

## **JOINT MUSEUMS COMMITTEE**

### **AGENDA**

**Date: Thursday, 15th June, 2023**

**Time: 4.00 pm**

**Venue: The Commandery**

## **JOINT MUSEUMS COMMITTEE**

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

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

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

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

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

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**Joint Museums Committee  
Thursday, 15 June 2023**

**Members of the Committee:-**

Chair:  
Vice-Chair:

Councillor Patricia Agar (LCo)  
Councillor Adrian Gregson (L)

Councillor Marcus Hart (C)  
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 - 4

Of the meeting held on 2<sup>nd</sup> March 2023 to be approved and signed.

5. **Election of Chair**

To elect a Chair for the ensuing year. (The Museums Shared Services Agreement stipulates that the position of Chair should be alternated between members representing different authorities. Therefore the Chair should be a representative of Worcester City Council).

6. **Appointment of Vice-Chair**

To appoint a Vice-Chair for the ensuing year. (The Museums Shared Services Agreement stipulates that the position of Vice-Chair should be alternated between members representing different authorities. Therefore the Vice-Chair should be a representative of Worcestershire County Council).

7. **Museums Worcestershire Annual Review and Performance 2022-23**

Page(s): 5 - 30

Ward(s): All Wards

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

That the Joint Committee

1. approves the Museums Worcestershire Annual Review for 2022-23; and
2. note the information provided regarding performance in 2022-23 compared to previous years.

8. **Quarter 4 Finance Report 2022-23**

Page(s): 31 - 34

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 4th quarter ended 31st March 23.

9. **2023-2024 Budget and Museums Reserve**

Page(s): 35 - 38

Ward(s): All Wards

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

That the Joint Committee

1. approve the proposals set out in the report to meet a requested saving to the City Council's contribution to the service; and
2. designate part of the general museum reserve towards the upcoming major developments at its museums.

10. **Collections Update**

Page(s): 39 - 88

Ward(s): All Wards

Contact Officer: Deborah Fox, Senior Curator  
Tel:

That the Joint Committee

1. note the successful application to Arts Council England for the community co-curated Museum Voices Project;
2. approve the recommended disposal of the objects listed in paragraph 3.4, and delegate disposal decisions until April 2025 on objects damaged beyond repair or containing hazardous materials to the Museums Manager in consultation with the Chair and Vice Chair of this committee; and
3. approves the reviewed Worcester City and Worcestershire County Museum Collection Development Policies for the period 2023-2028.

11. **Worcestershire County Museum Future Options**

Page(s): 89 - 92

Ward(s): All Wards

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

That the Joint Committee

1. note the information regarding options for the future of Worcestershire County Museum; and
2. recommend to Worcestershire County Council their preferred option for consideration at a meeting of the Cabinet in September.

12. **Joint Museums Committee Work Programme**

Page(s): 93 - 94

Ward(s): All Wards

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

That the Joint Committee

1. note its future work programme and consider whether there are any additional matters it would wish to be incorporated; and
2. consider if it would like to make any changes to its current meeting pattern.

13. **Any Other Business**

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

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

The Joint 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 12 A of the said Act.

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

15. **Worcestershire County Museum Future Options Supporting Information**

Page(s): 95 - 98

Ward(s): All Wards

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

To consider the County Museum Future Options Supporting information which is classed as exempt as it is commercially sensitive.

**JOINT MUSEUMS COMMITTEE****2nd March 2023**

- Present:** Councillor Marcus Hart in the Chair  
Councillors Agar, Mrs L. Hodgson (Vice-Chair) 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  
Gemma Dhami, Museums Learning Manager

**37 Appointment of Substitutes**

None.

**38 Declarations of Interest**

None.

**39 Public Participation**

None.

**40 Minutes**

**RESOLVED: That the minutes of the meeting held on 17<sup>th</sup> November 2022 be approved as a correct record and signed by the Chair.**

**41 Quarter 3 Performance Report 2022-23**

The Joint Committee received a report on the performance for the 3<sup>rd</sup> quarter of 2022-23.

The Museums Audience Manager, in presenting the report, informed Joint Committee Members that as reported last quarter, visitors and user numbers appear to be back 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.

Joint Committee Members were informed that new income initiatives not yet included in the reported targets such as the Commandry'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.

The Museums Audience Manager drew the Joint Committee's attention to the post Covid visitors changes in comparison to 2018-19 data. This document only applied to the Worcester Art Gallery and Museum, the Commandry and Hartlebury data to be replicated.

The Joint Committee Members welcomed the report which provided very positive data.

**RESOLVED: That the Joint Committee note the performance information provided relating to the 3<sup>rd</sup> quarter 2022-23.**

#### **42 Quarter 3 Finance Report 2022-23**

The Joint Committee received the financial monitoring details, including budget variances for the 3<sup>rd</sup> Quarter ending 31<sup>st</sup> December 2022. The report provided information on the position at Quarter 3, including and explanation of main variances and reserves.

The Head of Finance presented the report and informed Joint Committee Members that the forecast year end performance at Quarter 3 is a surplus of £31,782, which was a testament to the management of the budget by the Museums Manager. The surplus would be transferred to the general reserve at year end.

The Museums Manager and Head of Finance responded to questions from Joint Committee Members on points of clarification.

**RESOLVED: That the Joint Committee note the financial monitoring details, including budget variances for the 3<sup>rd</sup> quarter ended 31<sup>st</sup> December 2022.**

#### **43 Canaletto Exhibition Review**

The Joint Committee considered a report on the review of the Canaletto Exhibition.

The exhibition had three aims which were highlighted at paragraph 2.2 of the report. To fund the costs of putting on such an ambitious exhibition, grant funding was sought and a charge was made for exhibition admission.

The Museums Manager in presenting the report outlined what impact the exhibition had for Worcester and its visitors and the learning points from holding the exhibition.

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. 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. The next stage of planning needs to find the right demands on capacity and management for the exhibition programme going forward.



The Museums Manager stated that the service needs to either plan towards a new structure to fund the continuation of 'Destination Exhibition' programming or significantly reduce this work. The preferred option was outlined in 3 action points at paragraph 4.1 of the report.

The Museums Manager and the Museums Learning Manager responded to questions from the Joint Committee Members who congratulated the staff on putting together such an excellent exhibition.

The Joint Committee Members approved the proposed 3 actions as set out in the report.

**RESOLVED: That the Joint Committee**

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

**44 Supporting Health and Wellbeing Outcomes**

The Joint Committee received a report on supporting Health and Wellbeing outcomes.

The Museums Learning Manager presented the report and provided Joint Committee Members with background to the County Museum Community Wellbeing, its core programming and project work highlighting several case studies. This was supported by a powerpoint presentation.

The three areas of programming were highlighted – informal community groups; health outcomes and skills development, Appendix 1 attached to the report referred. Examples of partnership working were outlined in paragraph 2.5 of the report.

The next steps were to bring together these areas of knowledge and expertise and expand the offer in a sustainable way to provide the most for communities. The County Museum aims to use the expertise of its experience in wellbeing to create a robust community programme. The vision for the work was set out in the draft Museums Worcestershire Wellbeing Manifesto, attached as Appendix 2 to the report.

The Museums Manager highlighted that permanent and casual staff are trained in delivery with community work, children and young people and health and wellbeing. Funding potential was covered in paragraphs 3.4-3.7 of the report.

The Assistant Director, Communities stated that the Health and Wellbeing Strategy had recently been approved and was proud that the Joint Museums were leading the way.

The Assistant Director, Communities and the Museums Learning Manager responded to questions from Joint Committee Members.

**RESOLVED: 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.**

**45 Museums Worcestershire Service Plan**

The Joint Committee considered a report on the Museums Worcestershire Service Plan for 2023-24.

The Joint Museums Committee is required to approve an annual service work plan under the terms of the Museums Agreement. The plan provides a detailed work programme for the forthcoming financial year based on the overall direction and strategic objectives within the strategic plan agreed in June 2019, there were highlighted in paragraph 2.2 of the report. The proposed 2023-24 Service Plan is attached as Appendix 1 to the report.

Worcestershire Heritage, Art and Museums, the registered charity established to support the Museums Worcestershire museums, has started looking at its strategic funding priorities.

The Museums Manager, in presenting the report, informed Joint Committee Members that the format for the 23-24 Services Plan has been adjusted from previous years to additionally include information about resources and staff to support meeting the Museums Accreditation Standards.

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

**46 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.**

**47 Any Other Business**

None.

**Duration of the meeting:** 10.00a.m. to 11.07a.m.

Chair at the meeting on  
15th June 2023



**Report to: Joint Museums Committee, 15th June 2023**

**Report of: Museums Manager**

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**Subject: MUSEUMS WORCESTERSHIRE ANNUAL REVIEW AND PERFORMANCE IN 2022-23**

**1. Recommendation**

**That the Joint Committee**

- 1.1 approves the Museums Worcestershire Annual Review for 2022-23; and**
- 1.2 note the information provided regarding performance in 2022-23 compared to previous years.**

**2. Background**

- 2.1 The Joint Museums Service Agreement requires the presentation of an annual report or review to the Joint Committee at its annual meeting. The proposed Annual Review for 2022-23 is appended to this report as an appendix.
- 2.2 The appended summary of annual performance indicators also gives an account of progress in delivering the work programme against service priorities and targets throughout. This performance data is used by Museums Worcestershire's management team to shape the priorities of upcoming work.

**3. Information**

- 3.1 The intention is to circulate the Annual Review to the key partners and stakeholders, as well as publishing the review, along with a text-only version for those who prefer it, on the museum service's website [www.museumsworcestershire.org.uk](http://www.museumsworcestershire.org.uk). The report will also be circulated to all City and County Councillors.
- 3.2 Some of the key points on performance in 2022-23 to note are:
  - Recovery across the heritage and cultural sector is bouncing back but performance at the Association of Leading Attractions (ALVA) sites shows visitor footfall is still on average 23% lower than in 2019. Audience Agency research this spring found that a third of cultural visitors are attending less than they did before the pandemic, with 60% saying that the cost-of-living increases are reducing their ability to attend cultural offerings. Worcestershire's museums visitor numbers do vary year-on-year depending on the event and exhibition programmes and the level of publicity, but in 22-23 they were 10% up on 2018-19 and 2% up on 2019-20 suggesting that our sites are performing better than the sector as a whole.

As a result, the economic impact of our museums for the local economy has increased from previous years, up nearly £0.5million to £2.4million.

- We continue to learn more about schools' ability to support educational visits and what they most want out of their museums. At the Art Gallery & Museum we have supported schools enjoying self-led visits to the exhibitions this year. Last year we trialled sessions for early years children which were very successful, but these settings do not have budget to continue unless externally funded. These findings are helping us shape the learning offer for the future.  
Young people are always the hardest demographic to attract into museums, but our survey during the Canaletto exhibition has given us additional information to support that work.
- This was the second year where we regularly surveyed visitors and event participants using the UCL wellbeing framework to assess the health impact of a museum visit. We use this to support the development of our sessions. In 2021-22 our sessions saw a 14% average increase in positive mental wellbeing, and this increased in 22-23 to a 22% increase.

3.3 Visitor comments continue to be overwhelmingly positive. These are collated regularly and reviewed by the museum management team, feeding into forward planning. The below from Commandery visitors show the success of the increased interpretation added over the last five years:

*20/10/2022 – Mightily impressive glimpse into the past thoroughly enjoyed myself, Thank you*

*15/10/2022 – It was and extremely interesting experience my husband and I enjoyed all the history of the building*

*03/11/2022 – A wonderful place full of history, I'm from Worcester and had never been before, I was with my partner and his mother. Thank you for keeping a beautiful place still alive.*

*08/11/2022 – Fantastic. Superb explanations everywhere. Incredible building itself. 2nd visit and will return. So much to see, plenty of information. 5 star!!*

*16/11/2022 – Very good. Very good wheelchair access.*

*09/12/2022 – Great! Haven't been since the revamp, love all the new room set ups.*

*21/02/2023 – It was very enjoyable learning about the history of Worcester and I would like to come again soon.*

#### **4. Implications**

##### **4.1 Financial and Budgetary Implications**

Activity highlighted within the Annual Review 2022-23 was funded from the annual agreed core budget alongside £284k of earned income and £158k of work that was externally funded.

##### **4.2 Legal and Governance Implications**

There are no legal and governance implications to this report.

4.3 Risk Implications

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

4.4 Corporate/Policy Implications

There are no corporate or policy implications to this report.

4.5 Equality Implications

There are no identified equality implications to this report.

4.6 Human Resources Implications

There are no human resources implications to this report.

4.7 Health and Safety Implications

There are no health and safety implications to this report.

4.8 Social, Environmental and Economic Implications

There are no negative social, environmental and economic implications to the highlighted work. The Annual Review 2022-23 contains information on positive impacts of museums' work.

**Ward(s):**

**All wards**

**Contact Officer:**

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

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

**Background papers:**

**Appendix 1: Draft 22-23 Annual Review**

**Appendix 2: Performance 2022-23**

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# Museums Worcestershire Annual Review 2022-2023







## Our Museums - Worcester City Art Gallery & Museum

A grant from Art Fund was pivotal in realising the ambitions of the *Japanese Masters* project.

The support enabled us to develop an inspiring exhibition, bring important artworks from Tate and Bristol Museum & Art Gallery to Worcester, and provide resources and workshops for schools, groups and families, audio tours and events.

“Absolutely stunning. Many of us need exhibitions like this – it nourishes the mind, heart and soul thank you.”

Visitor to *Hokusai's Great Wave: Reflections of Japan* exhibition

A commitment to broadening access to exhibitions included a collaboration with Sight Concern and INSight on the development of audio tours, gallery sessions and braille labels.

“The exhibition with the wonderful audio description brought everything back to me and I felt quite emotional going round, not just with the memories but with grateful thanks to the efforts you have put into making this more accessible to people like me.”

Visitor to *The Magic of Middle Earth* exhibition



“Thank you for putting on the Mary Anning workshop. No one else likes fossils in my class but I’ve been able to make a friend my age who likes them too.”

Young participant in the *Meet Mary Anning* workshop

Responding to feedback, development of a programme of themed trails, activity bags, workshops, events, and sensory bags has provided Worcestershire families with more ways to enjoy their Art Gallery & Museum, and to connect with their world.

Worcester City Art Gallery & Museum exhibition catalogues that accompanied the *Canaletto: A Venetian’s View*, *Benjamin Williams Leader: A Homecoming* and *From the Cornish Coast to the Malvern Hills* exhibitions were acquired by the prestigious Paul Mellon Centre for Studies in British Art library.

# Canaletto: A Venetian's View

October 2022 – January 2023

From the Woburn Abbey Collection, Worcester City Art Gallery thanks His Grace the Duke of Bedford & the Trustees of the Bedford Estates



“What a privilege to see such international treasures here in Worcester”

“Fantastic! It is brilliant to be able to view this exhibition in Worcester - thank you for bringing this work to our city.”



