

Norfolk Joint Museums Committee

Item No.

Report title:	Performance and Strategic update report
Date of meeting:	26 July 2018
Responsible Officer:	Steve Miller, Assistant Director, Culture and Heritage
Strategic impact This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

Executive summary

This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.

Recommendations:

- **To note progress regarding development of the Norwich Castle: Gateway to Medieval England**
- **To note the final 2017/18 position in terms of delivery, and the key Service Plan priorities for the current financial year 2018/19, including delivery against our Arts Council England and Heritage Lottery Fund programmes.**

1. Background

- 1.1 This report notes the performance of Norfolk Museums Service over the current financial year 2018/19, including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provides an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the new HLF supported youth development programme, Kick the Dust, due to commence in the summer of 2018.

2. Performance Summary

- 2.1 Total visits across the 10 museum sites for the financial year 2017/18 were 426,110 compared to 387,610 for 2016/17, a 10% increase. These record figures are attributable to a strong events and exhibitions programme across all 10 museums, including *Titanic: Honour & Glory* at Time and Tide and *Nelson & Norfolk* followed and *Rembrandt: Lightening the Darkness* exhibition at Norwich Castle.
- 2.2 School visits across the 10 sites for 2017/18 were 49,229 compared to 49,763 for 2016/17, a 1% decrease on last year's all time record-breaking figures, but the second highest annual schools figures ever recorded.
- 2.3 The Service is hoping to achieve c.400,000 visits across the 10 museums for 2018/19 and to achieve school visits at around the 45,000+ level.

3. Performance/Service Plan highlights

- 3.1 **Only in England: Photographs by Tony Ray-Jones and Martin Parr; exhibition at Time and Tide Museum, Great Yarmouth**

Fascinated by the eccentricities of English social customs, Tony Ray-Jones spent the latter half of the 1960s travelling across England, photographing what he saw as a disappearing way of life.

Humorous yet melancholy, these works had a profound influence on photographer Martin Parr. Parr has now made a new selection, including over 30 previously unseen works from the National Science and Media Museum's Ray-Jones archive. Shown alongside *The Non-Conformists* (Parr's rarely seen work from the 1970s), this selection demonstrates the close relationships between the work of these two important photographers.

To complement the exhibition, local photographers were asked to submit their own images inspired by the theme 'Only in the East'. The competition generated many dozens of images which have been added to the museum's collections.

Exhibition ran 21 October 2017 - 15 April 2018

3.2 **The Square Box on the Hill/Inheritance; exhibition at Norwich Castle**

Standing atop the largest man-made mound in the country, Norwich Castle has dominated the City's skyline ever since the 12th century. Witnessing the ever-changing cityscape from its heights, the castle has had many iterations of its own over the last 900 years. But what is the story of Norwich's iconic and much-loved square box on the hill?

This exhibition illustrates Norwich Castle's rich history through a stunning mixture of prints, photographs, paintings, architectural plans, memorabilia and archives, many of which have never been on display before. But the Castle's journey does not end there; 'The Square Box on the Hill' will showcase the latest exciting designs for the Castle's future as part of the HLF-funded 'Norwich Castle: Gateway to Medieval England' project.

The Square Box on the Hill was complemented by *Inheritance*, an open art show supported by the East Anglian Art Fund (EAAF) and Brown & Co.

Exhibition runs 10 February – 3 June 2018.

3.3 **Drawn to the Coast: Turner, Constable, Cotman; exhibition at Time and Tide, Great Yarmouth**

Explore Great Yarmouth and its coast through the lives and works of Turner, Constable and Cotman at Time & Tide Museum this summer.

This exhibition looks at the British masters' connection with the area and also the relationship between past and present. Paintings, drawings and etchings by JMW Turner, John Constable and John Sell Cotman are displayed alongside social history objects from the museum's maritime collections.

This exhibition explores how these artworks placed our small coastal community within the national consciousness. The Norfolk, Suffolk and Essex Sketchbook by JMW Turner will be on loan to Norfolk for the first time since its creation by the artist and will showcase a unique perspective of the town and East Anglia. The exhibition includes works on loan from Tate, The Fitzwilliam Museum, Colchester and Ipswich Museums Service and the East Anglian Art Centre and is generously supported by the Esmée Fairbairn Foundation.

