

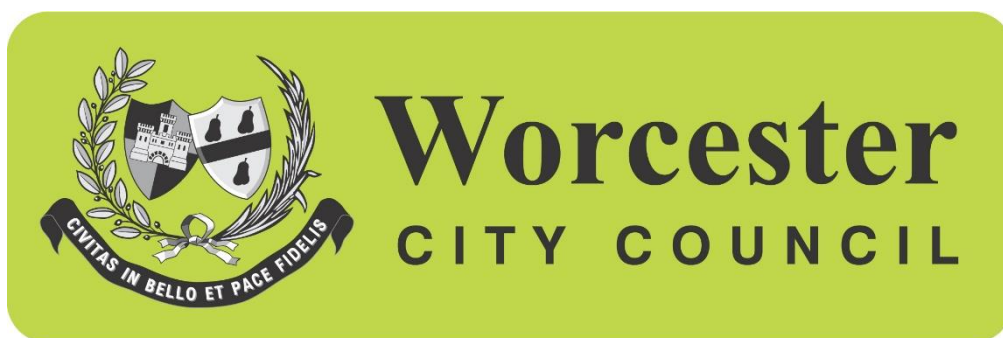
**Joint Museums Committee**

**Thursday, 26 October 2023, 3.00 pm, Court Room, Guildhall,  
Worcester**

**Agenda**

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## **JOINT MUSEUMS COMMITTEE**

### **SUPPLEMENTARY AGENDA**

**Date:** Thursday, 26th October, 2023

**Time:** 3.00 pm

**Venue:** The Guildhall

## **JOINT MUSEUMS COMMITTEE**

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

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

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

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

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**Members of the Committee:-**

Chair: Councillor Adrian Gregson (L)  
Vice-Chair: Councillor Marcus Hart (C)

Councillor Patricia Agar (LCo)

Councillor Marcus Hart (C)

C= Conservative

G = Green

L = Labour

LCo = Labour and Co-operative

LD = Liberal Democrat

**SUPPLEMENTARY AGENDA**

**Part 1**

**(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)**

**12. Worcester City Museums Review**

Page(s): 1 - 4

Ward(s): All Wards

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

1. That the Joint Committee note the review of visitor patterns relating to the two Worcester City Council museums and the proposal of revised public opening hours for both museums,
2. That the Joint Committee approve the proposed changes to the staffing at both museums; and
3. The Museums Manager be authorised to implement the proposed staffing changes, following Worcester City Council procedures in consultation with the Chair and Vice Chair of this committee.

**13. 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 12A of the said Act.

**PART II**

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

**14. Worcester City Museums Review**

Page(s): 5 - 6

Ward(s): All Wards

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

To consider the confidential Appendix.

Exempt – not for publication because the item contains information relating to any individual, information which is likely to reveal the identity of an individual and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority – Paragraphs 1,2 and 4.



**Report to: Joint Museums Committee, 26<sup>th</sup> October 2023**

**Report of: Museums Manager**

**Subject: WORCESTER CITY MUSEUMS REVIEW**

## **1. Recommendation**

- 1.1 That the Joint Committee note the review of visitor patterns relating to the two Worcester City Council museums and the proposal of revised public opening hours for both museums,**
- 1.2 That the Joint Committee approve the proposed changes to the staffing at both museums; and**
- 1.3 The Museums Manager be authorised to implement the proposed staffing changes, following Worcester City Council procedures in consultation with the Chair and Vice Chair of this committee.**

## **2. Background**

- 2.1 The Commandery and Worcester City Art Gallery & Museum both play an important role attracting visitors into Worcester. The spend by Museums Worcestershire's visitors in other local businesses was £2.4million in 2022-23.
- 2.2 The profile of the city museum visitors has shifted over the last 15 years from predominately local visitors to a more equal mix of Worcester residents and those on trips into the city. On average, 60% of museum visitors now come from across Worcestershire, about 25% from the West Midlands region and up to 15% from across the country. The museum service keeps the profile of its audience under regular review and the service aims to respond to demand and need from its users.
- 2.3 The current opening hours of the two city museums have remained the same for more than 15 years. During this period the offer at each museum has changed, as have visitor patterns both in the museums themselves and in the city centre. Opening hours were last formally reviewed in 2018, at which point evidence of need for change was recognised, but not at sufficient enough levels to make a change.

<b>The Commandery current opening hours</b>	
Seasonality	February-December
Current opening hours	Tues-Sat 10am-5pm; Sun 11am-3pm plus Bank Holiday Mondays
Total open hours to public	39 hours per week

<b>Worcester Art Gallery &amp; Museum current opening hours</b>	
Seasonality	All year
Current opening hours	Mon-Sat 10.30am-4.30pm

Total open hours to public	36 hours per week
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- 2.4 Worcester City Council has an overview of cultural activity in the city through its Tourism Strategy and its Arts and Cultural Strategy. Both focus on cultivating networks and opportunities in the city in order to more widely raise the profile of Worcester. The city museums play a key part in these strategies and the City Council needs their visitor offer to have a simple message that is straightforward to promote, is the optimum offer to attract tourist visits (predominately weekend visits) into Worcester and supports growth in footfall to other city businesses.
- 2.5 Under the Museums Shared Services Partnership agreement, the function of managing the operation of an effective museum service, along with final approval for any staff change is delegated to the Joint Museums Committee. Any permanent change to the opening hours of any museum, however, is excluded from this committee's delegated responsibilities and, at the City Council, sits with the Place and Economic Development Committee.
- 2.6 Worcester City Council's medium term financial plan includes a need for a significant savings to balance the council's budget. Ongoing work has been undertaken by all city services to lower the projected budget gap in future years. The city museums have taken on an additional £17k in income targets in 23-24, and any service review needs to include additional budget saving.