## Partners and participants

Compton Verney, Tate, Birmingham Museums  
Hereford College of Art, University of Worcester  
Sight Concern, Home Educators, InSight,  
Ukrainian guests



Background image  
courtesy Peter Lopeman  
Featured in *The Times*



Visitors from outside Worcester 66%

As part of their visit to Worcester



Economic impact for Worcester £480,000

## Our Museums – The Commandery

“Extremely enlightening and we absolutely loved the museum and the approach to talking about history. We leave the Commandery wiser and knowing a bit more about our city’s history. Well worth a visit!”

Commandery visitor

900 visitors attended the annual Living History event, and 200 children enjoyed an Easter trail.

Worcestershire Poet Laureate Leena Batchelor became The Commandery’s first Poet in Residence.

New audio benches enable visitors to sit in view of Fort Royal Hill and listen to the thoughts of Royalist and Parliamentarian soldiers involved in the Battle of Worcester.



Continuing our approach to diversifying income, *Commandery Quest*, an interactive Escape Room experience launched in November 2022. So far 375 players have taken on the Quest which has brought in more than £6k in new income.

“The right level of challenge without being impossible. Lovely to have it housed in a historic building and be tied into the building’s history. Highly recommended.”

Escape Room player



“Coming from a different country, I really learnt a lot about my new hometown. Thank you.”

Ukrainian guest attending a welfare session at The Commandery

The Commandery’s Civil War collections became the focus of community-led welfare sessions for Ukrainian refugees.

The guests were curious to learn about the history of their new home including, unexpectedly, difficult times of conflict and war such as the Battle of Worcester in 1651 and its parallels to the conflict in Ukraine.

Working with *Action for Children*, The Commandery created a 'mini Pride' event for *Trancakes* and *Safe Space* – support groups for young people exploring their gender identity, and their parents and carers.

“A huge thanks to the Commandery for all their support... making sure that the space was suitable and safe for everyone attending. For most of the group, it was their first time in the Commandery, and they felt welcomed by the team.”

Ness Cole - *Action for Children*, West Midlands



## Our Museums - Worcestershire County Museum at Hartlebury Castle

The County Museum attracted almost 22,000 visitors representing a 12% increase on pre-pandemic attendance; a huge achievement at a time when visitor numbers across the museum sector were struggling to return to pre-Covid levels.

168 visitors attended a Gypsy, Roma & Traveller themed event, funded by the John Ellerman Foundation, involving storytelling, craft activities and performance by *Crystal's Vardo* theatre, bringing new audiences to the museum.

76 looked-after children and their families enjoyed a magical visit to Santa's grotto.

"I loved today. We had a tea party, rode a rocking horse and had a blast!"

Simon, aged 7

The historic blacksmith's forge is now in regular use for *Introduction to Blacksmithing* courses which support the museum's funding as well as participants' wellbeing.

"The course was very hands-on and was great fun, and the art of working with metal was far more therapeutic than I expected."

Blacksmithing course participant

"Amazing place for children and adults, such a variety of things to do and very informative. Staff are such a great crowd of people. Will definitely recommend and be back."

Visitor to Hartlebury Castle



“The residents had an amazing time, it really uplifted them and improved their mood, not just on the day of the session, but afterwards, too.”

Support worker from a residential care home

Continuing our work with people living with dementia and their carers, the *Suitcase Stories* model using museum objects to support communication through reminiscence was brought on-site to the museums with sessions delivered at Worcestershire County Museum and The Commandery.

Hartlebury Castle is now the chosen location for *Age UK's* local dementia day centre.

*Make Time* sessions at Worcestershire County Museum organised formal creative activities, offering a solution to local issues of loneliness and social isolation and helping participants to develop new skills.

A 12% improvement in wellbeing was reported across the sessions.

“Working with my hands is relaxing and distracts me from daily concerns.”

*Make Time* participant

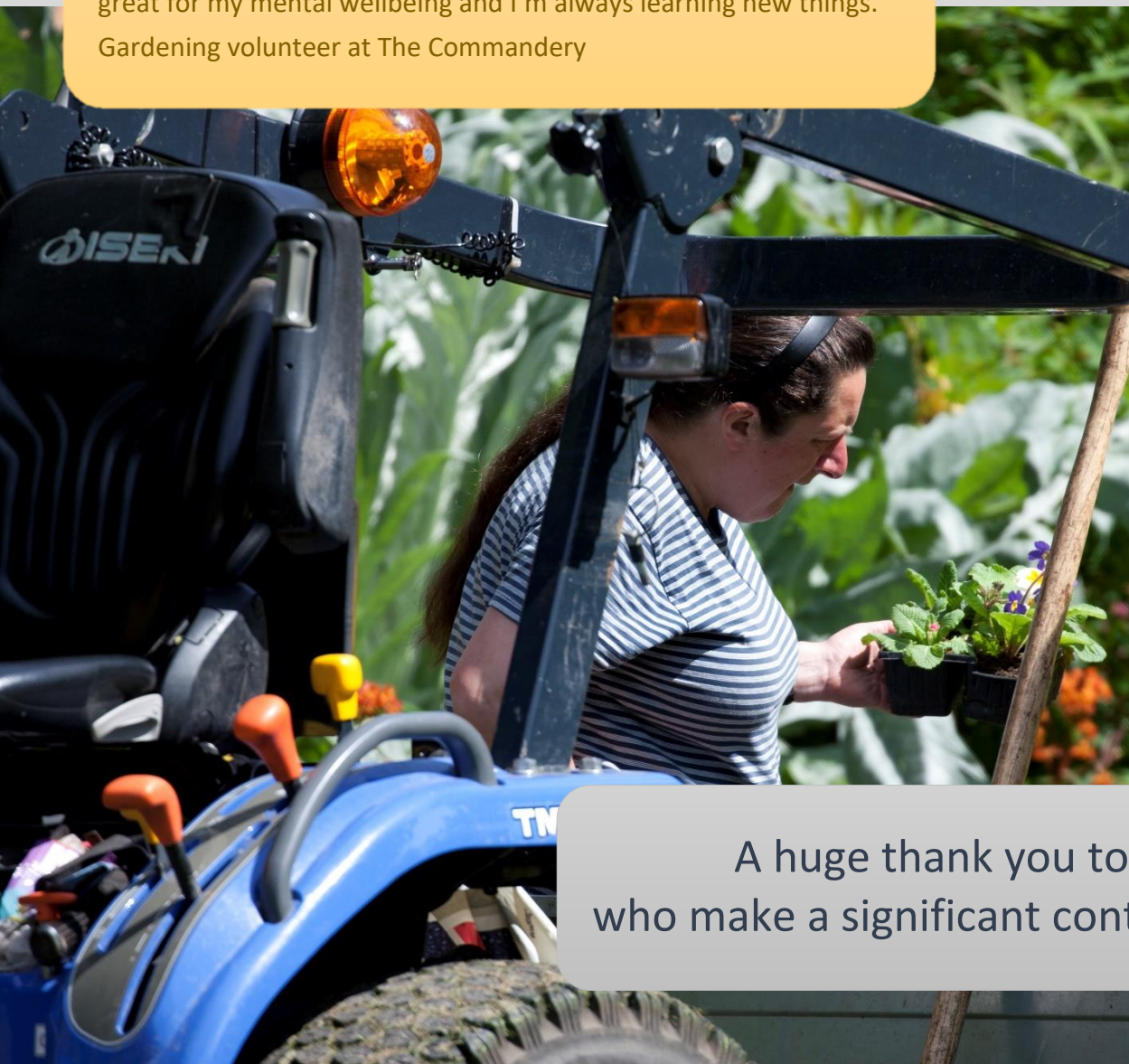


# Volunteers

More than 3,000 hours given across the museums, by 31 volunteers.

“What I love most about volunteering here is knowing that I’m making a difference. Being outdoors and connecting with others is great for my mental wellbeing and I’m always learning new things.”

Gardening volunteer at The Commandery



A huge thank you to all our volunteers, who make a significant contribution to the museums.

Training the workforce of the future

Two Year 12 students and two university students enjoyed work experience, taking part in the day-to-day experience of everything that happens in a museum.







## Museum Collections at the Heart of Community Engagement

The *Glove Affair* project, funded by the Esmee Fairbairn Foundation, demonstrated how museums could improve people's lives by using links to heritage and culture to tackle serious social issues.

By partnering with local welfare groups, the project took museum collections out to isolated communities; offered wellbeing and welcome sessions for refugees; and piloted the use of science collections to build confidence in looked-after children.

It also helped preserve and share the legacy of the gloving industry, Worcester's greatest global output.

"We are still smiling remembering our beautiful session at the museum. The adults said that they enjoyed the environment and the children all wanted to come back again and were either 'very happy face' or 'excited face'. Thoroughly enjoyed the session. Lovely to see the children socialising again."

Comment following session with looked-after children

## Learning

4,373 students visited the museums.

128 outreach boxes loaned to schools, supporting at least 3,840 children with their classroom learning.

The Art Gallery & Museum trialled new self-led resources, feedback from these will inform the development of a new schools offer.

The Commandery learning team delivered 87 school sessions – *Get Ready for Battle* was the favourite, with 37 sessions during 2022/23.

New learning volunteers supported educational visits.

“The resources were brilliant, the children loved that they could get involved practically. Being in role as Florence Nightingale kept the children engaged throughout. They have remembered so much from the visit and are applying this knowledge in lessons now.”

Teacher, Worcestershire County Museum outreach session

“It’s great that there is something linked to history on offer for families through HAF. My son loves coming here!”

HAF participant parent



The Holiday Activities and Food (HAF) programme, funded by the Department for Education, is open to children from reception to year 11 who receive benefits-related free school meals or have been referred. 69 children took part across the 3 museum sites. This was extended by Museums Worcestershire to enable whole families to participate in activities together.

## Museums as Environmental Educators

210 school children visited the Art Gallery & Museum to see the *Watermark* exhibition of contemporary artworks exploring the theme of flooding, curated by Meadow Arts. Students also engaged with the *Severn Rising* climate change awareness game.

The retail team lobbied suppliers for an environmentally friendly option to plastic wrap on greetings cards and sourced environmentally conscious suppliers for the museum shops.

Our local-authority property teams installed energy-efficient heaters at the County Museum and energy-saving LED lighting at the Art Gallery & Museum.

New glove archive pod at the Collections Store uses LED lights and is insulated and heated by an energy efficient thermostatically controlled system to save power.



“Museums allow people to study what came before us, to celebrate achievements and learn from mistakes. Worcester City Art Gallery & Museum holds a natural history collection that catalogues species present in 19th-century Worcestershire. Many samples are not present today in areas of the county or may not bloom in the months that they once did. Our land is still green and pleasant, but far less diverse than it was during the time of William Blake or even the time of Edward Elgar.”

David Nash, Social History Curator



## Worcestershire Heritage, Art & Museums

Charity registration number: 1197448

One year old, the new charity spear-headed a fundraising campaign to bring two major acquisitions by Dame Laura Knight into Worcester's collection.

The paintings had their first viewing in the exhibition *From the Cornish Coast to the Malvern Hills*.

These acquisitions enhance Worcester's British Impressionist collection, with the ambition that Worcester becomes a centre for its study and display.

*Beulah No.2* and *Lake Windermere and the Langdale Pikes* were purchased with support from Art Fund, the Arts Council England/V&A Purchase Grant Fund, Worcestershire Heritage, Art & Museums Charity and kind donations from Art Gallery & Museum Members

**Thank you** to all our visitors, these are your buildings and your collections, we hope our work helps you to enjoy them.

**Thank you** to our Councils, supporters and funders for enabling us to make a positive impact on the lives of so many of our communities.

**Thank you** to the team at Museums Worcestershire who pour their enthusiasm, expertise and dedication into making our museums welcoming and inclusive spaces for everyone to enjoy.

## Looking Forward

Work with our partners, the Military Museum trusts towards the new display of the Worcestershire Soldier exhibition at The Commandery.

Funding from the Towns Fund and Worcestershire Heritage, Art & Museums enables the planning of future developments at the Art Gallery & Museum including a new gallery for the permanent display of the fine art collection.

Development planning for Worcestershire County Museum will forge new health & wellbeing programming for Worcestershire residents.



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## PERFORMANCE

	2018-19	2019-20	2020-21	2021-22	2022-23
Number of visitors Worcester City Art Gallery & Museum	56,543	67,821	12,756	52,161	64,826
Retail income	£25,900	£22,444	£6,764	£22,403	£27,877
Café income	£0	£4,334	£0	£0	£2,099

Number of visitors The Commandery	16,111	13,285	2,923	12,582	15,193
Admissions income (incl schools)	£42,738	£34,171	£9,866	£45,681	£51,940
Retail income	£13,218	£9,117	£384	£9,761	£12,203
Café income	£4,895	£5,546	£10,623	£17,443	£15,896
Room hire income	£12,502	£5,109	£0	£11,490	£9,983

Number of visitors Hartlebury Castle	19,627	18,809	5,790	18,516	21,895
Admissions income (incl schools)	£49,801	£47,788	£9,245	£41,850	£55,574

Website sessions (users)	283,645 <i>(page views - roughly equivalent to 94,548 users)</i>	95,794	78,420	151,596	185,710
Social media followers			New PI	21,021	22,548
Children and young people engaging as part of formal education programme	5,498	5,804	1,275	8,062	8,213
Learning resource loans	119	228	39	121	128
Number of learners engaged in informal education programme, adults and children	4,816	5,189	3,228	5,876	6,484
Number of volunteer hours contributed	3,975	3,942	2,479	1,958	3,041
Average improvement in wellbeing experienced by museum visitors			New PI	14%	22%

Number of objects newly on display, City collection	205	170	53	57	61
Number of objects newly on display, County collection	146	12	0	50	61
Number of objects lent to other venues	55	27	47	35	61
Visitor numbers at those venues	740,000	45,700	8,077	76,055	92,442

## SATISFACTION

Both authorities included questions about satisfaction with the area's cultural facilities that are relevant to museums in their 2022 residents' survey.