Young people and community groups have contributed to the curation and design of the show, exploring through art and artefacts the history of the town and the beauty of the coastal landscape that continues to inspire artists.

Exhibition runs 26 May – 9 September 2018

3.4 Visible Women; Norwich Castle

This exhibition brings together work from the modern and contemporary collection made by women. It explores diverse and wide ranging themes - some of the works look specifically at ideas around female identity whilst others explore subjects that are more abstract or remote in their nature.

The title of the exhibition was adapted from the seminal book *50% Visible Women* created by the radical feminist artist Penny Slinger (b.1947) while at the Chelsea College of Art, London in 1969. Using photographic collage and original poetry, Slinger's book examines how a woman is seen and how she sees herself; women take on multiple identities such as woman as goddess, woman as object of desire, and woman as mother, among others. What connects all these artists in this exhibition is their exploration of the human experience. Whether this is one that can be argued as 'gendered' is up for debate.

The exhibition coincides with the Women of the World WOW Festival in Norwich from 26-29 April 2018.

Exhibition runs 14 April until Autumn 2018.

3.5 Shoes!; exhibition at Lynn Museum

Shoes can be expressive. Shoes can be special. Shoes can be status symbols. Shoes can be works of art. Shoes can be magical. Shoes can be good luck charms.

Shoes! explores changes in footwear from the 13th century to the present day. The display draws upon the Lynn Museum's collections of historic footwear with additional items from the Norfolk Museums Service costume and textile collections.

Exhibition runs 24 June 2017 - 9 June 2018.

3.6 The Paston Treasure: Riches and Rarities of the Known World; Norwich Castle

This beautiful exhibition explores the world of the seventeenth century from the vantage point of a single masterpiece, *The Paston Treasure*. This work survives as a record of a lost art collection, owned by the Paston family at their Norfolk country house, Oxnead Hall, at the height of their wealth and fame. These magnificent artefacts, gold and silver, pictures and precious stones, gathered from around the known world, made Oxnead Hall a true treasure house during this period.

The Pastons' wealth was short-lived: within fifty years of the picture being painted, they were bankrupt, their collection sold and Oxnead abandoned. Their works of art are now dispersed worldwide, but the surviving treasures from the painting, and others once in the Paston collection have returned to Norfolk to be reunited with the picture for the first time in three centuries.

Our unique painting is internationally famous, not just as a typical still life, but as

the key to unlock a dramatic and ultimately tragic story: of a family, a collection, and a great house. The first clues to the story are in this painting. They open up a world we never knew existed, and we have made many new discoveries.

This once in a lifetime exhibition is the result of years of research, undertaken jointly with the Yale Center for British Art.

Exhibition runs 23 June – 23 September 2018.

3.7 Coming soon:

Animal ABC; new exhibition at Lynn Museum

4. Learning Team highlights

4.1 The national *Museums at Night* programme was successfully delivered across NMS sites in May, with free entry for all visitors and special family-friendly programmes. Norwich Castle opened free of charge between 5pm and 9.30pm and visitors were able to meet the Black Knight and his friends, enrol in the Sword School and explore the secrets of the Castle in a candlelight trail. The evening was supplemented by music, tours, activities and crafts. More than 2,000 visitors attended, a record number for the event.

4.2 Planning is currently underway for the major annual Fostering Service and Adoption Services event at Gressenhall. Full details will be given at the meeting.

4.3 The Arts Council England and Department for Education funded 'Museums & Schools' programme running in Great Yarmouth and North Norfolk has been extended for the forthcoming year 2018/19.

The *Sea History Differently* programme, designed to increase literacy levels in young people at Key Stages 1 & 2, continues to deliver excellent results.

The long-running partnership with Royal Museums Greenwich will continue for the forthcoming period.

4.4 NMS is part of the partnership delivering the Heritage Lottery Fund and Arts Council England funded *Great Place* scheme. This national programme will deliver a range of new learning programmes in both Great Yarmouth and Lowestoft.

The project is now in the delivery phase and is progressing very well.

4.5 Norfolk Museums Service continues to work with partners in both Great Yarmouth and Norwich as part of the Cultural Education Partnerships (CEPs). CEPs have been created across England to help young people access high quality cultural experiences.

The Great Yarmouth CEP is chaired by Colin Stott, Learning Manager for the Eastern Area and was one of the three original CEP pilots in England.

