

MUSEUMS WORCESTERSHIRE SERVICE PLAN JULY-DECEMBER 2023	Actions		
	What	Milestones	Summary

STRATEGIC AIM 1	Develop the venues and collections for the future. Work with visitors, stakeholders, funders and partners to grow an ambitious and sustainable service.		
Implement campaign of national marketing and publicity for The Commandery and Worcester's heritage, in liaison with Worcester BID	August 2023	<p>Campaign was implemented in summer 2023. Campaign achieved 22% increase in summer visitors to The Commandery and uplift in season ticket sales.</p> <p>Attracted support and funding from Worcester BID and Visit Worcestershire. Partner support amplified the campaign, focusing on promoting Worcester's heritage, including a double-page spread in the Metro newspaper and a Worcester heritage itinerary in group travel publications. Facebook advertisement reached 86,000 people.</p> <p>36% of visitors are travelling into Worcestershire specifically to visit the Commandery</p>	
Support Military Museum trusts on the redevelopment of the Worcestershire Soldier display, at The Commandery: <ul style="list-style-type: none"> Mercian Museum Trust's Heritage Lottery application 	June 2023	<p>Development Phase application for the Worcestershire Soldier submitted to National Lottery Heritage Fund by the Mercian Regiment (Worcestershire) Museum Trust in July 2023.</p> <p>Application submission supported by Museums Worcestershire team and townfunding.</p> <p>Grant decision at NLHF's December meeting – successful application.</p>	
Work with the County's Property team to present options following the ends of lease for both the Collections Centre Store and the County Museum to: <ul style="list-style-type: none"> Joint Museums Committee County Council Cabinet 	June 2023 November 2023	<p>Options appraisal completed and reviewed by County Council Cabinet at their October meeting, decision to move to negotiation on renewing lease and to apply to funders to support redevelopment at the County Museum at Hartlebury Castle.</p> <p>Project team is formed and redevelopment planning, including funding applications, is now underway.</p>	

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STRATEGIC AIM 2	Strengthen the core. Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.		
Complete review of museum policies to guide future work <ul style="list-style-type: none"> collecting policies audience development plan 	November 2023	Worcester City and Worcestershire County Museum collecting policies reviewed and approved by JMC at their June meeting. Audience Development Plan delayed to enable Member discussion during JMC strategic planning workshop in March 2024 Both are required in specific formats for museums accreditation. Arts Council England have reopened the scheme again in 2023, but have not yet invited the Museums Worcestershire museums to submit their renewal applications – it is anticipated this may be in 2025.	
Plan further access around under-utilised important collections <ul style="list-style-type: none"> Be part of Mindsets and Missions science museums for the future cohort planning Submit designation application for City's significant glove collection Acquire artwork for City Collection 	December 2023	Funding secured for Museums Worcestershire to be part of initial Mindsets and Mission cohort and undergo training. This has rejuvenated planning to increase access to the City's historic natural history collections. Arts Council England has not yet reopened the application process following the pandemic for designation of nationally significant collections. This will remain an action until that point. Working with the Worcestershire Heritage, Art & Museums charity, and with the Dame Laura Knight Society, we have acquired an additional picture by Laura Knight for the City's collection, and a Tracey Emin print. Two further potential gifts are under discussion.	
Redesign website to improve communication with all audiences about the service	December 2023	Site replanned and implementation of the changes underway. Reimagined venue home pages are now clearer for visitors with more visual content and information to help promote and plan a visit.	
Support County Council Property team to fully take on corporate landlord role for County Museum	October 2023	Detail of which responsibilities and specific budget lines are transferring/staying all to enable the best management is now agreed. Procedure for transfer of budgets agreed and new budget arrangements set to be in place for 1 April 2024.	

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STRATEGIC AIM 4	Make a difference in our communities. Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county.		
Plan development of programming at County Museum, integrating additional streams of health & wellbeing programming and maximising access	November 2023	Research underway to assess options for future wellbeing offer and benchmarking locally, feeding into redevelopment planning in space and skills requirements. Relationships developed with public health, PCN and social prescribing teams. Museums included within County Council's prevention strategy. Make Time phase 2 to be trialled in 2024 to test museum spaces – the impact of this programme to be evaluated by public health team and internally.	
Increase volunteering and training opportunities across sites and offsite Investigate structures to enable capacity to manage volunteers	July 2023	26 new volunteers recruited to new roles at The Commandery. Staff supported in induction process and paperwork. New volunteer email inbox created to streamline requests. Access to training for volunteers has been discussed and planned with the city's H&S advisor and training support. Final versions awaited from colleagues – this will align with volunteers in other city services.	
Work with Worcestershire Heritage, Art & Museums and other grant funders to develop schemes that remove barriers to accessing museums for local people	December 2023	Travel bursary pilot for schools in areas of high deprivation to support their visiting the County Museum agreed in principle by Worcestershire Heritage, Art & Museums charity. This will support schools to bring their students to our museums where barriers are the high the cost of transport. Worcestershire Heritage, Art & Museums are also underwriting a pay-it-forward ticket scheme to enable young people to visit the Laura Knight exhibition at Worcester City Art Gallery for free.	

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STRATEGIC AIM 5	Grow and diversify our funding and resilience. Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.		
Maximise room hire opportunities by resolving barriers to success <ul style="list-style-type: none"> • Review insurance position of room hire • Review and renew Commandery's wedding licence 	December 2023	75% increase in wedding and other private hire bookings The Commandery's wedding license renewal granted December 2023 with an expanded offer through licensing of the Solar Room City's requirement for Public Liability Insurance for all hirers is still a barrier, but costs to hirers for taking this on via the City Council has been reduced. Further discussions on risk appetite required.	