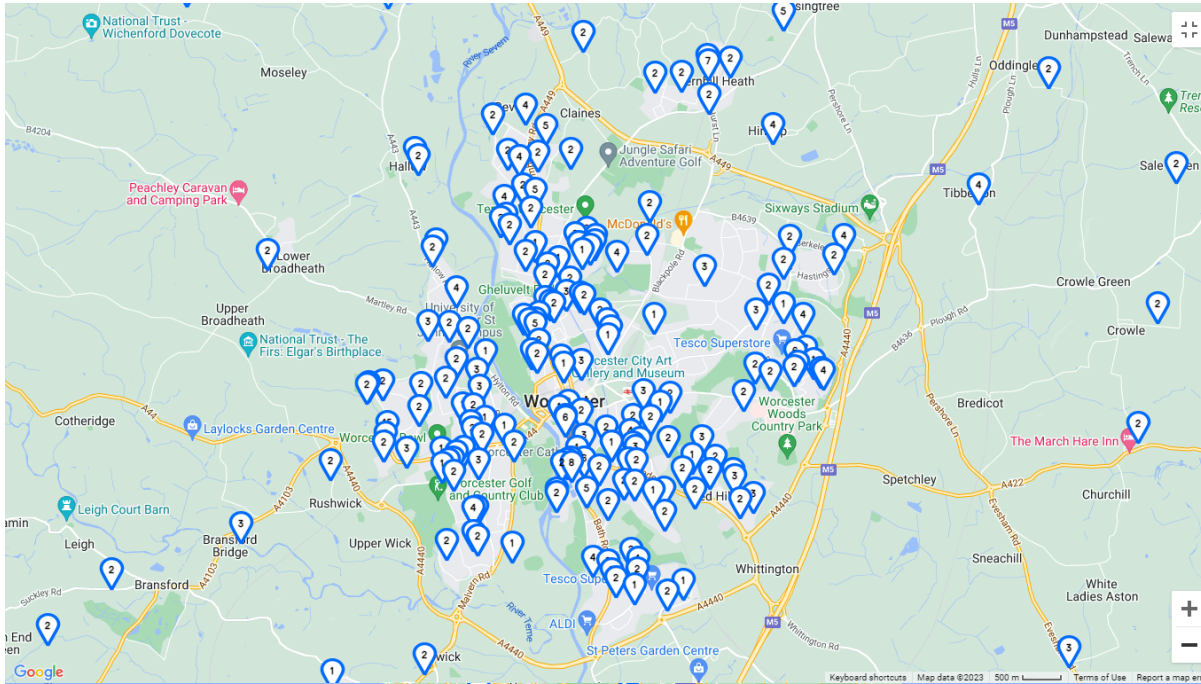
Philippa Tinsley, Tel: 01905 25371, email: philippa.tinsley@worcester.gov.uk

Appendix: Supporting Information, Canaletto Exhibition

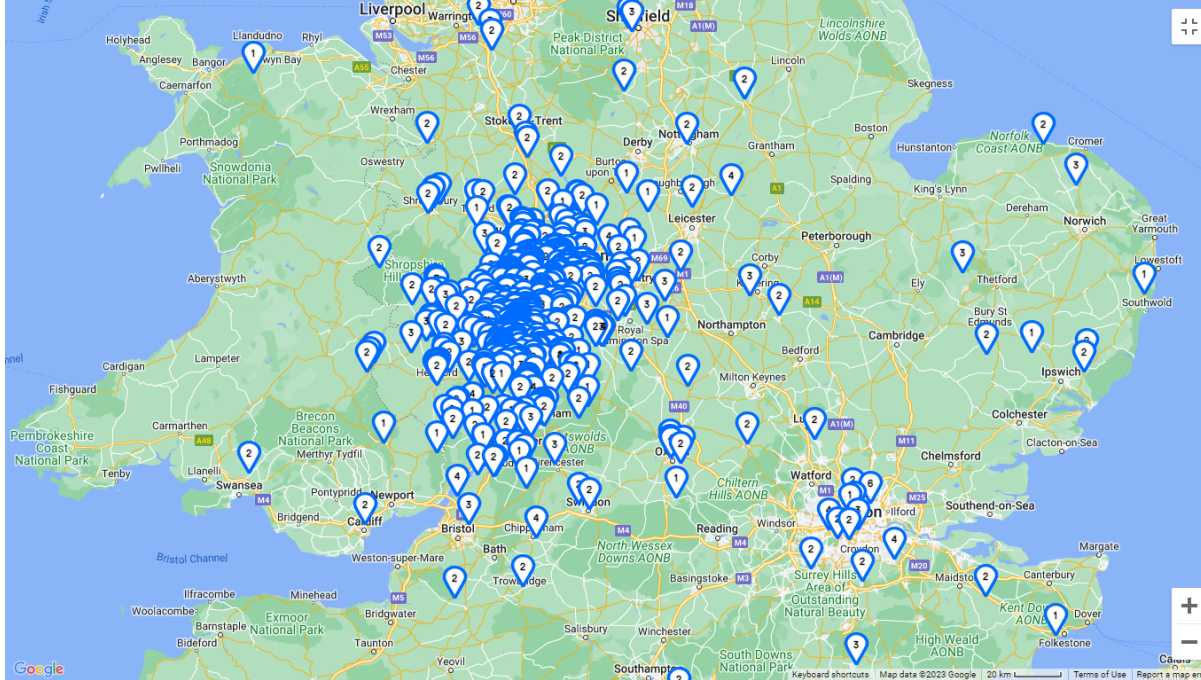
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Publicity materials, seen (right) roadside in Birmingham