As a complementary element of the *Norwich Castle: Gateway to Medieval England* project, the Keep Project Team are working with the Norwich learning team to explore ways to develop Norwich Castle as a national centre for excellence for Under 5's museum learning. Initial planning work is being progressed with support from Elected Members and local families and community groups.

5. Teaching Museum & Skills

5.1 The new Teaching Museum trainees for 2018/19 have begun their placements.



- Kate Raczynska – Armistice Exhibition
- Laura Reeves – Collections Management
- Ruth Stanley – Learning and Youth Engagement (Time and Tide)
- Samanth Parker – Curatorial (Western)
- Andrew Tullett – Coastal Treasures (King's Lynn)
- Monika Saganowska – Coastal Treasures (King's Lynn)
- Jessica Harpley – Costume and Textiles
- Nicole Hudson – Collections and Exhibitions (Time & Tide)

The trainees will be available to meet members of the Joint Museums Committee at the July meeting.

5.2 Following the submission of an application developed by Dr Robin Hanley and the Learning Teams in November 2016, NMS has been awarded £776,500 from the Heritage Lottery Fund for the 'Norfolk Journeys' project. The project seeks to empower young people to develop their own pathways into the County's heritage. This project forms part of the Heritage Lottery Fund's 'Kick the Dust' initiative, a new £10m grant programme which aims to transform how heritage organisations engage with young people.

As part of the bid process 17 young people aged 16-25 were recruited as Heritage ambassadors, they then advised the Heritage Lottery Fund on the projects they found to be most useful and appealing. Hannah Keddle, 22, Heritage Ambassador from East Anglia, said: "It has been an amazing experience learning how grants are awarded, and helping HLF to allocate £10m to projects involving more young people in heritage. I'm really pleased that Norfolk Journeys has won funding, as we found its plans to involve young people in museum work and provide them with archaeological experience especially appealing. Making Norfolk's heritage easier to access and participate in for more people my age is really important to me and the other ambassadors, and I'm looking forward to seeing how the project progresses in the future."

Project activity is planned to start in the summer and run until March 2022. A full presentation will be given at the meeting.

6. Marketing and PR

- 6.1 NMS has had some excellent exposure on TV over the last quarter, including on Channel 4's 'Britain's Most Historic Towns', with Professor Alice Roberts, and on BBC4's 'Treasures of the Bronze Age' with Ray Mears. Alistair Murphy, Curator of Cromer Museum, also made an appearance on BBC's Antiques Roadshow recently filmed at Cromer Pier talking about the pioneering Norfolk photographer Olive Edis. The show will air later in the summer.
- 6.2 The conservation of the Ensign of Le Généreux has been awarded a 'Highly Commended' in the Conservation category for this year's prestigious Museums & Heritage Awards. This recognises the enormity and complexity of the task faced by the NMS conservation team when it came to treating the Ensign, the largest object in the NMS collections and the centrepiece for the Nelson & Norfolk exhibition held at Norwich Castle from 29 July to 1 October 2017.
- 6.3 NMS continues to support Norfolk County Council's work around the 100th anniversary of Women's Suffrage, completing extensive research into the life of Caprina Fahey, a little-known Suffragette who lived in Norfolk. The media coverage has included BBC Radio Norfolk, the EDP as well as a great deal of online coverage.
- 6.4 The six week crowd funding campaign to raise £15,000 to display the recently renovated statue of Samson reached a conclusion at the end of March with the final total being met. More than 300 generous donors pledged cash for the campaign, along with support from the Friends of Norwich Museums, the Paul Bassham Charitable Trust, the Geoffrey Watling Charity and the Norfolk and Norwich Archaeological Society. The campaign was run on the Art Fund 'Art Happens' platform, and attracted extensive media and social media coverage.
- 6.5 Ahead of the Paston Treasure exhibition returning the Norwich in the summer, international media coverage of the show in its current venue at Yale University, USA, has been very positive.