WORCESTER CITY COUNCIL	Satisfied			
	2019	2020	2021	2022
Arts and cultural activities and facilities (Guildhall, Commandery and Museum & Art Gallery)*	67.88%	61.89%	63.37%	65.52%

WORCESTERSHIRE COUNTY COUNCIL		2021	2022
BOTH SERVICE USERS AND NON-USERS How satisfied or dissatisfied are you with each of the following services provided or supported by Worcestershire County Council?: Museums/galleries	Very satisfied	13%	12%
	Fairly satisfied	36%	40%
	Neither satisfied nor dissatisfied	43%	41%
	Fairly dissatisfied	4%	5%
	Very dissatisfied	3%	2%
	<b>Satisfied</b>	<b>50%</b>	<b>52%</b>
	<b>Dissatisfied</b>	<b>7%</b>	<b>7%</b>
SERVICE USERS ONLY How satisfied or dissatisfied are you with each of the following services provided or supported by Worcestershire County Council?: Museums/galleries	Very satisfied	17%	15%
	Fairly satisfied	48%	52%
	Neither satisfied nor dissatisfied	30%	27%
	Fairly dissatisfied	4%	6%
	Very dissatisfied	1%	0%
	<b>Satisfied</b>	<b>66%</b>	<b>67%</b>
	<b>Dissatisfied</b>	<b>5%</b>	<b>6%</b>



## FORMAL EDUCATION REACH PROFILE

COMMANDERY	2019-20	2021-22	2022-23
<i>Early Years</i>	0	0	0
<i>KS1</i>	1%	1%	2%
<i>KS2</i>	52%	75%	81%
<i>KS3</i>	45%	23%	13%
<i>KS4</i>	0	0	0
<i>KS5</i>	2%	1%	0
<i>Home Ed</i>	0	1%	1%
<i>SEN</i>	0	0	2%

HARTLEBURY	2019-20	2021-22	2022-23
<i>Early Years</i>	3%	0	0
<i>KS1</i>	74%	46%	72%
<i>KS2</i>	21%	51%	22%
<i>KS3</i>	0	3%	0
<i>KS4</i>	0	0	2%
<i>Home Ed</i>	0	0	0
<i>SEN</i>	2%	0	0
<i>mixed</i>	0	0	3%

ART GALLERY	2019-20	2021-22	2022-23
<i>Early Years</i>	0	11%	0
<i>KS1</i>	13%	27%	30%
<i>KS2</i>	29%	6%	
<i>KS3</i>	3%	7%	26%
<i>KS4</i>	0	14%	
<i>KS5</i>	0	6%	9%
<i>SEN</i>	9%	6%	13%
<i>UNIVERSITY</i>	23%	8%	4%
<i>Home Ed</i>	23%	15%	17%

## ECONOMIC IMPACT OF MUSEUMS ON THE LOCAL COMMUNITY

Visits to Museums Worcestershire museums brought in additional off-site local spend of:

Art Gallery & Museum £1,469,222

The Commandery £402,533

Hartlebury Castle £531,176

**Total Economic Impact from Museums Worcestershire's Museums in 2022-23 = £2,402,931**

**Past performance for comparison:**

Economic Impact of Museum Worcestershire Visits in **21-22 = £1,934,599**

Economic Impact of Museums Worcestershire Visits in **2020-21 = £338,111**

Economic Impact of Museums Worcestershire Visits in **2018-19 = £1,492,900**

*Calculated using visitor numbers and data from Audience Finder, using industry-standard Association of Independent Museums methodology based on numbers of visitors, their distance of travel, and their standard associated spend during their stay on food, parking, hotels and other purchases (£22.13 for a local visit, £44.25 for a day visit and £76.45 for an overnight visit).*

## CITY MUSEUM COLLECTION ACQUISITIONS 2022-23

Accession Number	Object	Nature of Acquisition
2022.1	Holbrookes card – A Sure Aid to Digestion. Holbrookes was main Worcestershire Sauce competitor to Lea and Perrins	Donation
2022.2	Elephant head skin. Came from the basement of the Barbourne Leather Works which belonged to donor's grandfather. Some of the same skin was donated to the museum in 1970s.	Donation
2022.3	Cook Islands Stamp. Depiction of Capt. James Cook statue designed by Thomas Brock (Worcester born sculptor). Donated by the Brock family on the anniversary year of his death.	Donation
2022.4	Painting of Gypsy Waggon by Ernest Waldron West (1904-1994, Evesham born). Accepted to support the Vardo Collection and the artists collection.	Donation
2022.5	Augustus John – Caravan sketches. Augustus John (1878 – 1961) Born in Pembrokeshire, Augustus Edwin John went to the Slade School in 1894 and befriended John Sampson who set up the Gypsy Lore Society. John read the lament at his funeral on top of Foel Goch. Sampson's gypsy Vardo, Esmeralda, is in the Worcestershire County Museum collection.	Purchase, supported by an individual anonymous donor
2022.6	Kurt Jackson artwork - Washing in the Sunshine, Kurt Jackson, mixed media on paper. Kindly donated by the artist. China clay link to Worcester porcelain.	Donation
2022.7	Covid Self Test Kit items – Covid Collection	Donation
2022.8	Pair of women's gloves made at Dents by donor's mother who worked at Dents.	Donation
2022.9	Charter Festival goblets from Peplows of Worcester (donor worked in Worcester in 1960s and the goblets are in pristine condition with full documentation from Peplows).	Donation
2022.10	Bronze bust of Sir Thomas Brock (Worcester-born sculptor). Donated by the Brock family on the anniversary year of his death.	Donation
2022.11	Set of 4 newspapers covering the death of Queen Elizabeth II who died at Balmoral Castle on 8 <sup>th</sup> September 2022 at the age of 96	Purchase
2022.12	Set of 4 newspapers covering the state funeral of Queen Elizabeth II on 19 <sup>th</sup> September 2022	Purchase
2022.13	Bread knife. Manufactured by James Plum and Son, a Worcester cutler and used by donor's grandmother	Donation
2022.14	Laurance Housman's drawing "Man Standing in a Doorway". Laurence Housman was an illustrator, poet and playwright, working in the later Arts & Crafts movement. He was born in Bromsgrove, one of seven children including his older brother the poet AE Housman. Drawings by Housman are very rare, with his work more usually being seen in his intricately designed engravings for book illustrations. Housman was contemporary to the British Impressionism movement.	Purchase supported by donations from the Museum Membership scheme
2022.15	Landscape (of Lake Windermere and the Langdale Pikes), oil painting by Dame Laura Knight. Dame Laura Knight – nationally important artist. A previously unknown example of her landscapes. One of the most popular artists Worcester Museum has exhibited. Strengthening relationship with Dame Laura Knight Society and other lenders.	Purchased November 2022, with support from the V&A Purchase Grant Fund, the Art Fund and donors to Worcestershire Heritage Art & Museums.
2022.16	Beulah No 2 (portrait of Freedom Smith), oil painting by Dame Laura Knight. This portrait relates to our County Vardo collection. Dame Laura Knight – nationally important artist.	Purchased November 2022, with support from the V&A Purchase Grant Fund, the Art Fund and

		donors to Worcestershire Heritage Art & Museums.
2022.17.1 - 3	1980s wedding dress and receipts. 2022.17.1 Dress 2022.17.2 Receipt for dress from Janet Wheeler, Sansome Walk 2022.17.3 Receipt for wedding flowers from Flora Garden Shop, Upper Tything. The costume collection does not have many 1980 style wedding dresses and the dress was from a local Worcester shop – the wedding ceremony was at St Johns Church.	Donation
2022.18	Flour sack – COVID Collection. People got into baking during lockdowns. Donor was a miller at Avoncroft as a volunteer. Started producing flour as a supply to Bromsgrove people during lockdown.	Donation
2022.19	<i>Void (error)</i>	
2022.20	Archaeological Archive, watching brief at 14 Britannia Square WCM102543	Deposition under planning legislation
2022.21	Archaeological Archive, evaluation at Former Swimming Baths, Sansome Walk WCM102474.	Deposition under planning legislation
2022.22	Archaeological Archive, The Butts (The Hive) WCM101653 This large archive is being deposited material by material, this being the first part of this archive; the Illustrated pottery, with the rest to come over upcoming years.	Deposition under planning legislation

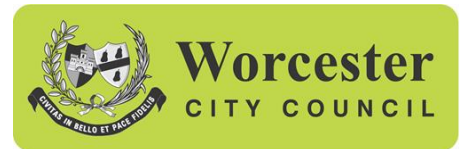
There were no disposals from the City collection in 2022-23

## COUNTY MUSEUM COLLECTION ACQUISITIONS 2022-23

Accession Number	Object	Nature of Acquisition
4431	Wedding dress made and worn by donor in 1982, with petticoat, veil, head band and manufacturers brochure. Collected as the dress comes with full set of accessories, samples, brochure and the story behind the donor cutting out and making the dress herself. Donor comes from Worcestershire and was married at Hagley Hall.	Gift
4432	Square Bow Wagon - Ethelinda. Restored and painted by Peter Ingram, the 'father of the County's Vardo collection. The Square Bow was initially found 'on show' outside the old Peacock Inn, Tenbury Wells and was bought by a Geoffrey Freeguard in 1966. Peter and his wife painted it up and provided it with a new sheet in 1968. It then passed through two other owners before the offer to the Worcestershire County Museum.	Gift
4433	Fireman's ladder used at Stourport fire station on Mitton Street, Stourport.	Gift
4434	Archaeological archive, evaluation at West Worcester WSM72877 This site is just outside the City boundary, just south of Hallow so is deposited with the County Collection	Deposition under planning legislation
4435	Archaeological archive, excavation at West Worcester WSM73444	Deposition under planning legislation
4436	Archaeological archive, evaluation WSM77681 and excavation WSM77682 at Temple Laugherne	Deposition under planning legislation
4438	Archaeological archive, evaluation WSM77609 and building recording WSM77608 at Barn House Farm, Redditch	Deposition under planning legislation
4439	Archaeological archive, watching brief at St Thomas Canterbury with St Peter and St Paul, Birtsmorten, WSM71275	Deposition under planning legislation
4440	Archaeological archive, excavation at Offenham Biomass site, Evesham, WSM70440	Deposition under planning legislation

4441	Archaeological archive, building recording at Haselor Farm, Charlton WSM67626	Deposition under planning legislation
4442	Archaeological archive, excavation at Copcut Lane, Droitwich	Deposition under planning legislation

There were no disposals from the County collection in 2022-23



**Report to: Joint Museums Committee, 15<sup>th</sup> June 2023**

**Report of: Head of Finance**

**Subject: Q4 FINANCE REPORT 2022/23**

**1. Recommendation**

1.1 **That the Joint Committee reviews the financial monitoring details including budget variances for the 4th quarter ended 31st March 2023.**

**2. Background**

2.1 This report provides information on the following at Q4:

- Year-end position as of 31<sup>st</sup> March 23 and transfer to General Reserve at year end
- Explanation of main variances
- Other reserves

**3. Information**

**3.1 Q4 Revenue Budget Performance**

The year-end performance at Q4 is a £33,393 surplus for Worcester City hosting. This surplus has been transferred to the JMS General Reserve. In addition, there was a year-end surplus of £668 from the County Hartlebury Operations.

**3.2 Table 1: 2022/23 Year End Outturn as of 31st March 23**

<b>Worcester City Hosting</b>	<b>Budget 2022/23</b>	<b>Year End 2022/23</b>	<b>Variance</b>	<b>Variance %</b>
Museum and Art Gallery	222,821	233,740	10,919	5.00%
Commandery	120,308	124,675	4,367	4.00%
Joint Museums Collections Team	89,255	89,329	74	0.08%
Joint Museums Management Team	252,107	236,747	-15,360	-6.00%
Net transfer to/from reserves	(7,900)	(7,900)	0	0%
Surplus above 5% to City	0	0	0	0%
City surplus to General reserve	33,393	33,393	0	0%
County surplus to General reserve	668	668	0	0%
<b>Total Joint Museum Service</b>	<b>710,652</b>	<b>710,652</b>	0	0%
Worcester City	(509,158)	(509,158)	0	0%
Worcestershire County Council	(201,494)	(201,494)	0	0%
<b>Funding</b>	<b>(710,652)</b>	<b>(710,652)</b>	0	0%

3.3 **Table 2: Subjective Analysis as of 31<sup>st</sup> March 23**

<b>Worcester City Hosting</b>	<b>Budget 2022/23</b>	<b>Year End 2022/23</b>	<b>Variance</b>	<b>Variance %</b>
Employees	788,380	788,377	-3	0%
Premises	2,940	2,285	-655	22%
Transport	1,632	296	-1,336	-82%
Supplies & services	230,647	236,657	6,010	2.60%
Third Party payment	0	2,652	2,652	0%
Grants & Contributions	(826,204)	(826,204)	0	0%
Recharges	0	0	0	0%
Fees & Charges	(108,113)	(114,117)	(6,004)	5.55%
Other Income	(101,803)	(102,467)	(664)	0.65%
Net transfer to/from reserves	(7,900)	(7,900)	0	0%
Projects to/from reserves	(13,640)	(13,640)	0	0%
City Surplus to General Reserve	33,393	33,393	0	0%
County Surplus to General Reserve	668	668	0	0%
<b>Total</b>	-	-	-	-

3.4 **Table 3: 2022/23 Year End Outturn as of 31<sup>st</sup> March 23**

<b>County Hosting</b>	<b>Budget 2022/23</b>	<b>Year End 2022/23</b>	<b>Variance</b>	<b>Variance %</b>
Hartlebury Operations	238,421	237,753	-668	-0.28%

3.5 **Table 4: Subjective Analysis as of 31<sup>st</sup> March 23**

<b>County Hosting</b>	<b>Budget 2022/23</b>	<b>Year End 2022/23</b>	<b>Variance</b>	<b>Variance %</b>
Employees	260,490	263,050	2,560	0.98%
Premises	2,550	2,851	301	11.80%
Transport	4,826	-1,280	-1,280	-26.52%
Supplies & Services	36,061	18,128	18,128	50.27%
Income	-65,506	-20,377	-20,377	31.11%
<b>Total</b>	<b>238,421</b>	<b>237,753</b>	<b>-668</b>	<b>-0.28%</b>

Hartlebury Operations is hosted by the County Council.

### 3.6 **Explanation of major variances**

The City Council hosted operations year-end surplus of £33,393 has been transferred to the JMS general reserve at year end. This was due to an underspend on salaries of £21k, overspend on supplies and services £6k, over achievement on income of £18k. The County Council hosted year end surplus of £668 has been transferred to the JMS general reserve at year end.

Both the Commandery and the County Museum did exceptionally well against targets for earned income, with new initiatives the Commandery's Escape Room and Blacksmithing courses at the County Museum seeing a successful first year of operation.

Staff savings relate to a member of the management team who returned from maternity leave late in 2022. Backfill arrangements for this post in 21-22 and 22-23 were spread across the teams and are reflected in overspends seen in services and venue budgets, as well as being partly funded externally. These arrangements enabled the service to budget through the recovery from the Covid period.

### 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.

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

#### **General Reserve**

**The value of the General reserve at the end of Q4 2021/22 is £191,470.39**

The following transfers have been made during Q4.

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

City Council year end surplus £33,393

County year-end surplus £668

#### **From reserve:**

No transfers in Q4

#### **Restricted Reserves**

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

**The value of the Project reserve £92,876.58 at Q4**

The following transfers have been made during Q4.

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

Membership Scheme £1,640.02

John Ellerman underspend £17,404.69

Commandery HAF Project underspend £3,591.77

**From reserve: -**

Japanese Matters project £6,438.96

Esme Fairbairn £29,010.81

**The value of the Donations reserve £19,763.29 at Q4**

The following transfers have been made during Q4.