Pre-booked visitors, Worcester residents



Pre-booked visitors, national profile

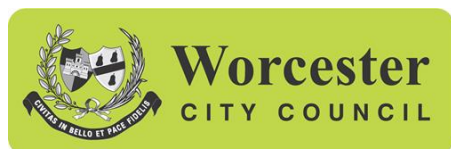
Selection of Visitor Comments from the exhibition comments book and online

| |
|---|
| World class exhibition. Amazing! Excellent notes to go with it. Thank you! |
| Enjoyed the Canalettos against the Marlows and other artists. |
| Brilliant, more please Worcester. |
| Excellent exhibition - thank you so much for bringing the Canalettos to Worcester. |
| Exceptionally good. Well displayed, informative, excellent signage. |
| Striking and welcome in Worcester. More please of other painters. Thank you. |
| Amazing to see so many Canal paintings in one place. Not even in London! |
| What a privilege to see such international treasures here in Worcester. Please can we have more. Ps loved the Tolkein also. |
| I liked the boats and the dogs. |
| A lot of Canalettos for the money! Well done. |
| Very well presented paintings with no lighting reflections. Warwick Castle and Worcester views are bonuses. |
| Lovely layout just enough interp more exhibitions like this please. |
| What an achievement, to get such a collection to Worcester. Beautifully presented. |
| Breath taking. So beautiful. And here! Marvellous. |
| How blessed we are as a city to have this wonderful exhibition here. |
| Well worth a repeat visit. I can't take it all in in one go. |
| On my honeymoon went to Venice and today 13 th my anniversary, what a way to remember. |
| Thank you for gracing Worcester with this exhibition! I never thought I's see a Canaletto in Worcester! Thank you. |
| Well done on bringing such an important collection to Worcester. |
| An impressive collection to have in the City. |
| Fascinating insight into the amazing skill of Canaletto. |
| Transported instantly to Venice – perfect! |
| Lovely to see the Canalettos amongst paintings with a local interest too. Very informative and welcoming. |
| Absolutely amazing, such a little gem! Beautifully curated and exhibited. |
| Excellent. Beautifully hung. |
| What a treat! Canaletto in Worcester! |
| You could just step into these paintings – still so vibrant today. Thank you very much – amazing! |
| Thank you to everyone involved in staging this impressive exhibition. |
| Great. Well presented. Friendly staff. Thank you. |
| Unbelievable amount of paintings – amassed for our enjoyment – absolutely amazing. |
| Very enjoyable. Particularly like the Benjamin Leader painting. V impressionistic atmosphere and fabulous depiction of light and colours. |
| I really enjoyed learning about Canaletto (age 11). |
| Lovely to see so many together and enjoy the precision and technique. Audio v helpful. |
| What an incredible display. I have seen individual Canalettos but never seen so many. I can now appreciate him. |

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| Wonderful opportunity to see unfamiliar views of Venice! Glad to be able to get near enough to see the details on the costumes. |
| Agree with the above- what a revelation – the perspective drew us in to the scenes of dry land – such a beautiful collection of every day life ... and I didn't know he came to England. Thank you so much. |
| Superb. Canaletto and February Fill Dyke. Heaven. So generous ½ price to local people. More publicity needed. What about a board at The Hive- a big board! |
| Brilliant 6/5 stars. Beautifully laid out and described. How clever of you to do. Thank you. Bonus incl Vauxhall Gardens and February. |
| Wonderful. So lucky to have this in Worc. Well done. The info about Canaletto in UK was very interesting. The info/details on each painting was excellent and v helpful. |
| A stunning collection. This is how Worcester should be! Bring more exhibition to Worcester. Please provide a map! |
| Loved the chance to see the Canalettos locally but my favourite was Leader's February Fill Dyke – fabulous sky! |
| Well worth the visit from Bristol. Excellent and well done all involved. |
| We came for a visit to Worcester and found that this exhibition was on. What a find! Great exhibition and we loved the Art Gallery. Also fantastic café – beautiful ham sandwiches , we will definitely visit again. |
| It is difficult to be anything other than complimentary. Congratulations on a truly great exhibition. |
| Liked the mix of Canaletto and local artist. Stunning collection of Canalettos. |
| 2 nd visit – still magnificent! Appreciated even more! |
| My mum and I are pleased we came, great paintings, well worth the visit – thank you. |
| Beautiful! Well-presented. Lots to learn. We are so lucky to have this opportunity to see this collection. |
| Fantastic collection – well worth the long (wet) drive to get here. Love Worcester. |
| Great – lets hope more “block busters” ! |

