

# MUSEUMS WORCESTERSHIRE

SERVICE PLAN 2021-22

End of Q2 review

Strategic Objective	Key Targets/Work Areas	Actions	
	What	What	By when

<p><b>Develop the venues and collections for the future.</b> Work with visitors, stakeholders, funders and partners to grow an ambitious and sustainable service.</p>	<p>1. Recover from the impact of the Covid pandemic and return to a rising trend in visitor numbers at all sites by delivering a programme of new exhibitions, displays, learning and events.</p>	<p><b>Curate an ambitious programme of exhibitions at Worcester City Art Gallery &amp; Museum supported by partners and funders</b> - <b>Summer family audience, Titanic</b> Very successful and popular exhibition with over 20,000 visitors; highest visitor numbers for latter part of May recorded, third busiest June and fourth busiest July, even with numbers having to be kept within maximum limits for Covid mitigation.</p>	Sept 21
		<p><b>Commission a marketing campaign reaching a wider regional audience alongside the Titanic exhibition</b> Extensive marketing campaign attracted audiences into the city from North Worcestershire and West Midlands as well as from distant locations such as Torquay and Leeds. Postcode data for areas within a 45 minute drive time with potential audience characteristics was used to lead campaign, and was successful in attracting many first-time visitors into Worcester.</p>	Aug 21
		<p><b>Plan a new programme of onsite gallery tours and showcase Saturdays linked to exhibition programme at Worcester City Art Gallery &amp; Museum for post-Covid recovery</b> Programme underway:</p> <ul style="list-style-type: none"> <li>• Bitesize talks in person again</li> <li>• Gallery tours</li> <li>• Museum After Hours and special family events</li> <li>• Family trails</li> <li>• Showcase Saturdays and informal learning workshops</li> </ul> <p>Gallery tours to be added in 2022, with a further review of programme,</p>	Sept 21
		<p><b>Launch revised formal education sessions at The Commandery</b> New Birthplace of Democracy and revised Civil War and Tudors sessions launched and publicised; successful take up for new school year.</p>	Sept 21

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		<p><b>Introduce talks at County Museum to enhanced the visit on less popular visit days</b> Script complete and trials with visitors taking place through Sept/Oct before it becomes a permanent part of the offer.</p>	Sept 21
<p><b>Strengthen the core.</b> Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.</p>	<p>2. Embed learning from the lockdown period and emergency fund projects into ongoing work.</p>	<p><b>Continue to support our local heritage community</b></p> <ul style="list-style-type: none"> <li>• <b>Promote toolkits and guidance films</b> Toolkits and films are complete and have been promoted in phases to: <ul style="list-style-type: none"> <li>• County heritage sector</li> <li>• early careers and educational organisations</li> <li>• specialist heritage groups</li> <li>• wider heritage sector</li> </ul> </li> </ul>	Sept 21
<p><b>Make a difference in our communities.</b> Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county.</p>	<p>3. Grow the wellbeing impacts of project work into service-wide development</p>	<ul style="list-style-type: none"> <li>• <b>create the new Visitor Welcome Volunteer at The Commandery</b> Role profile created and promoted, three new volunteers due to start shortly. Promotion will continue as we need a large team. Other volunteering roles at Commandery will be added in due course.</li> </ul>	Aug 21
<p><b>Grow and diversify our funding and resilience.</b> Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.</p>	<p>4. Develop the range of income streams across museums.</p>	<p><b>Review café contracts and plan maximisation of opportunity</b></p> <ul style="list-style-type: none"> <li>• <b>Re-licence Commandery café for next 5 years</b> New licence tendered, negotiated and in place, with terms further developed and increased income targets</li> </ul>	Sept 21

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		<ul style="list-style-type: none"> <li> <b>Work with property to install new toilet so the cafe can operate more independently</b>            Slightly delayed in starting but now underway on site. Will be complete for new season.         </li> <li> <b>Research potential for blacksmithing courses at the County Museum</b>            Research into competitors complete.            Next steps will be to assess viability of running courses and investigate upfront costs to develop a business plan.         </li> <li> <b>Investigate opportunities for culture-specific tax positions with finance teams</b>            Several options investigated and discussed with the City's VAT advisors.            City's current VAT position seems to rule out any opportunity being possible, although this could be reviewed again in the future, using a cultural VAT specialist.         </li> </ul>	<p>July 21</p> <p>Sept 21</p> <p>July 21</p>