**To reserve: -**

MAG donations in year £3,058

Commandery donations £0

Other donations £1,640.02

**From reserve: -**

No transfers in Q4

**City Plan fund reserve**

Transfers were also made from the City Plan Fund Reserve £11,111.58

**Other reserves: -**

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

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





**Report to: Joint Museums Committee, 15th June 2023**

**Report of: Museums Manager**

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**Subject: 2023-24 BUDGET AND MUSEUM RESERVES**

**1. Recommendation**

**That the Joint Committee**

- 1.1 approve the proposals set out in the report to meet a requested saving to the City Council's contribution to the service; and**
- 1.1 designate part of the general museum reserve towards the upcoming major developments at its museums.**

**2 Background**

- 2.1 The joint museums agreement sets out that this committee should plan the annual budget for the joint service by the end of November each year. Any saving requirements from each authority have customarily been included at the same time, although the agreement allows final confirmation by each authority of their annual contribution to the service to extend to 7 March.
- 2.2 The County Council submitted a saving to the committee in November 22 for the 23-24 budget, but the City Council, having recognised that the museums service had already accommodated the national pay award within its budget, did not.
- 2.3 The service agreement also sets out that a service surplus or deficit of up to 5% each year should be carried forward. This is reported to this committee regularly as the 'general museum reserve'.
- 2.4 In 2018-19 and 2019-20 £74,294 of the accumulated general reserve was used to fund the reorganisation of all 5 museum teams. This cost can be apportioned equally between the two councils' elements of the shared service.  
In 2019-20 £14,000 from the general museum reserve funded the refurbishment of the Art Gallery & Museum foyer shop – a spend on the City part of the service.  
No general museum reserve has been used since 2020.

**3 Information**

- 3.1 In 22-23, the service overachieved on its main income targets by 9%, with the entire team working hard to achieve this success.
- 3.2 Worcester City Council approved the council's budget at its meeting on 21 February. This includes a significant transfer from its reserves in 23-24 and projected budget gaps in future years.

Having supported new museum income initiatives with investment from City Plan reserves, an additional reduction to the City's contribution to the museums service in 23-24 of £16,840 has been requested. The City's expectation is that this amount should be achieved through income success at the two city museum sites, rather than by a reduction in service.

- 3.3 The Joint Museums Service has managed its budgets very carefully during the pandemic and recovery and has made a surplus for the last few years meaning its general reserve has increased.
- 3.4 It is prudent for the service to retain up to 5% of its budget in its general reserve to accommodate a future annual deficit.
- 3.5 It is appropriate now that the museums are back on a stable footing that the rest of the accumulated general reserve be designated by the Joint Museums Committee for specific purposes supporting the strategic plans for the service. The committee designated £9,000 towards returning long-term loans at their September 2022 meeting.

#### **4 Preferred Option**

- 4.1 The service proposes to meet £4,840 of the additional income request by increasing successful income targets at The Commandery and at the Art Gallery & Museum by an inflationary amount.
- 4.2 We propose creating a new Art Gallery & Museum income target for exhibition admissions, with that kept small at £2,000 in 23-24 but with the aim to develop this through future significant exhibitions for which there will be a charged admission.
- 4.3 The remaining additional income target of £10,000, the service proposes to leave unallocated between The Commandery and Art Gallery & Museum initially, with the intention that it be allocated against the most successful income streams. Progress will be reported to this committee through the quarterly finance reports.
- 4.4 The joint service has two significant developments planned for the next few years: the development of a new collection art gallery at the Art Gallery & Museum following the move of the Worcestershire Soldier display, and a redeveloped transport gallery at the County Museum. Both will require support and external funding. It is proposed to allocate £77,500 of the general museum reserve towards the County Museum developments and £63,500 of the general museum reserve towards the Art Gallery & Museum developments.

#### **5 Alternative Options Considered**

- 5.1 The Joint Museums Committee could postpone the requested saving until its next annual budget planning in November 23. Although a ring-fenced budget and a joint service, the museums gain considerably by their close relationship with both its governing local authorities. Given the City's investment in new income initiatives being successful, reducing the City's contribution is achievable.
- 5.2 The service could make the requested City Museum saving in an alternative way. There are no unexplored savings that can be achieved without loss of service. Focus, at this point, therefore, is on continuing to grow successful income streams.

## **6 Implications**

### **6.1 Financial and Budgetary Implications**

There have been annual and significant reductions in the local authority contributions to the museums' budget over the last decade. This continues to need careful planning and implementation to avoid a negative impact to earned and grant-funded income.

### **6.2 Legal and Governance Implications**

There are no anticipated legal or governance implications of this report.

### **6.3 Risk Implications**

The museums' staffing budget is now higher than the contributions from its two authorities so the proposed budget changes rely upon the service being successful in its diverse income streams or it will not be able to meet its contractual arrangements.

### **6.4 Corporate/Policy Implications**

There are no corporate or policy implications to the preferred option. The first alternative option could initiate a change of policy position by the City Council towards its museums.

### **6.5 Equality Implications**

It is believed there is no equality implication to this report.

### **6.6 Human Resources Implications**

There are no human resources implications to the preferred option.

### **6.7 Health and Safety Implications**

There are no identified H&S implications of this report.

### **6.8 Social, Environmental and Economic Implications**

Museums contribute to the social and economic prosperity of the City and County. The preferred proposal minimises the impact on these, whereas the impact of the alternative options considered could be significant.

**Ward(s):** All Wards  
**Contact Officer:** Philippa Tinsley, Tel: 01905 25371, email: philippa.tinsley@worchester.gov.uk  
**Background papers:** None

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**Report to: Joint Museums Committee, 15<sup>th</sup> June 2023**

**Report of: Senior Curator**

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**Subject: COLLECTIONS UPDATE**

**1. Recommendation**

**That the Joint Committee**

- 1.1 note the successful application to Arts Council England for the community co-curated Museum Voices Project;**
- 1.2 approve the recommended disposal of the objects listed in paragraph 3.4, and delegate disposal decisions until April 2025 on objects damaged beyond repair or containing hazardous materials to the Museums Manager in consultation with the Chair and Vice Chair of this committee; and**
- 1.3 approves the reviewed Worcester City and Worcestershire County Museum Collection Development Policies for the period 2023-2028.**

**2 Background**

COMMUNITY COLLECTIONS AND DISPLAY

- 2.1 Community-focussed collections work has largely been concentrated in externally funded research and outreach projects over recent years. These include:
  - The Esmee Fairbairn Foundation-funded *Glove Affair* project has utilised the City's glove collection to work with groups and volunteers focussed on loneliness and isolation, with looked after children, and with Afghan and Ukrainian refugees.
  - The John Ellerman Foundation-funded *Vardo* project seeks to engage and consult with the Gypsy Roma & Traveller communities to develop the contextual archive supporting County's collection.
  - Central Government Cultural Recovery funding has funded research into the City's world cultures collection, engagement with the Worcester Mela festival, and research and display of collections that resonate with the LGBTQ+ community.
  - The Art Fund funded *Canaletto* and *Hokusai Great Wave* projects have encouraged the development of relationships with, and resources for, blind and partially sighted people within our communities.
- 2.2 The museum collections are a rich resource for projects that develop the museum sites and build strong relationships with local communities. As set out in Museums Worcestershire's strategic plan, the service continues to seek external funding for collections-based projects.

## LONG-TERM LOANS AND COLLECTIONS RATIONALISATION

- 2.3 A review in 2020, funded by Arts Council England Cultural Recovery Funding, identified long term loans in store which could be returned to their owners. In June 2022 this committee approved the use of £9000 from museum reserves to fund a member of staff to return long term loans, rationalise appropriate collection objects through ethical disposal and the continuity of community-focussed collections work.
- 2.4 Disposal of museum objects is considered within the framework of the Worcester City and Worcestershire County Museum Disposals Procedures, adopted by this committee in 2015, which define that objects will be considered suitable for disposal if they satisfy one of four criteria.
- Object damaged beyond repair
  - Object containing hazardous materials
  - Objects that were previously over collected
  - Abandoned loan or donation

Each object considered for disposal must then be subject to a significance matrix and considered low significance if they satisfy two or more criteria. Objects that satisfy one of the four entry criteria and are of low significance will be recommended by the Collections Panel, made up of officers with curatorial expertise, for disposal and then the final decision on disposing of objects lies with members.

## COLLECTIONS DEVELOPMENT POLICIES

- 2.5 Worcester City and Worcestershire County Collections Development Policies 2015-2020 were adopted by this committee in 2015 and extended until 2023 due to covid in 2021.
- 2.6 Collections Development Policies provide guidance for the service on all aspects of acquisition and disposal. They are written with reference to Museums Association and sector guidance and form an integral part of policies required for Museum Accreditation, the sector's national standard of good practice.

## **3 Information**

### COMMUNITY COLLECTIONS

- 3.1 An application to Arts Council England for £79,500 for the Museum Voices Project has been successful. The grant will fund a two-year long project at Worcester City Art Gallery & Museum to develop a display co-curated with community groups in order to better represent the City's community in the galleries. The grant will fund upgrades to the activity space and associated programming. Methodologies will also be developed to help plan towards future display and exhibitions. The city and county policies will be reviewed to ensure gaps in the collection are identified and planned for, aiming for representation of the wider community in future collecting.
- 3.2 The John Ellerman Foundation-funded Vardo Project has been extended by one year until March 31<sup>st</sup>, 2025, due to an underspend as a result of the temporary closure of the Transport Gallery at Worcestershire County Museum. The extra year will allow more time for community consultation, recording memories and developing a contextualising archive and collection to support the Vardo collection.

An exhibition is planned for Autumn/Winter 2024 at Worcester City Art Gallery & Museum for which funding has been discussed with local foundations.

### 3.3 LONG-TERM LOANS

3.4 A Collections Assistant was recruited and began work on collections rationalisation and return of long-term loans in April 2023. The following items have been assessed as suitable for disposal and of low significance. The officers' Collections Panel recommended them for disposal on 22.5.23.

Object	Accession number	Associated Collection	Criteria for disposal
Bottle fragments	1976.257 1976.258C	City	Object damaged beyond repair
Tewkesbury Flier fragments	None	City	Object damaged beyond repair
Iron tyres	None	County	Objects that were previously over collected
12 boxes of nails	None	County	Objects that were previously over collected
Seed drill	None	City	Object damaged beyond repair Objects that were previously over collected
Unidentifiable wooden object	None	County	Object damaged beyond repair
Chair	None	City	Object damaged beyond repair
Possible tailgate from cart or dray	None	County	Object damaged beyond repair
WWII respirator in can	None	City	Object containing hazardous materials
Tin box of tines for agricultural lawnmower	None	City	Object damaged beyond repair
WWII respirator	None	City	Object containing hazardous materials
Unidentifiable metalwork	None	County	Object damaged beyond repair
Taxidermied deer head	None	City	Object damaged beyond repair

3.5 Further objects will be reviewed over the next two years, with further lists of similar objects being considered for disposal through the same procedure.

### COLLECTION DEVELOPMENT POLICIES

3.6 Both Worcester City and Worcestershire County Collections Development Policies and have been reviewed for the period 2023-2027, **Appendices 1 and 2** refer. The main changes in focus lie in the acknowledgement of the city and county's nationally significant collections identified as the county's collection of Gypsy Vardo and associated archive, the County's Georgian costume collection and the City's gloving collection. The updated policies reflect this importance to collect from a wider geographical area and note that applications for designation as a nationally important collection are planned for the Vardo and gloving collections within the lifetime of the new policy.

The updated policies also reflect the community outreach work undertaken already noted in this report and future work planned for the Museums Voices project and provides a framework for community-focused collections development.

#### **4. Preferred Option**

- 4.1 It is proposed that the committee approves the disposal of the objects listed in paragraph 3.4.
- 4.2 To manage the current project efficiently, it is proposed that the committee delegates until April 2025, the decision to dispose of objects that are damaged beyond repair or containing hazardous materials to the Museums Manager in consultation with the Chair and Vice Chair of this committee.
- 4.3 It is proposed that the reviewed and updated Worcester City and Worcestershire County Museum Collection Development Policies are adopted for the period 2023-2027

#### **5. Alternative Options Considered**

- 5.1 Continue to store and care for the listed objects suggested for disposal without planned improvement to collections storage or public access to store. This option would use museum resources to store objects are not suitable for display, research or educational use.

#### **6. Implications**

##### 6.1 Financial and Budgetary Implications

The Museum Voices project is funded by Arts Council England (£79500) and £4000 from the Marches Network. It is matched by £3000 of the core Museums Worcestershire budgets and £500 from the Museum Membership scheme.

##### 6.2 Legal and Governance Implications

Museums Worcestershire will work with sector-standard documentation, The Collections Trust and both authority's legal teams, where required, to ensure disposals are made correctly.

##### 6.3 Risk Implications

There is a risk to Museums Worcestershire's accreditation status and future grant funding if policies are not reviewed.

##### 6.4 Corporate/Policy Implications

The Collections Development Policies will be updated if agreed by this committee.

##### 6.5 Equality Implications

Equality impact assessments will be undertaken on the Museums Voices project if needed.

##### 6.6 Human Resources Implications

None

##### 6.7 Health and Safety Implications

Appropriate risk assessments will be completed, with advice from both authority's advisers as required.

##### 6.8 Social, Environmental and Economic Implications

The development of collections and the collections store will improve access, representation and opportunity for public engagement, adding to social impact



**Ward(s):** All Wards  
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**Supporting documents:**  
Appendix One Worcester City Museum Collection  
Development Policy  
Appendix Two Worcestershire County Museum Collection  
Development Policy

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## Worcester City Council

### Museum Collection Development Policy

**2023-2028**

**Name of museum:** Commandery, Worcester and Worcester City Art Gallery & Museum

**Name of governing body:** Worcester City Council

**Date on which this policy was approved by governing body:** Adopted by Worcester City Council Joint Museums Committee, 15 June 2023

**Policy review procedure:** The collections development policy will be published and reviewed from time to time, at least once every five years.

**Date at which this policy is due for review:** June 2028

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

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## **Relationship to other relevant policies/ plans of the organisation**

### **Museums Worcestershire Statement of Purpose**

We aim to enrich the lives of people from Worcestershire and beyond, today and for future generations.

We want to inspire them to deepen their knowledge of the City and County and make sense of the world.

We will do this by preserving and interpreting the museum collections and sites; sharing our passion for the unique art, artefacts and stories that have shaped the identity of Worcestershire and its county town for over 2000 years.

Museums Worcestershire roles are to:

- Enable shared experiences, discovery and interaction at the County Museum at Hartlebury Castle, The Commandery, Worcester City Art Gallery & Museum, Museum on the Move and the Collections Centre.
- Safeguard the museum collections of Worcester City Council and Worcestershire County Council, maintaining national standards of care.
- Enrich the cultural heritage and future of Worcestershire and beyond.
- Expand perspectives and opportunities by supporting other museums and organisations in Worcestershire and beyond.

The Worcester City collection includes archaeology, social history, natural sciences, fine and decorative arts; some elements of the collection are of national significance.

A range of services is available to make the collections more accessible to the public. These include exhibitions, workshops, events, holiday activities, talks and guided tours on a regular basis; community-based projects are also developed for new audiences. The museum website provides access to information on collections both by museum staff and external experts.