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|---|-------------------|
| Another first class experience at Worcester Art Gallery. This time it was Canaletto, but previously it's been Turner - including his sketchbook - and a combined exhibition of the skies of Constable, Rembrandt, Turner, Ruskin, Durer and Nash. There was also a fantastic installation about Worcester's links to the Titanic. It's always worth seeing what's on. The cafe and shop are worth the visit alone. A wonderful place. | Trip Advisor |
| We travelled to Worcester City museum especially to see the Canaletto exhibition and it was entirely worth the trip. The museum is not large but is varied, well curated and fascinating. But the portrait gallery and the Canaletto exhibition are wonderful. The information provided with each picture gives insight "with a twist" as it highlights the impact Canaletto, and his art, had on English culture and society. We had a thoroughly wonderful afternoon and the relaxed, friendly staff were the icing on the cake...and speaking of cake the cafe is lovely too. Small, simple and welcoming. Only a small menu but it's always better to do a few things to perfection 😊...curried parsnip soup! a revelation! Also I must mention the complete disabled access, marvellous. Thankyou Worcester City museum. | Google |
| We love Worcester Art Gallery and on this visit we really enjoyed the Caneletto exhibition, the colour and detail in these paintings is impressive. The shop had lots of gifts and we also enjoyed cake in the cafe. All staff we spoke to were lovely and friendly. We'll be looking out for the next exhibition. | Google |
| We visited to view the Canaletto exhibition, which was fantastic. There were 20 paintings - the perfect amount of work to view without the exhibition being overwhelming. We were happy to pay to view the exhibition and felt privileged to see such a renowned artist locally. | Google |
| The Canaletto Exhibition is well worth a visit. We were hoping to see this in London but train strikes halted that plan. Was delighted to see it here. | Google |
| What a wonderful exhibition! Thank you for all your hard work to put it on. I will try to see it again before the 7th. Hot chocolate in the café afterwards ended a perfect afternoon. | Facebook comments |
| Best yet, so good to have something like this in our own city, rather than having to travel to the big smoke. Well done. | Facebook comments |

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Report to: Joint Museums Committee, 2nd March 2023

Report of: Museums Learning Manager

Subject: SUPPORTING HEALTH AND WELLBEING OUTCOMES

1. Recommendation

- 1.1 That the Joint Committee note the work undertaken so far to support improved health and wellbeing outcomes for Worcestershire residents, and the opportunities for this work in future service delivery at the County Museum.**

2. Background

- 2.1 The County Museum currently undertakes two strands of wellbeing work for its communities: long-term core programming, and externally funded short-term projects.

Community wellbeing is fundamental to the everyday experience of museums. It is delivered as volunteering and work experience, through displays and facilities, participation in activities and with handling collections, and engaging with other visitors and with the museum team.

Our wellbeing offer is also focussed and specialist. This work has a project start and clear outcomes, considering the needs of specific parts of our communities through projects such as working with people living with dementia, or the homeless.

Museums Worcestershire's strategic planning has reviewed the needs of our local communities and considered the skills of the museum team. Recent focussed projects have trialled evaluating and evidence-gathering for wellbeing, built our reputation as experts in using museum objects to achieve health and wellbeing outcomes, and trialled what can work onsite and as outreach from the County Museum.

2.2 Health & Wellbeing Recent Project Work and its Impact

| <i>Project Description</i> | <i>Date</i> | <i>Impact of Project</i> |
|---|----------------------------|---|
| Suitcase Stories Utilises museum objects for reminiscence. Based in museums, care homes and dementia cafes across Worcestershire | 2015 – 2022 | Evidenced improved wellbeing, communication and connection for people living with dementia and their carers. Has established our expertise in this area and is deliverable for all stages |
| From the Art Gallery with Love | 2020 – 2021 | Established online and onsite adult workshops that developed skills and |