7. Partnerships

- 7.1 NMS is currently exploring its long-term partnership with UEA with a focus on whether an expanded partnership agreement would be desirable. NMS currently supports UEA student placements, research programmes and development projects. Norwich Castle is also likely to be used in the autumn as part of the University's welcome programme for its international students.
- 7.2 Norfolk Museums Service supported Broadland DC and the Aylsham and District Team Ministry with the delivery of last summer's 12 Towers Project and is currently helping to publicise and support the forthcoming Repton anniversary events. Thanks go to Samantha Johns and Rosalind Palmer from NMS's Collections Management department, for delivering a number of collections outreach activities across Broadland as part of the Repton festival.
- 7.3 Norfolk Museums Service has supported a successful application to the Heritage Lottery Fund to celebrate the 250th anniversary of the first modern circus in Britain. Partners in the application include Museums Sheffield and Tyne & Wear Museums and Archives, along with local organisations including Seachange Arts in Great Yarmouth. The celebration will take place during the autumn of 2018 and detailed programme planning is now underway with the project partners.

- 7.4 Norfolk Museums Service is currently supporting the Paston Footprints project, an HLF supported project being led by UEA and the Paston Society with input from the Norfolk Records Office. The project will deliver a Festival and the digitisation of letters relating to the family. The project is also be a complement to the Paston Treasure exhibition at Norwich Castle.
- 7.5 NMS is currently working with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the new Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk.

8. Commercial Developments

- 8.1 A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the Service's commercial income targets. Key developments since the last meeting are listed below:
- 8.2 Wedding bookings for 2017/18 continue to exceed the year-to-date figure in comparison to last year's bookings and totalled 622 for the year. An increasing number of weddings have been delivered at Strangers' Hall and Gressenhall and the Museums Service continues to work with the Registrar team on the 'Marry in Norfolk' campaign.
- 8.3 The Museums Service continues to work successfully with Visit East Anglia and a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on characteristically English experiences. Initial interest in the USA for the *Friendly Invasion* campaign has been hugely positive and the first major bookings are confirmed.
- 8.4 External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

The Design Team continue to secure an impressive range of external contracts, across the County and beyond.

For more details visit www.conservedisplay.co.uk

- 8.5 An increasing number of commercial bookings for Norwich Castle continue to be delivered, including major events and celebrations for local businesses. Both the *Nelson & Norfolk* exhibition and *Rembrandt: Lightening the Darkness* proved to be excellent backdrops for a number of special events and receptions.
- 8.6 The Museum is in the final stages of developing a new partnership with an organisation called *History Mystery* to create a range of unique Escape Room games. These games will run initially at Shirehall and the Museum of Norwich at the Bridewell from the start of June and will have an historic theme. The games will complement existing operational offers.

8.7 Conclusion

NMS successfully delivered all of its Service Plan priorities for 2017/18, including a balanced budget. The Service is on track to deliver its key priorities in terms of programmes and events for 2018/19.

9. Strategic Developments

9.1 Norwich Castle Keep. An initial development grant of £462,400 is a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep into one of the region's premier heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.

9.1.1 Along with the recreation of the 12th Century Royal Palace, the project will enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.

9.1.2 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which will be submitted in June 2018.

9.1.3 The following key meetings have been held to date:

The second Academic Advisory Board meeting was held on 16 September 2016

The second Project Board meeting was held on 12 October 2016

The second HLF Monitor/Mentor meeting was held on 21 October 2016

The third Project Board meeting was held on 4 January 2017

The fourth Project Board meeting was held on 8 May 2017

The fifth Project Board meeting was held on 28 July 2017

The sixth Project Board meeting was held on 5 December 2017

The seventh Project Board meeting is planned for 13 June 2018

9.1.4 Following a European tender process, Artelia Projects UK Ltd were appointed to provide project and cost management services for the Development and Delivery phases of the project in November 2016. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council Corporate Property Team, and approval to appoint was granted by the Project Board. An inception meeting with the Project Team took place on 14 December 2016 and the contract officially commenced on 9 January 2017.

9.1.5 Following a European tender process, Haley Sharpe Design were appointed to provide design support in April 2017.

The curatorial and project teams at NMS and the British Museum are working together on the development of the British Museum Partnership Gallery of the Medieval Period within the Keep.

9.1.6 A drone survey of the exterior of the Keep was completed in March and work has now been completed in terms of analysing the information from this and the digital metric survey. Survey work is currently underway in and around Norwich Castle and archaeological investigations in the basement of the Keep were completed in April.

9.1.7 The Architectural and Structural Engineering appointments were made in June 2017 following a European tender process. Fielden & Mawson LLP have been appointed as the Project Architects and Conisbee have been appointed as Structural Engineers. The consultancy firm Bryn Jones has been appointed to support the development of the Business Plan and the consultancy Tricolor Associates are supporting the development of the Activity Plan.