This policy sets out the principles that will provide the Joint Museums Committee elected members for Worcester City Council and their supporting officers with a framework for the scrupulous and ethical acquisition and disposal of collections using clear procedures and decision-making processes common to UK museums in the Accreditation Scheme.

Implementing the policy will enable Museums Worcestershire to demonstrate the public benefit in their actions relating to the acquisition and disposal of collections on behalf of Worcester City. It provides a basis for decision-making and an informed dialogue between governing bodies, donors, funding bodies and other stakeholders.

This policy applies to material which Worcester City Council owns and has accessioned into the museum collection or intends to own and accession into the collection.

The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

Acquisitions outside the current stated policy will only be made in exceptional circumstances.

The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using Spectrum primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

The museum will not undertake disposal motivated principally by financial reasons.

## History of collecting at Worcester City Museums

There has been a museum in Worcester since the 1820s, estimated to be the eighth oldest in the country. Museum collecting began in earnest in 1833 with the formation of the Worcestershire Natural History Society led by Sir Charles Hastings. These early and now extremely significant natural history collections were bought by the Corporation of Worcester in 1881, completing the Victoria Institute to house the Library, Museum & Art Gallery and School of Art & Science in 1896.

Throughout the twentieth century the collections continued to be drawn from a very wide geographical area and range of disciplines and included the purchase of The Commandery building in the 1970s. Local Government reorganisation in 1974 saw the building split as the Library became Worcestershire County's responsibility while the Museum and Art Gallery stayed with the city. Photography, documents and ephemera collections were split rapidly between the organisations at this time.

During the late twentieth century it was the policy of the museum to 'illustrate the story of man and his environment in the Severn valley, with particular reference to Worcester'. Since 1997 the focus for the archaeology, social history and applied art collections has been more precisely defined as the area governed by Worcester City Council and the people who have lived and worked within that boundary.

Participation in the Contemporary Art Society Special Collections Scheme in the late 1990s and the early years of the new century saw the refocus of the fine art collection to more fully explore urban and rural landscape. The scheme gave Worcester City Museums the opportunity to acquire works by internationally important contemporary artists.

In 2006 a partnership was formed with Worcestershire County Museum in the formation of a joint museum store outside of the city on Hartlebury Trading Estate. The majority of the archaeology, social history and applied art collections have been moved from less-suitable stores around the city and are now stored to a high professional standard in this building, making the collections more widely accessible for visitors, researchers and learning groups.

In 2010 Worcester City Council and Worcestershire County Council took the decision to merge the management of their collections and museum venues, although ownership remained with each authority and the collections are managed in parallel. The new service was named Museums Worcestershire and is overseen by the Joint Museums Committee, formed of representatives from each authority and, when required, additional external expertise.

Specific collections of material relating to the city are also known to exist at other museums in the fields of sports, education, friendly societies and the archaeology of Worcester Cathedral as well as the well-established independent museums of medical history, Worcester Porcelain, the Worcestershire Yeomanry and Worcestershire Regiment (both with displays hosted by the City Museums), and freemasonry. We offer both paid and unpaid advice and expertise to the staff and volunteers of these collections to facilitate the long-term future of these collections and to encourage improvements in public access.

The 2020 COVID pandemic saw a renewed focus towards contemporary collecting, and, likewise, a successful track record of community focussed collections outreach projects has seen a commitment in collecting to better reflect and represent communities in the collections.

## **An overview of current collections**

**“The town is precisely in character with the beautiful and rich country, in the midst of which it lies”**

*William Cobbett September 1826*

### **Understanding the English Landscape**

#### *The Story of Worcestershire*

The city of Worcester is placed within a very typical English landscape. While it is centrally located in the country, the rise and fall of the ocean tides have their influence: Worcester grew up because of the crossing point of the River Severn at low tide. The Severn is a respected force in the city with floods reclaiming both farmland and city streets on a regular basis. Worcester sits in the shadow of the Malvern Hills, one of Britain’s most important classic geological areas and now recognised as an internationally significant Geopark. Eleven out of the thirteen recognised geological periods of time are represented by the rocks of Worcestershire.

This special position encompassing urban, rural, river, tidal water and hill has created a museum collection significant both regionally and nationally that allows us to explore the quintessential English landscape.

The bedrock of this collection is the herbarium and geological collections, which in part date back to the founding of the Museum of the Worcestershire Natural History Society in 1833. Further natural history collections of birds, mammals and insects from Worcestershire increase the information about the range of habitats in landscape.

In more recent years, the fine art collection has been focussed to interpret our ‘way of looking’ at and increase our understanding of the peculiarly English landscape. Collecting in this area has sought to comment on the relationship between urban and rural landscapes and the tension between the two.

For this core collection, of paramount importance is the advice of experts and partners for acquiring, identifying, interpreting, documenting and disseminating the information the collection holds. Substantial work on cataloguing and research has been completed in the last thirty years via collaboration and partnership, working with the Worcestershire Biological Records Centre at the Worcestershire Wildlife Trust, the Herefordshire and Worcestershire Earth Heritage Trust at the University of Worcester and the Abberley & Malvern Hills Geopark and the Contemporary Art Society. These and other relationships will continue to develop over the lifetime of this policy and will inform future acquisitions.



## **Natural History**

The Natural History Collection contains an enormously useful catalogue of specimens that charts the natural landscape, flora and fauna of Worcestershire. The collection acts as an accessible central resource for the people of Worcestershire to connect with their present and past environment and understand their place within it. It also chronicles significant environmental change, habitat and species loss caused by human factors such as global warming, land development and introduction of invasive species.

The collection Includes:

## **Herbarium**

- A large and significant part of the collections, with at least 10,000 individual specimens comprising a wide variety of flowering plants, mosses, algae, lichens, liverworts, ferns and fungi, the majority from Worcestershire and including the earliest recorded specimens of several species. The nineteenth century collections of local naturalists include those of William Matthews, Harvey Buchanan Holl, and J.H. Thompson. The collection of over 300 specimens of flora from Wyre Forest was amassed by George Jordan, butler to a surgeon from Bewdley.

## **Geology**

- The geological collection was mainly assembled in the nineteenth century. It holds important scientific material including type, figured and cited specimens. It has historical significance because of the association with the early pioneers of the science including Murchison, Phillips, Lyell, Buckland and Owen. The individual collections of well known local geologists can still be recognised, including Strickland, Hastings, Symonds, Buchanan Hall, Allies, Roberts, Reece and Winnington-Ingram.
- Stratigraphical Collection  
A large collection of British rocks and fossils dating from the Precambrian to the Pleistocene. The majority are from Worcestershire and the neighbouring counties. They include material collected during the construction of the Malvern and Ledbury railway tunnels in the nineteenth century. Many individual collections have been amalgamated to form this reference collection.
- Vertebrate Collection  
A small collection of mainly British and local vertebrate fossils determined and listed by Delair. It contains some of the most spectacular specimens as well as important scientific and historical material. The particular strengths are local Old Red Sandstone fish, Liassic ichthyosaurs and Pleistocene mammal remains from the River terrace deposits of the Severn and Avon.

## **Birds, Mammals, Fish, Shells and Insects**

- A substantial collection of birds both full mounts and study skins. The largest single part of the collection, including most of the study skins, was bequeathed to the Museum in 1907 by Robert Fisher Tomes, a local Justice of the Peace and collector.

- A selection of British, particularly local, mammal specimens purchased mainly in the late twentieth century. This is further enhanced by groups of horns and bones.
- A small collection of mainly British freshwater fish, but including the amazing sturgeon, nearly 2 metres in length, which was caught in Worcester in the 1830s.
- A small group of mainly British corals, sponges, sea urchins and crustaceans.
- Some 10,000 examples of land, sea and freshwater shells, including collections by Whitmore, Gale, Martin, Moseley and Thomas. This includes examples from Worcestershire, and is one of the largest such collections in a provincial museum.
- Several thousand specimens of mainly British butterflies, moths and beetles, including the collections of Carlton Rea and Bloom, and those from the former Malvern Museum.

### **Fine Art**

Includes:

- The Sale Bequest of nineteenth century English watercolours is one of the strongest and most coherent elements of the collection. There are 87 watercolours altogether, including works by Samuel Prout (1783-1852), Peter de Wint (1784-1849), Thomas Sidney Cooper, William Callow (1812-1908) and W.J. Muller (1812-1845). Of most importance are the 29 works by Birmingham artist David Cox (1783-1859), which demonstrate early freedom of expression from British artists alongside JMW Turner that influenced the French Impressionists
- A significant collection of late nineteenth century and early twentieth century landscape and interior paintings showing the influence of French plein-air naturalism, alongside a British concern for social realism, considered the British Impressionism collection. This area of the collection includes work by Alexander Stanhope Forbes (1857 - 1947), William Blandford Fletcher (1858-1936), Charles Napier Hemy (1841-1917), Arthur Mead (1864-1948), Julius Olson (1864-1942) Dame Laura Knight (1877-1970) and Sir Arnesby Brown (1866 -1955). Many of these artists were of national importance and were members of the New England Art Club (NEAC). This area of the collection is important as it represents the start of modernism in British art, providing a link between the strengths of the nineteenth century collections and the contemporary collection of landscape-based work and showing how influential Worcestershire and West Midland artists were in this period
- A significant collection of contemporary work in all medias acquired through the Contemporary Art Society Special Collections Scheme at the turn of the twentieth and twenty-first centuries with funding from the Arts lottery and the Elmley Foundation. This collection focuses on work which explores the imagery of light across contemporary landscape and image-making techniques, particularly that which contrasts with the often idyllic rural scenes already represented in the rest of the art collection. This collection includes works by Paul Seawright, Sophy Ricketts, Willie Doherty, Heather & Ivan Morrison, Carol Rhodes and Dan Holdsworth.

- A good collection of nineteenth century landscape paintings by important local artists including, Benjamin Williams Leader, Henry Harris Lines, Harry Adams, David Bates. As well as illustrating the development of the artist's approach across the nineteenth century, these works also give an insight in Worcester's creative industries and the strong art school training that was in place to serve the porcelain and gloving factories.
- A number of mid- and late-twentieth century prints, including those by important artists Howard Hodgkin, Gillian Ayres, Elizabeth Frink, Patrick Caulfield, Barbara Hepworth, Paula Rego, Eileen Cooper and Julian Trevelyan.
- Early work includes two seventeenth-century views of the city, a Dutch interior by David Teniers III (1638-85), and a series of royal portraits on panel from the Rev Bowles collection.
- Topographical paintings, prints, drawings and photographs of Worcester, many of exceptional artistic merit and documentary value.

### **Understanding Life in a County Town**

#### *The Story of Worcester*

Worcester's typical English landscape has facilitated a representative history of human occupation, development and use.

Worcester has been the focus of some kind of urban settlement for over 2000 years. For most of the first 1000 years of this occupation, archaeology is the only evidence we have for understanding the City's development. The earliest structure on the site of Worcester's Castle, now Kings School dates back to the later Neolithic and Bronze Age, with further evidence of an Iron Age boundary in the Cathedral area and Iron Age roundhouses at Deansway and Bath Road

Worcester developed into a small town (probably called Vertis) during the Roman period; a town supported by its agricultural hinterland as well as its strong industrial traditions of iron working but also pottery production, bronze working and glass production. The Roman town spanned the Cathedral and High Street area at its peak with development known to the north and into Sidbury and across the river in St Johns

Archaeological evidence suggests life continued in the town beyond the end of the Roman period and though evidence exists from excavations particularly at Deansway, archaeological evidence for the early medieval period is still very rare. Most significantly, at the end of the seventh century, during the reorganisation of the Church under Archbishop Theodore, the see was founded at Worcester and the City came to be dominated by the church and Cathedral that would continue to influence the city so heavily in the medieval period.

Its position as a key river crossing point on the route between the key southern cities of London, Oxford & Bath and Wales has left its mark on the community most violently by civil wars in the twelfth and seventeenth centuries including the significant 1651 Battle of Worcester. Even in the twenty-first century the city continues to act as a litmus paper for modern political battles, in the fight for the votes of 'Worcester Woman'.

Encompassing both urban and rural land, the city has developed to serve the fertile surrounding agricultural area and has also experienced the poverty of slums, factory work and heavy industry. The industries for which the city is most famous – Roman iron working, medieval tile making and cloth manufacture, as well as its more recent gloving, vinegar making and porcelain industries– exploited the benefits of local raw materials, good transport and close-at-hand labour.

Worcester is provincial, yet here creativity and enterprise has had internationally significant impact from the experimentation of the early porcelain industry, to the founding of the British Medical Association and the compositions of Sir Edward Elgar.

Worcester's position as both city and country, both gated and yet outward-looking, both working class and affluent – its representative cross section of English history is what makes the city's history special.

### **Archaeology**

Includes:

- Large deposits from the key city centre excavations Lychgate, Blackfriars, Sidbury, Copenhagen Street, High Street, Deansway, Magistrates Court, the Commandery and Newport Street
- Significant collections of flints by three key collectors: A.E. Jones, Bruton and Bowen. Stone axes from several sites across Worcestershire.
- Bronze age pottery and axes from sites both in the city and wider county; a Bronze Age sword dredged from the River Severn.
- Roman pottery, glass, metalwork, ironworking, bronzeworking and glassworking waste plus a rural Roman milestone and mosaic. Roman Severn Valley and Samian ware are also well represented.
- Early medieval grave goods including jewellery, metalwork, shield bosses, spears and a sword chape from sites both in the city and wider county.
- Medieval pottery, floor tiles, domestic metalwork, glass, shoes and a rare barrel latrine from sites within the city walls.
- Post medieval pottery and glass bottles. Eighteenth and nineteenth porcelain waste and kiln furniture from the city industry.
- Human remains including Roman cremations from the Diglis cemetery, Roman skeletons from the Kings School cemetery and a significant collection of disarticulated medical waste from medical treatment, training and post mortems carried out at Worcester Royal Infirmary
- Paper archives of site records, notes, maps, plans, drawings, photographs, written reports. Digital material is deposited with the Archaeology Data Service (ADS)

## **Social History & Applied Art**

Includes:

### **Working Histories**

- A large and important collection of gloves and related archives from collector Robert Ring and a range of glove making tools both from factories and outworkers. This reflects Worcester's international recognition between the eighteenth and twentieth century as a centre for the manufacture of gloves. This collection is of national significance, plotting the rise of an industry within a locality to become a global centre for glove design and manufacture. The industry impacted on other linked industries and employed tens of thousands of local people before completely disappearing. The legacy of the trade and the local people connected to it are found within the tools and archives held in the City Collection, as well as one off unique examples of craftsmanship that put Worcester at the centre of the high fashion gloving world. This collection is a focus for potential designation and significant new additions are actively acquired.
- Large industrial and agricultural machinery from key Worcester firms including items from Lee & Perrins, Fownes Glovemakers, Spetchley Bros Brewery and Guinness Hop Farm. In some cases they represent the first stage of mechanisation and demonstrate local enterprise and creativity in the design of the process.
- Sizeable collections from individual Worcester tradesmen and small firms, including the Stewards Chemist Shop, Littlebury printers, early twentieth century offices and a cobbler's shop.
- A small collection of shoes drawn from Worcester's late nineteenth and early twentieth century shoemaking factories.
- Ephemera from Worcester firms such as Kays, and theatrical posters and playbills including Worcester born music hall star Vesta Tilley.
- Cared for on long-term loan, spectacular large historic textiles from the Clothiers' Company. This includes a late fifteenth century embroidered funeral pall, which was supposed to be used at the funeral of Prince Arthur at Worcester Cathedral in 1502.
- A representative collection of Royal Worcester porcelain (a comprehensive collection is held by the Museum of Worcester Porcelain) from 1751 to the present day alongside interesting examples of work by other local, English and international manufacturers, with a particularly strong collection of Boehm of Malvern.