| | | |
|---|--------------------|---|
| <p>Lockdown project providing digital artworks and digital community engagement</p> <p>Creative Adult Sessions</p> <p>Online workshops for adults to learn new creative skills and connect with new people</p> | | <p>combated isolation. Improved wellbeing in participants.</p> |
| <p>Glove Affair</p> <p>Utilising the gloving collection in the community to promote connection and reduce loneliness and isolation.</p> <p>Volunteers at Home</p> <p>During lockdown, new approaches to volunteering were piloted</p> | <p>2019 – 2023</p> | <p>GA adapted collections to connect with new community audiences combatting loneliness and making connections by working with Afghan and Ukrainian refugees, supporting new families (including looked-after children) and local gloving industry workers and families.</p> <p>VaH has proven that we can offer volunteers projects that cater to their needs, preferences and skillsets. We learned that our volunteers were keen to be trained and gain additional useful life skills. We saw wellbeing improve to either equal to or above pre-lockdown levels.</p> |
| <p>Stories in a Suitcase (trial)</p> <p>Dementia friendly offer in the community</p> <p>6 sessions delivered across Commandery and Hartlebury. Using a suitcase as a theme to engage participants with museum objects, memories, music and stories.</p> | <p>2022</p> | <p>Extended dementia expertise and evidenced impact of using the museum sites for dementia work. Gathered data on how to safely and warmly welcome those with complex health needs.</p> <p>Identified need at different stages of dementia with regards to travel and support for care home staff</p> |
| <p>Make Time (trial)</p> <p>Creative activities in the museum spaces</p> | <p>2021 – 2022</p> | <p>Links to our informal activities tackling loneliness/isolation. Group are motivated by the social aspect and want to develop skills.</p> <p>Evidenced opportunity of using museum as informal community space and as a place to develop new skills</p> |
| <p>Meditation Mondays (trial)</p> <p>Two 'Monday Meditation' wellbeing sessions for council workers trialled at MAG</p> | <p>2022</p> | <p>Quarter 1 saw a 23% improvement in wellbeing. Quarter 2 saw a 13% improvement in wellbeing</p> <p>All survey responses were positive and strongly suggested that this type of session works well. Evidenced impact of museums as mental health support spaces with relevant activities.</p> |

| | | |
|--|------|--|
| Mencap Placement A short-term placement for a Mencap client with their support worker to develop skills in the workplace with specific tasks | 2023 | Evidenced impact of skills development in museums for those with learning disabilities Developed relationship with specialist learning disability organisation |
| Early Years (trial) Early Years trial was a 6-week programme of activities based the Worcester City Art Gallery and Museum taking place during February and March 2022 The partnership was made up of Worcestershire Children's First, Museums Worcestershire and The Wishing Well Nursery. Two families came to the museum outside of the activities, based on their child's enjoyment of the sessions. | 2022 | Evidenced positive impact in use of museum spaces, expertise in early years activities and impact of handling collection in formal early years session delivery. Gained understanding of need in early years provision from formal (nursery) and informal (family) audiences. |
| Dementia Centre at County Museum | 2023 | Beginning of long-term booking at County Museum by local Dementia Centre to deliver regular support and activities. Shows trust and skills of museum in the local community with dementia and new non-project funded model. |

2.3 **Wellbeing Performance Indicator.** At the March 2021 the Joint Museum Committee adopted the UCL Wellbeing Measures Framework as a wellbeing performance indicator. It had first been trialled by the service in the Volunteers at Home project. We have continued to utilise this data analysis format to better understand impact and improve activities. There was a 14% increase in wellbeing for evaluated participants during 2021 – 2022.

2.4 **The three areas of programming.** The wellbeing work undertaken so far has enabled us to test a number of models of delivery, partnerships and funding. One-off funding has been necessary to gather data on the impact of our work and how the County Museum site can be best utilised. This required feedback from the people that used it, but also conversations with organisations supporting people who need support but currently do not use the museums.

We found that all works fits within, or across, 3 specific areas – informal community groups, health outcomes and skills development. See appended diagram of this work.

2.5 **Partnerships.** An important part of ensuring the sustainability of the County Museum wellbeing programming is to expand the network of partners we work with. Examples of our partnerships so far are:

Health partnerships – Public Health, District Collaborative Network, Wellbeing and Recovery College, Onside Advocacy, Age UK and Action for Children.

Local Authority Partnerships – Worcester and Worcestershire Councils, Looked After Children, Loneliness Partnership Meeting, Worcestershire County Council Commissioning Team and Here2Help.

Community Partnerships - Maggs Day Centre, Food Banks, refugee groups, Home Educators, schools and HE providers.

3. Opportunities for Future Development

3.1 Our next steps are to bring together these areas of knowledge and expertise and expand the offer in a sustainable way to provides the most for our communities.

3.2 **Different levels of community engagement.** Our previous experience and trials demonstrate we have capacity and skills for four different levels of delivery. Each of these have a place in our offer, bringing in additional funding, additional expertise, building our community audience and making an impact on their health and wellbeing –

- Delivery/development of activity or offer by museum team in house
- Museum working in partnership with community group to support their health/wellbeing outcomes
- Commissioning individual/organisation to deliver community work to support their health/wellbeing outcomes
- Community-led booking or use of our space – museum as enablers

Going forward, the County Museum aims to use the expertise of its experience in wellbeing to create a robust community programme that is proactive to the needs of Worcestershire’s communities and moves away from short term project funding to make this happen. The vision for this work is set out in the appended Museums Worcestershire Wellbeing Manifesto.

3.3 **Staff skills.** The county museum has a skilled and passionate team who work with our visitors and welcome schools and groups on a daily basis. Our front-line team also deliver our schools programme and community work.