- 9.1.8 The Heritage Lottery Fund conducted a Mid Stage Review in February 2018 and the Museum received positive feedback and a confirmation that the development phase should continue.
- 9.1.9 Following permission at the last JMC meeting, the Stage 2 HLF application will be submitted in June 2018.

9.2 Norfolk Museums Development Foundation (NMDF) & Fundraising

- 9.2.1 Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well. The website for the Foundation has been recently updated – <http://nmdf.org.uk/>
- 9.2.2 Current focus for the Foundation remains the Keep development project. The submission of applications to grant-giving trusts and foundations is ongoing.
- 9.2.3 An application to the Garfield Weston Foundation for the support of the Keep development was successful with a grant of £500,000 towards the project being made.
- 9.2.4 The forthcoming Norwich Castle exhibition programme, including the Paston Treasure programme and exhibition, a partnership with the Yale Center for British Art, are also being supported by fundraising through the Foundation.
- 9.2.5 The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. A new initiative, Adopt an Object, allows members of the public to adopt a museum object connected with Norwich Castle. For more details, visit www.adoptanobject.co.uk
- 9.2.6 Following a fundraising dinner in the Keep in November and a Business Breakfast event in December, the project has secured its first Corporate Benefactor. Special thanks go to Cllr Ward, Cllr Kiddle-Morris and the Trustees of the Foundation who supported these two events. Business Tea events, supported by Trustee Caroline Williams, have been held over March. Work on the Ambassador scheme continues.
- 9.2.7 Support of £500,000 was secured in May 2018 from the New Anglia LEP towards the Norwich Castle: Gateway to Medieval England project.

9.3 Norfolk Museums Service – 5 Year Strategy

- 9.3.1 NMS' current 5 Year Strategy will come to an end in 2018 and the Service is beginning the creation of a new Strategy to cover the period 2018-2022. The Strategy will support the new NCC Strategic Plan 'Caring for our County' and will also respond to City and District strategic priorities. Additionally, the new 5 Year Strategy will take account of the recent findings in the Mendoza National Museum Review and the new priorities outlined by Arts Council England and by the Heritage Lottery Fund.

A session for JMC members and key stakeholders was held at Norwich Castle in May and the new Strategic Framework for 2018-22 was discussed. Thanks to those who were able to attend and other Members who have shared their views independently. The very helpful input has been included in the ongoing planning work.

9.4 Arts Council England

- 9.4.1 NMS was successful in its application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22. NMS was awarded £4.812m for the four year period.

In addition to the NPO application, the Service also submitted a successful application to continue as one of the nine national providers of Museum Development services through SHARE Museums East (SHARE Museums East is now described as a Sector Support Organisation or SSO). NMS was awarded £1.745m for the four year period.

The Service has now submitted business plans and supporting documents for the period 2018-22 and feedback has been positive.

- 9.4.2 Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This has involved delivering a national conference and publicising case studies drawn from NMS's work and that of 5 other Major Partner Museums across England.

The Museums Service received a very positive end of year report from the Arts Council with particular credit given to the Museum's progress embedding new income generation initiatives and activities, and its award-winning work with children and young people.

An artistic assessment of the *Nelson & Norfolk* exhibition was also undertaken by the Arts Council in September 2017, and the feedback was very positive

- 9.4.3 Cllr John Ward and Steve Miller attended the inaugural Arts Council England Chairs and Chief Executives' event, *The Art of Leadership*, in Birmingham on 14 March. The event looked at the national priorities for the new National Portfolio Organisation family for 2018-22, with a particular focus on the Arts Council's *Creative Case for Diversity*.

- 9.4.4 Sir Nicholas Serota, Chairman of Arts Council England, has visited the East of England twice in the last 3 months, the first visit including a brief visit to Norwich Castle. Sir Nicholas has been particularly impressed by the strength of the cultural and local authority partnerships in the East of England, including the relationship between the County and the Districts and the work of the New Anglia Cultural Board, which brings together the two County Councils with the major arts and heritage organisations in East Anglia. The successful delivery of the Cultural Destinations programme, the Start East skills programme and the creation of a new cultural strategy for the New Anglia area are examples of how well this partnership is working.

Planning is currently underway for a major national Conference to take place in Norwich in November 2018.