### **Community, Domestic and Personal Histories**

- Architectural fragments, particularly from churches, in Worcester. In some cases the area has been redeveloped and the building no longer exists. Together with photographic records recording architectural change in the city, these form a physical record of the urban landscape.

- Weaponry, armour and historic items relating the Civil War period and the particular role of Worcester.
- Coins, token and medals, both with a Worcester connection national and international, including coinage from the earliest times and most significantly, from early medieval Worcester mints
- A moderately-sized costume collection including some examples of agricultural costume and a small collection on long-term loan collected by the Worcester Women's Institute.
- Domestic items with a particular strength in kitchen items and cookery.
- A small collection of furniture, including a varied school collection.

## **Understanding Collecting**

### *The Story of Worcester's Museums*

#### **Cabinets of Curiosity**

As one of the earliest established museum collections in the country, Worcester City's collections span 175 years of collecting interest, fashion and occasional excess. The result is some exceptional individual items and small collections which are highly unusual in a medium-sized regional museum and should be seen as a strength of Worcester's collection.

Many of these objects are fascinating for visitors because of their rarity and for some visitors represent what a museum 'ought to be'. The potential for learning is high and some have clear links to units of the National Curriculum. These collections should be seen principally as a source of inspiration and comparison for the other collections as developing staff expertise in these areas is not a priority.

#### **Non-native Natural History Specimens**

Includes:

- Important Australian and New Zealand bird study specimens, including specimens donated by Gould and Holden, the extinct Huia, and the rare Kokako and Kakapo and a large Albatross brought here from the Southern Hemisphere. Also a collection of foreign taxidermy specimens, including big game hunting trophies.
- A good range of mineral specimens from worldwide locations, mostly collected in the nineteenth century, and including the Strutt and Tennant collections.
- Within the large shell collections collected by Whitmore, Gale, Martin, Moseley and Thomas, examples from the Indian Ocean.
- About 100 specimens preserved in spirit jars including examples from the Challenger expedition.

#### **World Cultures Collection**

Includes:

- A small but varied collection of decorative items from Asia, America, and the South Pacific including pottery and ceramics, weapons, costume and religious items.
- The collection includes a Māori skull and an amulet made from human bone from Torres Straits, Australia that may be appropriate for repatriation.
- Excavated Ancient Egyptian artefacts including the Corbett collection, objects excavated at Lahun and Harageh by Flinders Petrie and a small collection of mummified animal remains.
- A significant bark cloth from Pitcairn Island made around the time of the mutiny on the Bounty (the mutineers took women from Tahiti to form a colony at Pitcairn in 1767), a rare ceremonial club from Gazelle Peninsula, northern New Britain, Papua New Guinea and a rare woven mat from southern Australia.

### **History of the museum buildings**

The two museum buildings, the Commandery and the Art Gallery & Museum are themselves important historical assets for Worcester City. Historical items relating to the development of the museums in Worcester and their buildings have been collected steadily since the foundation of the service in the nineteenth century. These will continue to be acquired with careful selection and moderation.

### **Working and Educational collections**

The power of museum objects can sometimes only be fully accessed through handling the artefact, or seeing it work in its original function. In order to preserve significant items, it is important that some specific objects are designated or collected as handling/working items. These items are not considered part of the main collection and the processes of acquisition, documentation and disposal is less formal than for the main collection.

### **Education handling collection**

Handling items enable visitors, particularly in formal learning groups and community groups, to interact directly with objects by touching, feeling, smelling and wearing and are acquired to reflect the accessioned collections. These items might be primarily original historic items but can be replicas, but all are considered a core learning resource. Although treated with care, it is assumed that some will be damaged or destroyed with use and that eventual disposal may be necessary.

As with accessioned collections, the handling collection considers acquisition, disposal, management, care, and access for all handling items.

Museums Worcestershire have a number of objects that have been collected or prepared especially for handling, particularly by school groups, the majority of which are not accessioned. Donations of historical objects have also sometimes been designated as handling rather than refusing the offer.

### **Working Objects**

Working items are restored, sometimes with the addition of new parts, to more fully demonstrate the purpose they were originally used for. The restoration should not transform the original purpose or original look of the object: if parts are removed as part of the restoration they will be

kept alongside the object. The decision to restore an object to 'working' should only be made to add to visitors' understanding of that item rather than simply to make it look more attractive. Once an object has been restored to work it should, wherever possible, be maintained in a working state.

As part of the full audit of the social history collections during the life of this policy, a small number of items may be designated as working.



## Themes and Priorities for Future Collecting

### Natural History

Any future natural history acquisitions will focus on Worcestershire items acquired through partnership working. The main aim will be to ensure the collection remains representative of the landscape. New specimens must come with exceptionally good stratigraphic and locality information, and to have been recovered in accordance with recognised professional codes of practice and guidance.

The Collection acts as a catalogue of the environment and ecology of Worcestershire and change over time. Species loss, flooding and ecological change caused by human factors can also be tracked by the collection and its augmentation and supplementation to reflect this should be considered as long as all above standards are met.

### Fine Art

Future acquisitions will focus on gaps in these collections and artworks that will aim to fill gaps to increase the coherence and narrative of the collection's strengths. Expert advice and further partnership working should guide active collecting during the lifetime of this policy to ensure the collection remains strong.

Particular areas of emphasis should be local pictures of exceptional artistic merit:

- British Impressionist painters working in the second part of the nineteenth century and the first half of the twentieth century, those that influenced them and were influenced by them.
- Nineteenth century English watercolourists.
- Work by significant painters who were known to have visited, worked in and been inspired by the Worcestershire and its neighbouring counties' landscape, and contemporary work responding to these historic movements and seeking to represent the English landscape through new trends in artistic practice.

The museum will actively seek to identify, fundraise for and acquire artworks and associated ephemera to fill the following gaps:

- The Broadway Colony, particularly John Singer Sargent
- The short-lived Evesham artists colony
- The artistic communities that formed around the 1930s Malvern Festival
- Paul Nash's visits to Madams in the southern Malvern Hills
- Newlyn School artists that extend the story of its wider influence
- Paintings of an exceptional standard capturing the traditional life of Gypsy, Roma & Traveller communities, particularly work by Augustus John, Alfred Munnings and Laura Knight
- Works that highlight the significance of artists with connections to Worcestershire and its neighbouring counties in influencing the art movements of the nineteenth and twentieth centuries

### **Archaeology**

Museums Worcestershire will continue to seek to acquire excavated material, chance finds and paper archives from every period from the Palaeolithic to the present day from within the boundary of the City of Worcester, and from property belonging to Worcester City Council.

Archives of excavated finds will be subject to a rationalisation and selection process undertaken on a site-by-site basis in discussion with the Museum, Archaeological Contractor and City Archaeology Team and subject to the Guidelines for Depositing Archaeological Archives.

The acquisition of private and historical archaeological collections of relevance to the City or City people will be considered on a case-by-case basis if offered.

Archaeological material from outside the City boundary may be considered for acquisition in exceptional circumstances. Items designated as treasure are more rarely found in built up areas and items found elsewhere in the county may be most appropriately held within the city collection.

### **Social History and Applied Arts**

Future collecting should continue to represent firms and small businesses that exist uniquely in Worcester because of its position as a transport link (both physically through river, rail, canal and road and virtually through digital media) and that exploit the urban/rural locality.

In acknowledgement of the national significance of the gloving and glove collection, an application for designation is expected to be made to Arts Council England during the lifetime of this policy. The national significance of the collection will also be acknowledged in, uniquely for the City Museum collection, considering relevant objects for collection from a regional and national geographical collecting area.

Items relating to significant, female historical figures such as Worcester born Vesta Tilley, or performances by Sarah Siddons should be acquired to celebrate their significant influence on the development of the arts.

Future collecting will focus on developing areas where the Worcester's experience of an issue - both historically, from the present and into the future - is particularly strong. It is important to avoid the collection of duplicate examples of mass-produced items common to any part of the country, unless they are accompanied by firm evidence of their particular significance to Worcester and of the city's leading place in this field.

Documentation of the recent past will continue to take place not only through the collection of objects, but also through documentary, oral and photographic sources. The emphasis will be on actively seeking items from identified themes rather than continuing to accept more items from the categories already well represented.

Community focussed collection development will be a key focus during the lifetime of this policy, building on work and relationships developed through the Esme Fairbairn funded Glove Affair & Volunteers at Home projects and Arts Council England funded Museums Voices project, the

museum will seek to identify gaps in representation of the city's communities in the collections and will seek to respond where opportunity allows.

### **World cultures and non-native species**

These collections have not been added to in recent years and there are no plans to actively develop these collections within the lifetime of the policy.

### **Education handling collection**

During the lifetime of the policy, Museums Worcestershire learning staff identify gaps through consultation and items actively collected to fill those gaps.

## Themes and Priorities for Rationalisation and Disposal

Worcester City Museums are undertaking active rationalisation and disposal.

The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process. Insert additional commentary relating to themes and priorities for rationalisation and disposal.

The procedural process is laid out in the *Acquisition and Disposal Procedures* document associated with this Collections Development Policy.

During the lifetime of the policy, Museums Worcestershire will identify, research and, if appropriate, process objects for disposal that are:

- Damaged beyond repair
- Contain hazardous materials with risks that cannot be sufficiently mitigated
- Were previously over collected in duplicate, in bulk without sampling or selection or are unprovenanced and have no relevant context
- Or are not part of the collection but were abandoned loans or unaccepted gifts.

All objects that are considered to fulfil one of the four criteria themes for disposal will be subject to a matrix to consider their significance against criteria set out in the disposal procedure.

During the lifetime of this policy priority areas for rationalisation will be objects in the social history, transport and furniture collections that satisfy one of the four disposal theme criteria and are considered to be of low significance. Archaeological archives will be subject to site by site selection and retention strategies prior to deposition set out by the Chartered Institute for Archaeology's *Selection and Retention Toolkit* and the *Museums Worcestershire Guidelines for Archaeological Deposition*.

### **Education handling collection**

During the lifetime of the policy, Museums Worcestershire learning staff will rationalise the education collections and dispose of objects which have little or no handling value.

## Legal and ethical framework for acquisition and disposal of items

The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

### Collecting policies of other museums

The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

#### **Worcestershire County museum collection.**

The two museum collections managed by Museums Worcestershire have complementary strengths and themes. All potential acquisitions and disposals are discussed by a curatorial panel and, when required, by the Joint Museums Committee to ensure that each collection continues to grow its strengths and neither duplication nor gaps occur.

In addition, specific reference is made to the following organisations:

- Worcestershire Archives and Archaeology Service which is the main repository for documentary items relating to Worcester City and Worcestershire County.
- Worcester Porcelain Museum, Worcestershire Masonic Library & Museum Trust George Marshall Medical Museum who collect items connected to specific parts of Worcester's history.
- Worcestershire Regiment Museum Trust and Worcestershire Yeomanry Museum Trust who collect items relating to Worcester's military history.

#### **Archival Holdings**

Worcester City museum collection holds a small quantity of archives, including photographs and printed ephemera that were either acquired before the formation of Worcestershire Record Office/Archives Service or have a strong relationship to the other museum collections. Its governing body will be guided by the *Code of Practice on Archives for Museums and Galleries in the United Kingdom* (3rd ed., 2002) and will consider in the future if accreditation by the National Archive's Archive Service Accreditation Scheme should be sought

## Acquisition Procedures

The policy for agreeing acquisitions is laid out in the *Museums Shared Services Partnership Agreement* between Worcestershire County Council and Worcester City Council, 2010, schedule 7. The procedure will follow the Acquisitions and Disposal Procedures document associated with this Collections Development Policy.

Museums Worcestershire will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

Museums Worcestershire will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, Museums Worcestershire will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

Museums Worcestershire will seek to acquire copyright along with artefacts and research being added to the collection, but where this is not possible will follow current legal obligations and guidance with regard to artefacts and research for which it has responsibility.

## Human Remains

As the museum holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.

## Biological and Geological Material

So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

## Archaeological material

The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

## Exceptions

Any exceptions to the above clauses will only be because the museum is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur

## Spoliation

The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

## The Repatriation and Restitution of objects and human remains

The museum's governing body, acting on the advice of the museum's professional staff, may take a decision to return human remains (unless covered by the '*Guidance for the care of human remains in museums*' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in the first five paragraphs of the Disposal Procedures on page 21 will be followed but the remaining procedures are not appropriate.

The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the '*Guidance for the care of human remains in museums*'.

## Disposal procedures

All disposals will be undertaken with reference to the Spectrum primary procedures on disposal.

The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort – destruction.

The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.

If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further



acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England/Welsh Government / Museums Galleries Scotland/Northern Ireland Museums Council (delete as appropriate).

The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal

### **Disposal by exchange**

Museums Worcestershire will not dispose of items by exchange.

### **Disposal by destruction**

If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.

It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.

Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.

Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.

The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file

## Associated Guidelines

Worcester City Museum Collection Development Policy is referenced by the following documents:

### **Collections Management Policy**

This policy outlines the approach and framework to develop and care for these collections to ensure the people of Worcestershire today and for future generations continue to access and understand their culture and heritage.

### **Human Remains Policy**

Since 2008, collecting in Worcester City has been guided in the management of the human remains it curates, by its Policy for the Care of Human Remains. It is based on DCMS 2005 *Guidance for the Care of Human Remains in Museums* and has been reviewed and extended to guide the care of the Worcestershire County's collection of human remains collection in 2015.

### **Conditions for Deposition of Archaeological Archives**

Intended principally for use by archaeological contractors, this document sets out the requirements of Museums Worcestershire when acquiring artefacts and archives resulting from of archaeological excavations. It aims to ensure consistency of approach and ease of future access to the information.

### **Acquisition and Disposal Procedures**

This document lays out the process to be followed when objects are considered for acquisition or for disposal. It is partly based on the Museums Association's *Disposal Toolkit* and has integrated advice from the Museums Association to Museums Worcestershire.

## Worcestershire County Council

### Museum Collection Development Policy

**2023-2028**

**Name of museum:** Worcestershire County Museum

**Name of governing body:** Worcestershire County Council

**Date on which this policy was approved by governing body:** Adopted by Worcestershire County Council Joint Museums Committee, 15 June 2023

**Policy review procedure:** The collections development policy will be published and reviewed from time to time, at least once every five years.