Permanent and casual staff are trained and skilled in delivery with community work, children and young people and health and wellbeing.

3.4 **Funding Potential: Grants.** A health and wellbeing focus opens up opportunities to raise funds from a much wider range of grant funders. Previously, our focus has been short-term project funding through arts and heritage routes, but the work we propose to undertake means we can go through community focused funding such as National Lottery Community Fund who invest strategically to improve outcomes from birth to later life.

For example, NLCF provides the *Bringing People Together Grant* to develop social cohesion and fight social isolation.

- 3.5 **Funding Potential: Commissioning model.** Discussions so far have suggested the County Museum could provide long-term support for people with learning disabilities, social prescribed activities to improve mental health, skills and employability within the museum/in outreach supporting people in line with Worcestershire's public health objectives.

We have had positive conversations with County Council departments in commissioning and public health, and also with 3rd sector organisations such as the Health and Wellbeing Recovery College.

We are currently in discussion with Worcestershire County Council's commissioning staff looking at the viability of commissioning County Museum for day services.

- 3.6 **Funding Potential: Income earning.** Income earning will rely on making space available so we can achieve onsite wellbeing programming with organisations like the Dementia Centre. This will require appropriate space and facilities into the development planning around the County Museum's lease end.

The County Museum has established itself as a trusted pair of hands and inspirational space with community partners which has seen us approached by organisations to use our space. Where relevant, we provide them with extra activities on site.

- 3.7 **Funding Potential: Social prescribing.** Social prescribing enables health professionals to refer people to a range of local, non-clinical services to support people with a wide range of social, emotional or practical needs to improve wellbeing. Social prescribing seeks to address people's needs in a holistic way through community activities.

Museums Worcestershire has a real place to support social prescribing and are currently discussing opportunities with the relevant public health lead in Worcestershire County Council.

4. Next Steps

- 4.1 Establish relationships across public health, integrated health services and councils.
- 4.2 Apply for external funding to commission a specialist consultant to undertake data and cost analysis of programming and offer recommendations for programming
- 4.3 Finalise partnership discussions and make a financial delivery plan for health and wellbeing activities at County Museum.
- 4.4 Feed into the post-lease-end planning for County Museum to ensure that the facilities required are included.
- 4.5 Return to this committee with an update on progress, including a plan for implementation with measures of success, in spring 2024.

Ward(s):

Contact Officer:

Supporting Documents:

All wards

Gemma Dhami, Tel: 01299 250416, email:

gemma.dhami@worcester.gov.uk

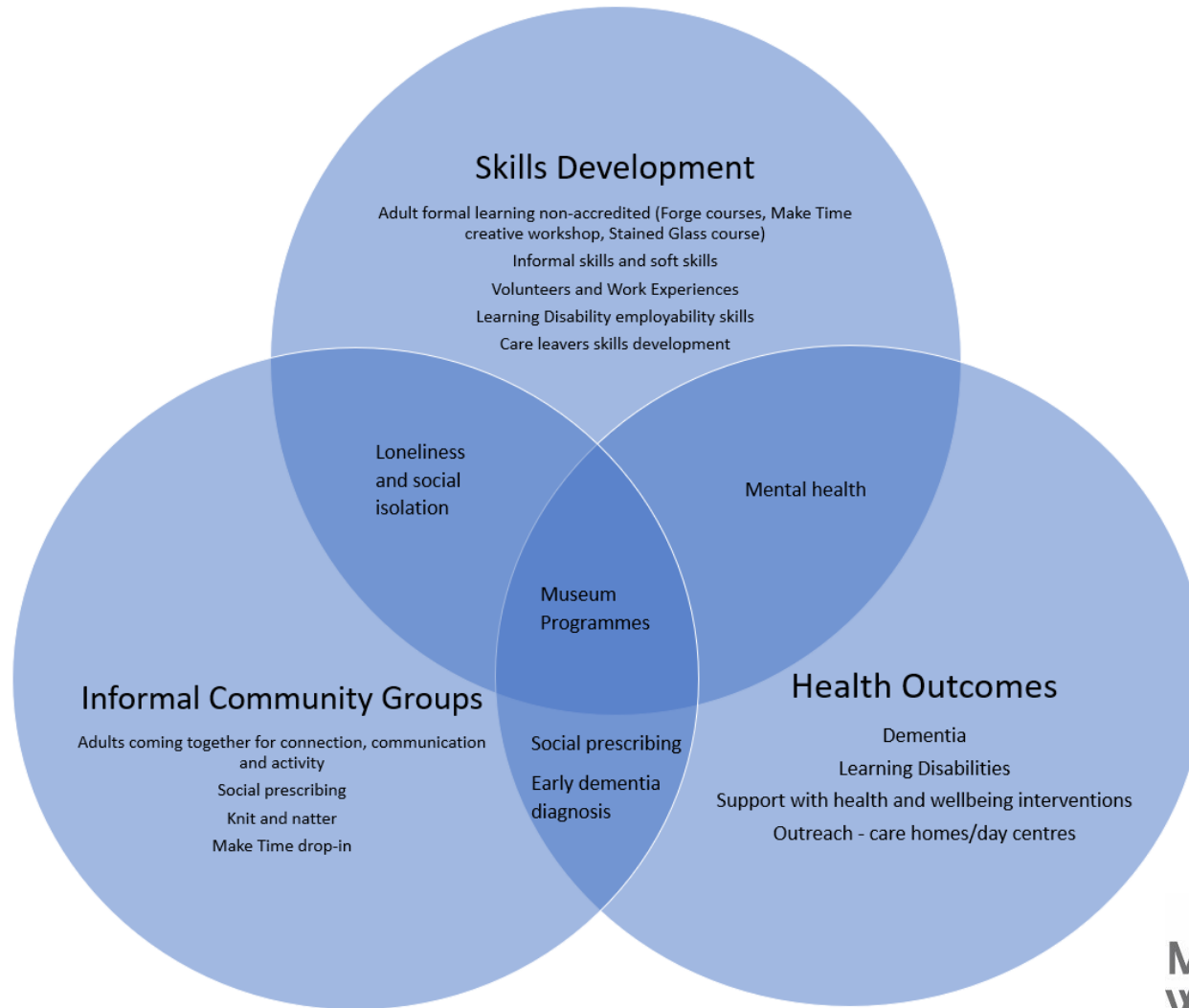
Appendix 1: Diagram of Health & Wellbeing Work