### 3. Information

- 3.1 In 2022-23, including through the blockbuster Canaletto exhibition, the city museums reviewed the pattern of museum visiting, city centre footfall and local business hours to monitor if current museum opening hours are still aligned to visitor need. The findings of this review can be summarised:

Seasonality	
Commandery	Least busy December, March, June February 17% of total for year
Art Gallery & Museum	Least busy to exhibitions December, January But shop income highest December
Days of the week	
Commandery	Busiest mid-week and Saturdays Sundays least busy day Fridays most popular with schools Café busiest Saturdays and Sundays
Art Gallery & Museum	Busiest Saturdays All other days almost equal Canaletto busiest Saturday then Wednesday and Friday, least busy Monday Visitor comments mention Sunday closure
City centre footfall	Fridays and Saturdays busiest All other days (incl Sunday) almost equal Public transport in and out of city centre on Sundays is poor
Other businesses	Hive: least busy days are Sunday and Monday North end of Worcester businesses are least likely to be open on Mondays
Hours	
Commandery	31% visitors arrive first hour on Sundays Only 2% visitors arrive in last hour, except Sundays when it's 13%
Art Gallery & Museum	30% visitors arrive in first hour



	6% in last hour
City centre footfall	Busiest hours weekdays 12-2; Saturdays 10-5; Sundays 12-3 Footfall drops by 22% after 4pm across week Drops very significantly by 6pm (even on Fri and Sat)

- 3.2 The conclusions from this review were:
- increased seasonal closure would be possible but would have a negative impact on museum income,
  - there is potential for Sunday opening and Monday closure at the Art Gallery & Museum to be successful – this being a very common opening pattern for other museums globally and thus familiar for visitors. This change would also benefit businesses at the North end of the city centre,
  - Visitor demand is to open and close slightly earlier in the day,
  - Visitor patterns suggest opening slightly longer on Sundays at The Commandery would increase visitors.
- 3.3 The criteria used for planning the changes to the museum public hours and the necessary changes to staffing are:
- Continue to deliver a successful visitor experience, increasing visitor numbers and supporting Worcester City Council's strategies,
  - Maximise the opportunities for earned income,
  - Operate the museum to standards required by Museum Accreditation and, at the Art Gallery Government Indemnity standards for national loans to exhibitions,
  - Ensure the safe and efficient operation of the museum, including safe evacuation of visitors in the event of a fire or other emergency,
  - Sunday working paid at an enhanced rate as per Worcester City Council's local conditions
  - Changes to rotas distribute hours fairly between different staff undertaking the same role. Where possible negative impacts are planned to minimise the impact on any single staff member.

#### 4. Preferred Option

- 4.1 A revision of opening hours is proposed, better reflecting current visitor demand and the opportunity for growth in tourism, particularly at weekends. The proposal is to have the same hours at both museums, simplifying the message. The proposed revised hours are:

<b>The Commandery and Worcester City Art Gallery &amp; Museum</b>	
Proposed opening hours	Tues-Sat 10am-4pm; Sun 10am-3pm
Total open hours to public	35 hours per week

- 4.2 To operate the museums to these revised hours, changes to the front-line teams at both The Commandery and the Art Gallery & Museum will be required. The proposed staff changes are included in the exempt appendix as it includes information relating to individuals.
- 4.3 The implementation of this option will make the £5000 savings set out in the finance report presented at this meeting, along with an additional £1000 saving to the MAG offices budget which is not within the Joint Museum service's budget.

These savings contribute to the requirements of Worcester City Council's medium term financial plan.

## **5. Alternative Options Considered**

- 5.1 The alternative would be to not make the revision and continue with the current visitor hours at both city museums. Opening hours would continue to be misaligned to visiting patterns and would not support tourist weekend visits as well. The required saving would instead need to be made through a reduction in the service at the City Museums, with a less ambitious programme of exhibition and events at the two sites.

## **6. Implications**

- 6.1 **Financial and Budgetary Implications**  
This proposal meets the budget saving required by the city for its museums. Because the proposed changes are in line with service usage, it is not anticipated that earned income will reduce, although this will remain under review.
- 6.2 **Legal and Governance Implications**  
There are no legal or governance implications to the proposed work.
- 6.3 **Risk Implications**  
As earned income is now a significant percentage of the museums' budget, there is always a risk that changes to operations may impact income earning and required additional changes. This risk will be kept closely under review.
- 6.4 **Corporate/Policy Implications**  
The Place and Economic Development Committee will consider the wider city policy impact of this proposal for change.
- 6.5 **Equality Implications**  
The business case has been reviewed, concluding that there are no equality implications to this work.
- 6.6 **Human Resources Implications**  
Worcester City HR team have been involved in the preparation work towards the proposal for change.
- 6.7 **Health and Safety Implications**  
H&S impact has formed part of the review process and it is believed there are no implications of the proposed operational change.
- 6.8 **Social, Environmental and Economic Implications**  
Aligning the visitor offer at the city museums is anticipated to have a positive impact on social and economic implications by increasing tourist visits and family access to the museums.

<b>Ward(s):</b>	<b>All wards</b>
<b>Contact Officer:</b>	<b>Philippa Tinsley, Tel: 01905 23571, Email: Philippa.tinsley@worchester.gov.uk</b>
<b>Supporting Papers:</b>	<b>Appendix (exempt)</b>

By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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