**Date at which this policy is due for review:** June 2028

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

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## **Relationship to other relevant policies/ plans of the organisation**

### **Museums Worcestershire Statement of Purpose**

We aim to enrich the lives of people from Worcestershire and beyond, today and for future generations.

We want to inspire them to deepen their knowledge of the City and County and make sense of the world.

We will do this by preserving and interpreting the museum collections and sites; sharing our passion for the unique art, artefacts and stories that have shaped the identity of Worcestershire and its county town for over 2000 years.

Museums Worcestershire roles are to:

- Enable shared experiences, discovery and interaction at the County Museum at Hartlebury Castle, The Commandery, Worcester City Art Gallery & Museum, Museum on the Move and the Collections Centre.
- Safeguard the museum collections of Worcester City Council and Worcestershire County Council, maintaining national standards of care.
- Enrich the cultural heritage and future of Worcestershire and beyond.
- Expand perspectives and opportunities by supporting other museums and organisations in Worcestershire and beyond.

The Worcestershire County collection includes archaeology, social history, transport, costume and decorative arts; some elements of the collection are of national significance.

A range of services is available to make the collections more accessible to the public. These include exhibitions, workshops, events, holiday activities, talks and guided tours on a regular basis; community-based projects are also developed for new audiences. The museum website provides access to information on collections both by museum staff and external experts.

This policy sets out the principles that will provide the Joint Museums Committee elected members for Worcestershire County Council and their supporting officers with a framework for the scrupulous and ethical acquisition and disposal of collections using clear procedures and decision-making processes common to UK museums in the Accreditation Scheme.

Implementing the policy will enable Museums Worcestershire to demonstrate the public benefit in their actions relating to the acquisition and disposal of collections on behalf of Worcestershire County. It provides a basis for decision-making and an informed dialogue between governing bodies, donors, funding bodies and other stakeholders.

This policy applies to material which Worcestershire County Council owns and has accessioned into the museum collection or intends to own and accession into the collection.

The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

Acquisitions outside the current stated policy will only be made in exceptional circumstances.

The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using Spectrum primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

The museum will not undertake disposal motivated principally by financial reasons.

## **History of collecting at Worcestershire County Museum**

The Worcestershire County Museum collection comprises material evidence and associated information relating to the history of the County of Worcestershire and the people who have lived and worked there and reflects the working life of a rural and urban county from earliest times.

The Worcestershire County Museum was founded in 1964, with the core collection of rural life artefacts donated by the Parker family from Tickenhill Manor near Bewdley. This collection is held in a charitable trust for the benefit of the public with Worcestershire County Council as the charity's trustee. Further collecting has continued in the following decades aligned with the County's other collection.

In 2006 a partnership was formed with Worcestershire City Museum in the formation of a joint museum store on Hartlebury Trading Estate. The majority of the collections have been moved from less-suitable stores and are now stored to a high professional standard in this building, making the collections more widely accessible for visitors, researchers and learning groups. The lease at the joint museum store will end in 2025 and a decision about the future location of the joint store beyond that date will be made during the lifetime of this policy.

In 2010 Worcester City Council and Worcestershire County Council took the decision to merge the management of their collections and museum venues, although ownership remained with each authority and the collections are managed in parallel. The new service was named Museums Worcestershire and is overseen by the Joint Museums Committee, formed of representatives from each authority and, when required, additional external expertise.

## An overview of current collections

### Tickenhill Collection

The Tickenhill Collection is the founding collection of Worcestershire County Museum. It was established in the 1930s when Mrs Alice Parker and Mr Joseph F Parker, began to collect items to preserve the heritage of Worcestershire. The Parkers' used their home at Tickenhill Manor as a home for their local folk museum, but large quantities were ultimately donated to the County. In 1966 Worcestershire County Museum was opened at Hartlebury Castle to house "33 tonnes" of objects from Tickenhill. It includes:

- Books
- Textiles
- Furniture
- Agricultural items
- Rural crafts and trades
- Customs and belief
- Vehicles
- Industrial and mechanised objects
- Curios
- Decorative arts
- Domestic items

The collection was established as a charitable trust in 1958 and updated in 1970 with the following purpose:

*The maintenance and administration of the Tickenhill Collection which shall be placed or kept in such one or more public rooms, halls, museums or other places for exhibition in Worcestershire or elsewhere and that it shall be kept open for inspection by the public. Also to lend the said collection or any part thereof for public exhibition or for educational purposes.*

The Charitable Activities of the Tickenhill Collecton are:

*The care and conservation of the objects, records and associated information from the Tickenhill Collection, and the use of that collection for public benefit through display and educational activities.*

Worcestershire County Council is the trustee of the Tickenhill Trust and the collection is managed by Worcestershire County Council's Joint Museum Service, Museums Worcestershire, and the responsibility of Principal Curator of the Tickenhill Collection is within Museum Worcestershire's Social History Curator's role.

The Tickenhill Collection is overseen by the two Worcestershire County Councillors serving on the Council's Joint Museums Committee.

Since the establishment of Worcestershire County Museum, the collections of the Tickenhill Trust have been added to with collections owned by Worcestershire County Council. These include



## **Archaeology**

The Museum holds archaeological collections from within the present boundaries of Worcestershire, excluding the area covered by the collecting policy of Worcester City Museums Service, Worcester Cathedral, and the major excavation archive from Bordesley Abbey .

Archaeological archives from sites owned by The National Trust and English Heritage may be collected after negotiation.

The collection includes finds from research excavations prior to PPG15 and PPG16, sites investigated in response to development, chance finds and treasure items.

The collections reflect the settlement of Worcestershire from the Pleistocene through to the post-medieval period and include:

- Large deposits from the key county excavations at Beckford, Madresfield, Bays Meadow Roman Villa, Upwich, Old Bowling Green and Hanbury Road, Droitwich
- Pleistocene mammal, particularly mammoth, remains from excavations during the M5 widening at Strensham
- Bronze Age burial urns from Holt.
- Iron age currency bars from Malvern, a rare crouched Iron Age burial from Church Lench, and a significant and extensive archive from the Iron Age settlement at Beckford
- Extensive collections of Roman Severn Valley Ware pottery, including from kiln sites at Newlands, briquetage from Droitwich, evidence of roman salt working from Droitwich, Bredon Hill and Hartlebury Roman Coin Hoards and the archive, including wall paintings and a mosaic, from Bays Meadow Roman Villa
- Early medieval coin hoards from Severn Stoke and Wyre Piddle and a tenth century Anglo-Scandinavian gold ring from Kyre Park.
- Medieval salt working evidence, including the site of the main well, from Upwich
- Paper archives of site records, notes, maps, plans, drawings, photographs, written reports. Digital material is deposited with the Archaeology Data Service (ADS)
- The County Museum holds a numismatic collection that covers most aspects of official coinage from the Roman period to the present day as well as token coinage. Gaps in the collection include the Iron Age and the seventeenth century with the exception of a rare Charles I half-crown minted at Hartlebury Castle during the Civil Wars.

## **Social History**

### **Community, Domestic and Family Life**

Domestic and Family Life is a collection dating from 1890 to 1940 relating to cooking, heating, cleaning and lighting with examples of household furnishings and furniture.

Included within this section are:

- Cultural tradition
- Local government
- Law enforcement
- Emergency services
- Health, welfare & sanitation

- Education & school
- Warfare and defence
- Doors, windows & structural components
- Heating, lighting, water and sanitation
- Furniture, soft furnishings, floor coverings, ornaments, curios & pictures
- Household management, house cleaning, costume and soft furnishings care and maintenance
- textile crafts of sewing, lace making and patchwork of the nineteenth and early twentieth century
- Family hygiene & toilet
- Provisioning, food, drink and tobacco, storage, preservation, preparation, cooking, serving, eating and drinking
- Family wellbeing, Infant raising & Child rearing
- Toys, games, crafts and hobbies, sport, music & dolls, 1900 to 1940
- Broadcast and pre-recorded entertainment
- Books
- Gardening
- Travel
- Communicating equipment

## **Rural Crafts and Agriculture**

The Museum has a varied collection of nineteenth-and early twentieth- century material representing aspects of the rural life and farming throughout the year before modern mechanisation including

- Trades such as besom making, basket making, clog sole making, bark stripping, thatching, glass manufacture, gunsmithing and hornwork.
- Leather working such as saddler, shoemaker and glovemaking.
- Tools and products of the carpenter, wheelwright and cooper and the blacksmith and mine worker.
- Specialised industries such as Nash's scythe making, the Lewis ironworks, and the Bromsgrove Guild are also represented.
- Ploughs, seed drill, seed fiddle, dibbers, sickles and scythes, flails, hay knives, weeding tools, forks and spades, hoes, harrows.
- Small hand tools are well represented but there are fewer implements.
- Other agricultural items include examples of dairying equipment and veterinary tools, animal and crop husbandry.

## **Transport**

The Transport collection (1830s to 1950s) has both utility and passenger carrying vehicles. It includes:

- Types of farm waggon, drays, and carts representing agricultural processes in Worcestershire.

- Commercial vehicles include a carrier's cart, delivery vans from Worcestershire traders, manufacturers and crafts persons, a hearse, hansom cab and a fire engine.
- Private vehicles including a travelling chariot, phaeton and a governess cart.
- Bicycle collection (circa 1870 to 1960) which has a variety of machines including tricycles, ordinaries, a quadricycle, velocipedes, and a range of safety bicycles.
- A motor vehicle made in Kidderminster, the Castle Three car.

### **The Vardo Collection**

The collection includes a unique and nationally important series of Gypsy Vardo (wagons) including examples of a Reading Waggon, a Bow Top, a Ledge Waggon, an Open Lot and a Square Burton.

The associated collections that represent Romany life in the County have seen development as a result of the John Ellerman funded Vardo Project and a dedicated Vardo Curatorial Officer. The collection will continue to be developed during the lifetime of this policy.

### **Costume and Textiles**

The costume and textiles collection comprises material circa 1750 to 1970s and is one of the finest costume collections in the region.

It includes:

- A comprehensive collection of costume and accessories, such as parasols, fans, shoes and headwear. The eighteenth-century dresses and shoes are of particular interest and regional significance.
- Examples of eighteenth-century baby clothes and early nineteenth-century juvenile wear.
- Two gentlemen's jackets dating to the late, as well as military and civilian uniforms and smocks.
- Collection of clothes worn by Vesta Tilley including 3-piece suit, top hat, boots and a number of waistcoats.
- A *Queen of Your Home Town* outfit inspired by Vesta Tilley and worn by drag artist, Ginny Lemon, on the TV show Drag Race

### **Fine art**

The County Collection includes a small collection of fine art. There are several important and intriguing pieces within the collection, including landscapes by Carleton Grant and Leopold Rivers, and an important portrait by Mary Jane Hunter.

### **Working and educational collections**

The power of museum objects can sometimes only be fully accessed through handling the artefact, or seeing it work in its original function. In order to preserve significant items, it is important that some specific objects are designated or collected as handling/working items. These items are not considered part of the main collection and the processes of acquisition, documentation and disposal is less formal than for the main collection.

### **Education handling collection**

Handling items enable visitors, particularly in formal learning groups and community groups, to interact directly with objects by touching, feeling, smelling and wearing and are acquired to reflect the accessioned collections. These items might bear primarily original historic items but can be or

replicas, but all are considered a core learning resource. Although treated with care, it is assumed that some will be damaged or destroyed with use and that eventual disposal may be necessary.

As with accessioned collections, the handling collection considers acquisition, disposal, management, care, and access for all handling items.

Museums Worcestershire have a number of objects that have been collected or prepared especially for handling, particularly by school groups, the majority of which are not accessioned. Donations of historical objects have also sometimes been designated as handling rather than refusing the offer.

### **Working Objects**

Working items are restored, sometimes with the addition of new parts, to more fully demonstrate the purpose they were originally used for. The restoration should not transform the original purpose or original look of the object: if parts are removed as part of the restoration they will be kept alongside the object. The decision to restore an object to 'working' should only be made to add to visitors' understanding of that item rather than simply to make it look more attractive. Once an object has been restored to work it should, wherever possible, be maintained in a working state.

As part of the full audit of the social history collections during the life of this policy, a small number of items may be designated as working.

## Themes and Priorities for Future Collecting

### **Tickenhill Collection**

It is not intended to develop the collection of the Tickenhill Trust during the lifetime of this policy.

### **Archaeology**

Worcestershire County Museum will continue to seek to acquire excavated material, chance finds and paper archives from every period from the Palaeolithic to the present day from within the boundary of the County of Worcestershire, and from property belonging to Worcestershire County Council.

Archives of excavated finds will be subject to a rationalisation and selection process undertaken on a site by site basis in discussion with the County Museum, Archaeological Contractor and County or District Archaeology Officer following the procedures and templates set out within the *CifA Selection Toolkit, 2019* and the Society for Museum Archaeology *Standards and Guidance in the Care of Archaeological Collections, 2020*. Internal rationalisation and selection strategies devised by archaeological units will not be applied without discussion in the County of Worcestershire.

The acquisition of private and historical archaeological collections of relevance to the County or County people will be considered on a case-by-case basis if offered.

Archaeological material from outside the County boundary may be considered for acquisition in liaison or in partnership with other accredited museums in exceptional circumstances.

Worcestershire County Museum will seek to acquire the more significant treasure items found within the County boundaries where it can.

### **Social History**

The county museum collection should build on the strengths of its other collections and future collecting should be guided by themes in the existing collections, with a preference for objects relating to the period before 1890 and post 1945.

Because of the limitations of storage space, staff and conservation resources, care will need to be exercised in selecting only new acquisitions that have a Worcestershire provenance or fill an identifiable gap in an existing collection. New acquisitions must be selected using the criteria of local i.e. county manufacture, use or association.

Priority will be given to objects which fill identifiable gaps in the existing collection. Current gaps include:

- Objects relating to the smaller community trades such as shops and pubs.
- Objects relating to the sporting strengths of the county.
- Examples of everyday and occupational costume with a strong provenance and story of Worcestershire people.
- Objects relating to the glove making industry.
- Contextual material relating to gypsy life, particularly when relating to Worcestershire to give background information to the important gypsy vehicle collection.

Community focussed collection development will be a key focus during the lifetime of this policy, building on work and relationships developed through the Esmé Fairbairn funded Glove Affair & Volunteers at Home projects and Arts Council England funded Museums Voices project, the museum will seek to identify gaps in representation of the county's communities in the collections and will seek to respond where opportunity allows.

## **Costume and Textiles**

The priority areas for development of the costume collection are:

- Eighteenth century costume, in particular childrenswear and menswear
- Costume representing significant fashions from the late twentieth century to present day
- Items relating to notable people who lived/worked in Worcestershire

The regional significance of the eighteenth-century costume collection will be acknowledged in considering relevant objects for collection from a regional geographical collecting area.