Appendix 2: Draft Museums Worcestershire Wellbeing Manifesto

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Museum Service

Community Wellbeing Programme



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Wellbeing Manifesto

Museums Worcestershire strives to find remarkable ways in everything it does to change lives. The evidence of culture supporting health and wellbeing is well documented, and we implement these experiences through the skills of our team and the stories in our collections.

Types of engagement to improve health and wellbeing at our museums can be as small as a moment in front of a painting or in our atmospheric buildings, taking part in regular weekly activities or reminiscence session, or dedicated health focused sessions. All of these things have a positive impact on wellbeing and enable people to be less lonely, better at communicating and develop new skills.

Museums Worcestershire's Statement of Purpose outlines our dedication to health and wellbeing through:

- Being relevant by understanding our visitors and those who engage with us, and being responsive to their needs
- Being ambitious by fulfilling museums' ability to change lives, in both every day and extraordinary ways
- Being dedicated by ensuring all at Museums Worcestershire have a shared aim to make a difference to our communities and visitors

Read our full Statement of Purpose here [Museums-Worcestershire-Strategic-Plan-2019-2024.pdf](https://museums Worcestershire.org.uk/Museums-Worcestershire-Strategic-Plan-2019-2024.pdf)
(museums Worcestershire.org.uk)

Museums Worcestershire follows the NEF 5 ways to wellbeing



Connect - Through meeting in our cafes, speaking with our team and meeting new people at our events, through connecting with your heritage and culture, our special community projects dedicated to you (add link to projects?)

Be active – by walking our outdoor spaces and exploring our buildings

Take Notice – of our exhibitions and displays and taking part in our onsite activities, step foot into other people's experiences

Keep learning – by learning new things in our exhibitions, attending our curators talks, our reminiscence sessions and our heritage skills courses

Give – time and expertise by volunteering, give quality time to your friends and family with shared experiences

Read the full 10 year Worcestershire Joint Local Health and Wellbeing Strategy here [Health and Wellbeing Strategy 2022 to 2032 | Worcestershire County Council](#)

Museums Worcestershire Learning Manager 10/02/2023



Report to: Joint Museums Committee, 2nd March 2023

Report of: Museums Manager

Subject: MUSEUMS WORCESTERSHIRE SERVICE PLAN 2023-24

1. Recommendation

1.1 That the Joint Committee approve the service work plan for 2023-24.

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 following annual service work plans. 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.
- 2.5 Worcestershire Heritage, Art & Museums, the registered charity established to support the Museums Worcestershire museums, has started looking at its strategic funding priorities.

In 2022, it ran its first fundraising campaign to support the acquisition for the City's collection of two paintings by Dame Laura Knight. In 2023, the charity trustees agreed to raise additional funds towards and support another art acquisition later in the year. In addition, the charity also adopted a broad theme to support projects that increase access, particularly reaching those for whom coming to a museum is a barrier.

- 2.6 The Museums Accreditation Standard requires planning documents for the current and subsequent planning year, approved by the governing body. For the Museums Worcestershire museums, these requirements are met by the annual service plan and the 5-year strategic plan. The format used for the 23-24 Service Plan has been adjusted from previous years to additionally include information about resources and staff to support meeting the standard.

3. Preferred Option

- 3.1 The proposed 2023-24 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 funding 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 23-24 service plan.