## **Vardo and associated object and archive collection**

Collecting will focus on gaps in the associated and contextualising object collection and archive including

- Every day social history objects related to travelling communities
- Costume such as gentleman's suits, pinnies with horseshoe pockets, aprons and skirts.
- Furnishings such as embroidered cushion coverings and chair covers.
- Domestic objects such as animal traps, tripods and swing pots, cauldrons, lamps and Crown Derby
- Art and crafting such as peg making, flower making, tin making and wreath making and associated equipment.
- Musical instruments
- Horse equipment such as materials used to 'dress' horses for shows and objects and archive relating to Petulengro.
- Oral histories of travelling families or associates who have worked and lived alongside travelling families
- Photographs and ephemera

In acknowledgement of the national significance of the Vardo collection, an application for designation is expected to be made to Arts Council England during the lifetime of this policy. The national significance of the collection and fact that travelling communities travel or have travelled will also be acknowledged in, uniquely for the County Museum collection, considering relevant objects for collection from a national geographical collecting area.

## **Education handling collection**

During the lifetime of the policy, Museums Worcestershire learning staff will identify gaps through consultation and items actively collected to fill those gaps.

## Themes and Priorities for Rationalisation and Disposal

Worcestershire County Museum is undertaking active rationalisation and disposal.

The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process. Insert additional commentary relating to themes and priorities for rationalisation and disposal.

The procedural process is laid out in the *Acquisition and Disposal Procedures* document associated with this Collections Development Policy.

During the lifetime of the policy, Museums Worcestershire will identify, research and, if appropriate, process objects for disposal that are:

- Damaged beyond repair
- Contain hazardous materials with risks that cannot be sufficiently mitigated
- Were previously over collected in duplicate, in bulk without sampling or selection or are unprovenanced and have no relevant context
- Or are not part of the collection but were abandoned loans or unaccepted gifts.

All objects that are considered to fulfil one of the four criteria themes for disposal will be subject to a matrix to consider their significance against criteria set out in the disposal procedure.

During the lifetime of this policy priority areas for rationalisation will be objects in the social history, transport and furniture collections that satisfy one of the four disposal theme criteria and are considered to be of low significance. Archaeological archives will be subject to site by site selection and retention strategies prior to deposition set out by the Chartered Institute for Archaeology's *Selection and Retention Toolkit* and the *Museums Worcestershire Guidelines for Archaeological Deposition*.

### **Education handling collection**

During the lifetime of the policy, Museums Worcestershire learning staff will rationalise the education collection and dispose of objects which have little or no handling value.

## Legal and ethical framework for acquisition and disposal of items

The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

### Collecting policies of other museums

The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

#### **Worcester City museum collection.**

The two museum collections managed by Museums Worcestershire have complementary strengths and themes. All potential acquisitions and disposals are discussed by a curatorial panel and, when required, by the Joint Museums Committee to ensure that each collection continues to grow its strengths and neither duplication nor gaps occur.

In addition, specific reference is made to the following organisations:

- Worcestershire Archives and Archaeology Service which is the main repository for documentary items relating to Worcester City and Worcestershire County.
- Avoncroft Museum, Forge Mill Needle Museum, Gordon Russell Museum, Kidderminster Railway Museum, Kidderminster Carpet Museum, the Wythall Transport Museum, Worcester Porcelain Museum, Tudor House, Worcester, Worcestershire Masonic Library & Museum Trust George Marshall Medical Museum who collect items connected to specific parts of Worcestershire's history.
- Worcestershire Regiment Museum Trust and Worcestershire Yeomanry Museum Trust who collect items relating to Worcestershire's military history. Bewdley Museum, Malvern Museum, Tenbury Museum, the Almonry Museum in Evesham and Bromsgrove Museum who collect objects relating to geographical areas within Worcestershire.
- The collecting policies of county National Trust properties.



## Acquisition Procedures

The policy for agreeing acquisitions is laid out in the *Museums Shared Services Partnership Agreement* between Worcestershire County Council and Worcester City Council, 2010, schedule 7. The procedure will follow the Acquisitions and Disposal Procedures document associated with this Collections Development Policy.

Museums Worcestershire will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

Museums Worcestershire will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, Museums Worcestershire will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

Museums Worcestershire will seek to acquire copyright along with artefacts and research being added to the collection, but where this is not possible will follow current legal obligations and guidance with regard to artefacts and research for which it has responsibility.

## Human Remains

As the museum holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.

## Biological and Geological Material

So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

## Archaeological material

The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

## Exceptions

Any exceptions to the above clauses will only be because the museum is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur

## Spoliation

The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

## The Repatriation and Restitution of objects and human remains

The museum's governing body, acting on the advice of the museum's professional staff, may take a decision to return human remains (unless covered by the '*Guidance for the care of human remains in museums*' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in the first five paragraphs of the Disposal Procedures on page 21 will be followed but the remaining procedures are not appropriate.

The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the '*Guidance for the care of human remains in museums*'.

## Disposal procedures

All disposals will be undertaken with reference to the Spectrum primary procedures on disposal.

The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort – destruction.

The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.

If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further

acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England/Welsh Government / Museums Galleries Scotland/Northern Ireland Museums Council (delete as appropriate).

The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal

## **Disposal by exchange**

Museums Worcestershire will not dispose of items by exchange.

## **Disposal by destruction**

If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.

It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.

Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.

Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.

The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file

## Associated Guidelines

Worcestershire County Museum Collection Development Policy is referenced by the following documents:

### **Collections Management Policy**

This policy outlines the approach and framework to develop and care for these collections to ensure the people of Worcestershire today and for future generations continue to access and understand their culture and heritage.

### **Human Remains Policy**

Worcestershire County museum collecting has been guided in the management of the human remains it curates, by its Policy for the Care of Human Remains. It is based on DCMS 2005 Guidance for the Care of Human Remains in Museums.

### **Conditions for Deposition of Archaeological Archives**

Intended principally for use by archaeological contractors, this document sets out the requirements of Museums Worcestershire when acquiring artefacts and archives resulting from of archaeological excavations. It aims to ensure consistency of approach and ease of future access to the information.

### **Acquisition and Disposal Procedures**

This document lays out the process to be followed when objects are considered for acquisition or for disposal. It is partly based on the Museums Association's Disposal Toolkit and has integrated advice from the Museums Association to Museums Worcestershire.

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**Report to: Joint Museums Committee, 15 June 2023**

**Report of: Museums Manager**

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**Subject: WORCESTERSHIRE COUNTY MUSEUM FUTURE OPTIONS**

**1. Recommendation**

**That the Joint Committee**

- 1.1 note the information regarding options for the future of Worcestershire County Museum; and**
- 1.2 recommend to Worcestershire County Council their preferred option for consideration at a meeting of the Cabinet in September**

**2. Background**

- 2.1 The Worcestershire County Museum is a popular destination as part of the wider offer to local residents and tourists at Hartlebury Castle. It brings significant visitor spend into Worcestershire, with associated benefits for local businesses and local employment. For decades, a visit to the museum was an important trip for Worcestershire school children and this tradition continues with a lively formal and informal education programme that supports classroom learning, creativity and an understanding of Worcestershire's history.
- 2.2 As reported to this committee at its last meeting, the museum team have been reviewing the opportunities to further develop the County Museum offer, so that the benefits of a museum visit can be translated into an evidence-based programme that supports the health and wellbeing of local residents through commissioned support, social prescribing and other community programmes.
- 2.3 The Joint Museums Committee has delegated powers to manage the operation of an effective museum service. Significant decisions by either local authority regarding their museums should first be considered by this committee and then, in the case of the County Museum, be reported to Worcestershire County Cabinet including a recommendation from the joint committee.
- 2.4 Worcestershire County Council is also the sole trustee of the Tickenhill Collection, the founding collection of the County Museum now held in charitable trust. The two County Council members of this committee hold the responsibility to ensure that decisions that impact the Tickenhill Collection are considered appropriately as the charity trustee. The charitable objective is: *The maintenance and administration of the Tickenhill Collection which shall be placed or kept in such one or more public rooms, halls, museums or other places for exhibition in Worcestershire or elsewhere and that it shall be kept open for inspection by the public. Also, to lend the said collection or any part thereof for public exhibition or for educational purposes.*

- 2.5 As noted by this committee at their meeting in September 2022, Worcestershire County Council holds two leases for the area making up the County Museum at Hartlebury Castle, both of which end in early 2026. The landlord is Hartlebury Castle Preservation Trust with whom we collaborate to open the site to the public as a visitor destination. These are full repairing leases, and the costs of any outstanding obligations will need to be negotiated at lease end. A condition survey has recently been carried out and Worcestershire County Council's property team are working on a programme of works leading up to the lease end, keeping the landlord informed. This is included in the County Council's capital programme.
- 2.6 The County Museum's Transport Gallery, which includes a display of the county's internationally significant Vardo collection has been closed to staff and the public for several months for essential maintenance, including the assessment and management of the low-risk asbestos present in its building fabric.
- 2.7 The Cider Mill at the County Museum has also been fenced off to prevent close public access in recent years. This property was relocated from another site during the early years of the Council lease. It would require major structural works to make it safely accessible. Alongside a review of its condition, a significance review is underway to assess if the County Museum is the best long-term home for this building. This assessment will be brought back to this committee at a later stage.
- 2.8 The property and museum teams have undertaken a review of options for the County Museum. Two phases of review, both at high level, have been carried out, considering the service in relation to various property options. In addition to the options set out below, the first phase review considered other locations in the county that were in areas of redevelopment or close to other potential heritage partners. Those not included below did not meet the necessary space opportunity criteria or had unrealistic cost levels. These reviews were supported by property consultants.

### **3. Options for Consideration**

- 3.1 The table below sets out the options reviewed. Property costs are based on metre squared estimates and development costs are estimated for the building size.

Option A	Remain at Hartlebury Castle, North wing, admin block and new build Transport Gallery	<p>A redeveloped Worcestershire County Museum at Hartlebury Castle, continuing as a visitor destination but also developing learning and health programmes meeting needs of Worcestershire residents.</p> <p>This option meets the funding priorities of the National Lottery Heritage Fund, plus other smaller funders.</p>	<p>CAPITAL Property costs £2.3million Museum and energy sustainability development costs £1million</p> <p>REVENUE Long-term reduction in energy costs and increased income</p>
Option B	Relocate to County Hall - within existing building (ground floor pavilion) and part new build	A new County Museum within County Hall, improving the public access to County Hall and the Council's assets. Focused on learning and groups and access to the County's collections.	<p>CAPITAL Property costs £7million Museum development costs £0.7million</p> <p>REVENUE</p>



		This option does not meet the funding priorities of the National Lottery Heritage Fund but will meet other smaller funder priorities.	Annual lost revenue (pavilion potential tenant) £95k
Option C	New build alongside the Countryside Centre at Worcester Woods	A smaller Worcestershire County Museum at Worcester Woods, together developing as a visitor destination with shared facilities.  This option does not meet the funding priorities of the National Lottery Heritage Fund but will meet other smaller funder priorities.	CAPITAL Property costs £5.4mill Museum development costs £0.5million  REVENUE Potential long-term efficiencies of services working closer together
Option D	See exempt appendix (not for publication as it contains commercially sensitive information)		

- 3.2 'Do Nothing' or 'status quo' at the current site is not an option. For the County Museum to remain at Hartlebury Castle, in the long term, works are required over and above lease obligations. If the Museum is to remain on site the minimum property work required is a replacement roof for the Transport Gallery, however the building itself remains unfit for purpose for display of the significant collection of Gypsy Vardos. It is proposed therefore under option A that the existing gallery is demolished and a new, fit for purpose, gallery constructed.
- 3.3 Option A will retain a lease position and will require Worcestershire County Council to engage with Hartlebury Castle Preservation Trust for a new leasehold interest on the basis of demolition and rebuild of the existing Transport Gallery. It will seek terms which mitigate the risks (exempt appendix refers - not for publication as it contains commercially sensitive information) associated with remaining at the site as part of consideration of the detailed terms for both the property lease and service management agreements.
- 3.4 For options A-C, the next steps will be for the Council's project team to progress the property proposals to concept design stage. The costs noted in table 3.1 are indicative, additional detailed investigation with quantity surveyor input will be available for the County Cabinet decision.
- 3.5 For all options, the museum team will progress work on a service business plan which would include outcomes, potential long-term income streams, and energy solutions to reduce revenue costs. A proposed portfolio of potential external funding will also be prepared for the recommended option. For option A, an Expression of Interest will be submitted to the National Lottery Heritage Fund this summer.
- 3.6 For options A-C, feasibility will be progressed to consider the options available to the Council make it possible to bring the Gypsy Vardos back into public display in the short term.

#### **4. Implications**

##### **4.1 Financial and Budgetary Implications**

All options have both a capital and revenue impact. This report aims to set these out at high-level to enable options to be comparable to support the decision making. Further detail on costings will be assessed on the recommended option with support from external consultants to inform the County Cabinet review.

##### **4.2 Legal and Governance Implications**

The County Council's legal team have supported the high-level review and will continue to feed into the project working group.

##### **4.3 Risk Implications**

A risk analysis of the options has been undertaken at high level. The report appendix includes additional information about the main risks identified, which includes some sensitive commercial information.

##### **4.4 Corporate/Policy Implications**

Should the Council choose to progress with an option which would make significant changes to its museum offer, this will be subject to public consultation.

##### **4.5 Equality Implications**

Equality implications of the different options have been considered as part of the review. There are both benefits and restrictions to wider access to the museum of all the options, with none believed to outweigh other factors. More detailed equality impact assessments will be undertaken at the next stage of work.

##### **4.6 Human Resources Implications**

HR will support the next stage of work as required.

##### **4.7 Health and Safety Implications**

The property review includes consideration across the option sites for any H&S implications.

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

The County Museum contributes to the social and economic health of the county and options A-C would enable those to develop and grow. Option A would also enable investment to reduce the County Museum's environmental impact and ongoing energy costs.

**Ward(s):**

**All wards**

**Contact Officer:**

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

**Philippa.tinsley@worcester.gov.uk**

**Background papers:**

**Appendix (Exempt): Worcestershire County Museum  
Future Options**



**Report to: Joint Museums Committee, 15th June 2023**

**Report of: Museums Manager**

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**Subject: JOINT MUSEUMS COMMITTEE WORK PROGRAMME**

**1. Recommendation**

**That the Joint Committee**

- 1.1 note its future work programme and consider whether there are any additional matters it would wish to be incorporated; and**
- 1.2 consider if it would like to make any changes to its current meeting pattern.**

**2 Background**

- 2.1 In order to allow the Joint Committee to manage its future work programme, a list of anticipated items for 2023-24, 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. The programme of reporting and decisions required to fulfil the Strategic Plan is included in this work programme.
- 2.3 This committee usually meets four times a year, in March, June, September and November to review the service's performance over the previous quarter performance and consider any forward decisions. When council meetings returned in person after pandemic closures, the committee decided to return to holding meetings across all the museum sites.
- 2.4 The Joint Museums Agreement sets out that the committee should hold an annual meeting in June and approve a budget for the following year by 1<sup>st</sup> December.
- 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 and if they would like to change the number or venue of any meetings.

**3 Information**

- 3.1 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

3.2 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

3.3 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

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

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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