4.4 Corporate/Policy Implications

There are no corporate or policy implications to the proposed work.

4.5 Equality Implications

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

4.6 Human Resources Implications

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

4.7 Health and Safety Implications

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

4.8 Social, Environmental and Economic Implications

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

| | |
|-----------------------------|---|
| Ward(s): | All wards |
| Contact Officer: | Philippa Tinsley, Tel: 01905 25371, email: philippa.tinsley@worcester.gov.uk |
| Supporting document: | Draft Museums Worcestershire Service Plan 2023-24 |

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MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2023-24

| Key Priorities | Actions | | |
|----------------|---------|------------|-----------|
| | What | Milestones | Resources |

| 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 <i>Measures of success:</i> <ul style="list-style-type: none">Visitor numbersEconomic Impact | | Curate an ambitious programme of exhibitions at Worcester City Art Gallery & Museum supported by partners <ul style="list-style-type: none">evaluate Laura Knight exhibition financial and visitor performance to inform future exhibitions strategy at the Art Gallery & Museum | March 2024 | <i>Lead:</i> Senior Curator Collections and site staff <i>Core budget & income:</i> income unsecured |
| | | Undertake a series of events and programming across sites celebrating the King’s Coronation | May 2023 | <i>Lead:</i> Commandery & Hartlebury Manager Site staff <i>Core budget & County Council project funding:</i> secured |
| | | Implement campaign of national marketing and publicity for The Commandery and Worcester’s heritage, in liaison with Worcester BID | August 2023 | <i>Lead:</i> Museums Audiences Manager External suppliers <i>PED City Plan allocation & partner funding:</i> secured |
| 2. Capital developments <i>Measures of success:</i> <ul style="list-style-type: none">Decision points to progress | | Support Military Museum trusts on the redevelopment of the Worcestershire Soldier display, at The Commandery: <ul style="list-style-type: none">Mercian Museum Trust’s Heritage Lottery applicationenabling works undertaken with new reception and shopfuture learning strategy | June 2023 February 2024 May 2023 | <i>Lead:</i> Museums Manager Working group, learning staff and external consultants <i>Townsfund for City elements:</i> secured, partner additional funding unsecured |
| | | Plan future developments at Worcester Art Gallery & Museum: | March 2023 | <i>Leads:</i> Senior Curator and Museums Manager |

| Key Priorities | | Actions | | |
|--|--|---|---|--|
| | | What | Milestones | Resources |
| | | <ul style="list-style-type: none"> new city collection art galleries, investigating additional external funding to extend displays review ground floor use with Property team | | Property staff <i>Core budget:</i> secured for investigation phase |
| | | Work with the County's Property team to present options following the ends of lease for both the Collections Centre Store and the County Museum to: <ul style="list-style-type: none"> Joint Museums Committee County Council Cabinet | June 2023 November 2023 | <i>Lead:</i> Museums Manager Property, finance and legal staff <i>Core budget & County Council property funding:</i> secured for investigation phase |
| STRATEGIC AIM 2 | Strengthen the core. Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise. | | | |
| 3. Prepare for anticipated 2024 accreditation application. <i>Measure of success:</i> <ul style="list-style-type: none"> <i>Application submission</i> | Complete review of museum policies to guide future work <ul style="list-style-type: none"> collecting policies audience development plan | November 2023 | <i>Leads:</i> Senior Curator and Museums Audiences Manager Collections and site staff <i>Core budget:</i> secured | |
| | Review, rationalise and return long-term loans | March 2024 | <i>Lead:</i> Senior Curator Collections staff <i>Museum reserve:</i> secured | |
| 4. Focus collections towards more engagement. | Plan further access around under-utilised important collections | January 2024 | <i>Lead:</i> Senior Curator Collections staff | |

| Key Priorities | | Actions | | |
|---|--|--|-----------------------------------|--|
| | | What | Milestones | Resources |
| <p><i>Measures of success:</i></p> <ul style="list-style-type: none">Website and social media PIsAnnual acquisition report | | <ul style="list-style-type: none">Be part of Mindsets and Missions science museums for the future cohort planningSubmit designation application for City’s significant glove collectionAcquire artwork for City Collection | | <p><i>UK Research & Innovation funding:</i> secured</p> <p><i>Core funding:</i> secured</p> <p>Lead: Museums Manager</p> <p><i>Charity funding:</i> some unsecured</p> |
| | | Redesign website to improve communication with all audiences about the service | December 2023 | <p><i>Lead:</i> Museums Audiences Manager</p> <p>Site, Learning and collections staff</p> <p><i>Core funding:</i> secured</p> |
| | | Support County Council Property team to fully take on corporate landlord role for County Museum | October 2023 | <p><i>Lead:</i> Commandery & Hartlebury Manager</p> <p>County Council staff</p> <p><i>Core funding:</i> secured</p> |
| STRATEGIC AIM 3 | Learn from our audiences and improve. Respond to feedback and data to broaden our engagement and prioritise annual work programmes. | | | |
| <p>5. Seek audience and resident direction on development in their museums</p> <p><i>Measures of success:</i></p> <ul style="list-style-type: none">Consultation participantsSatisfaction PI | | <p>Undertake public consultation to shape future projects</p> <ul style="list-style-type: none">Worcestershire SoldierWorcestershire County Museum | <p>May 2023</p> <p>March 2024</p> | <p><i>Lead:</i> Commandery & Hartlebury Manager</p> <p>External consultants and County Council teams</p> <p><i>Core funding and Townsfund:</i> secured</p> |

| Key Priorities | | Actions | | |
|--|---|--|---------------|--|
| | | What | Milestones | Resources |
| | | Re-display Worcester City Art Gallery & Museum activity space, working with local residents to shape interpretation and meet their needs | March 2024 | Lead: Senior Curator Collections, Learning and site staff Arts Council England project funding: secured |
| STRATEGIC AIM 4 | Make a difference in our communities. Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county. | | | |
| 6. Maximise wellbeing impacts and access opportunities into service delivery <i>Measures of success:</i> <ul style="list-style-type: none"> Wellbeing PI Volunteers PI Grant funding | | Plan development of programming at County Museum, integrating additional streams of health & wellbeing programming and maximising access | November 2023 | Leads: Commandery & Hartlebury Manager and Museums Learning Manager Site and learning staff Project funding: unsecured |
| | | Increase volunteering and training opportunities across sites and offsite Investigate structures to enable capacity to manage volunteers | July 2023 | Lead: Museums Learning Manager Learning and site staff Core funding: secured |
| | | Work with Worcestershire Heritage, Art & Museums and other grant funders to develop schemes that remove barriers to accessing museums for local people | December 2023 | Lead: Museums Learning Manager Learning and site staff Project funding: unsecured |
| 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. | | | |

| Key Priorities | Actions | | |
|---|---|---------------|--|
| | What | Milestones | Resources |
| 7. Develop the range of income streams <i>Measures of success:</i> <ul style="list-style-type: none"> Income PIs Donations | Introduce bespoke merchandise lines at Worcester Art Gallery & Museum | June 2023 | <i>Lead:</i> Museums Audience Manager Retail staff <i>Core funding and income:</i> income unsecured |
| | Support Worcestershire Heritage, Art & Museums to raise donations and maximise gift aid | March 2024 | <i>Leads:</i> Museums Audience Manager and Museums Manager Site and finance staff <i>Core funding:</i> secured |
| | Maximise room hire opportunities by resolving barriers to success <ul style="list-style-type: none"> Review insurance position of room hire Review and renew Commandery's wedding licence | December 2023 | <i>Lead:</i> Museums Audience Manager Site and finance staff <i>Core funding and income:</i> income unsecured |



Report to: Joint Museums Committee, 2nd March 2023

Report of: Museums Manager

Subject: JOINT MUSEUMS COMMITTEE WORK PROGRAMME

1. Recommendation

- 1.1 That the Joint Committee note its future work programme and consider whether there are any additional matters it would wish to be incorporated.**

2. Background

- 2.1 In order to allow the Joint Committee to manage its future work programme, a list of anticipated items for 2023, as set out in the rolling agenda managed by Worcester City Council Democratic Services team, has been included in section 3 below.
- 2.2 The Museums Worcestershire Strategic Plan 2019-2024 was adopted in June 2019 and reviewed at the Committee's workshop in January 2022. Those discussions gave direction towards the work plan priorities for 2022-23, 2023-24 and onwards.
- 2.3 The programme of reporting and decisions required to fulfil the Strategic Plan is included in this work programme.
- 2.4 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 8 June 2023, at The Commandery. A pre-meeting to view the new Escape Rooms can be arranged.

The meeting to cover:

- 1) Election of Chair and Appointment of Vice Chair
- 2) 22-23 Annual Review and Performance
- 3) Finance 4th Quarter Monitoring Report
- 4) Collections Projects Review
- 5) County Museum and Collections Centre Development Review
- 6) Joint Museums Committee Work Programme

3.2 Provisionally set for 7 September 2023, at the County Museum at Hartlebury Castle.
The meeting to cover:

- 1) 2023-24 Quarter 1 Performance
- 2) Finance 1st Quarter Monitoring Report
- 3) Accreditation
- 4) Heritage Marketing
- 5) 2024 Fees & Charges
- 6) Joint Museums Committee Work Programme

3.3 Provisionally set for 16 November 2023, at Worcester City Art Gallery & Museum.
The meeting to cover:

- 1) 2022-23 Quarter 2 Performance
- 2) Finance 2nd Quarter Monitoring Report
- 3) Budget (if required)
- 4) Tickenhill Trust Annual Report
- 5) Joint Museums Committee Work Programme

3.4 Provisionally set for 7 March 2024, 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
- 5) Health & Wellbeing Programmes
- 6) Joint Museums Committee Work Programme

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