9.5 Deep History Coast Project

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.

- 9.5.2 Staff continue to work on the Deep History Coast (DHC) publication.

- 9.5.3 Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event was

delivered at Time & Tide Museum over the summer and behind the scenes tours as part of Heritage Open Weekends in September 2017.

- 9.5.4 NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support has also been provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled.
- 9.5.5 The partnership application led by NNDC to the Government's Coastal Communities Fund (CCF) was unfortunately unsuccessful. However, the partnership have decided to seek new sources of funding with a continuing focus on Cromer Museum as a community hub for the project.
- 9.6.5 A new DHC event at Sheringham has been agreed with NNDC.

9.6 DCMS Inquiry on the Social Impact of Participation in Culture and Sport

- 9.6.1 Mary Muir, Arts Officer, has coordinated a collective response to the DCMS Select Committee Inquiry the Social Impact of Participation in Culture and Sport. The response included several Museums examples including the Teaching Museum and the work the Service has been doing around health and wellbeing. For more details, visit:

<https://www.parliament.uk/business/committees/committees-a-z/commons-select/digital-culture-media-and-sport-committee/inquiries/parliament-2017/socialimpact/>

9.7 Museums Association National Taskforce Report

- 9.7.1 Following the completion of the DCMS Mendoza Review of the museums sector, the Museums Association has now completed its national review. NMS were part of the steering group for this work.

The main findings included concerns for the long-term sustainability of many museums in the UK and the need to review the national policies around collections. For more details, visit;

<https://www.museumsassociation.org/news/28022018-museums-taskforce-calls-for-consistent-funding-levels>

9.8 Health & Wellbeing

- 9.8.1 Following the Health & Wellbeing Conference held at Norwich Castle in May 2016 and a follow up conference in November led by the Norfolk Arts Service, development work continues on a range of initiatives to support Norfolk residents including projects on the topic of mental health and early onset dementia. Many of these programmes are being delivered in partnership with NCC's Public Health services and third sector partners.
- 9.8.2 A creative development session will be held on 4 April at the Museum of Norwich with colleagues from Public Health, Childrens Services and Adult Services to look at the ways in which NMS and other Cultural Services departments can work successfully together to tackle some of the County's biggest challenges.
- 9.8.3 Sir Nicholas Serota, Chairman of Arts Council England, provided the following quote for inclusion in Norfolk's Health & Wellbeing Strategy: "There is growing evidence that engagement in activities like dance, music, drama, painting and reading help ease our minds and heal our bodies. The national Creative Health

Inquiry has set a clear mandate and policy framework for the cultural sector to continue its impressive work in improving people's health and wellbeing. It is most encouraging to see just how much potential and ambition there is for joined-up action on this vital work in Norfolk".

10. Museum Development across Norfolk

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m per annum from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 Arts Council England funding will enable the recruitment of a new museum development officer post from April 2018. The post-holder will support museums across the County in a variety of ways and will be based at Cromer.
- 10.5 The 7th Annual SHARE Museums East conference Facing Change, Moving Forward was held at the John Bunyan Museum in Bedfordshire on 6 November 2017. The keynote speakers were Julia Kauffman OBE (Chair, Small Charities Coalition) and Bernard Donoghue (Director, Association of Leading Visitor Attractions). The 8th Annual SHARE Museums East conference will take place at the Firstsite Gallery in Colchester on 19 November 2018.
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: www.sharemuseumseast.org.uk

11. Equality Impact Assessment (EqIA)

- 11.1 The NMS Service Plan places diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the Service Plan area accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment.
- 11.2 These assessments help the Service focus on meeting the needs of customers in relation to age, disability, gender, race, religion & belief and sexual orientation

12. Section 17 – Crime and Disorder Act

- 12.1 NMS is working hard to help address the issues of social exclusion, one of the key triggers for crime and disorder. NMS provides service that are accessible to local people, encourage participation in cultural activities by people who are at risk of offending, engage offenders through a range of cultural projects, assist schools in improving pupil attainment and deliver opportunities to increase the number of people who are in education, employment or training.
- 12.2 Through these and many other projects the NMS is using its resources to contribute towards reducing crime and disorder in Norfolk.

13. Conclusion

- 13.1 Positive early progress is being made on all programmes and plans for 2018/19 with a continuing focus on new sources of earned income, fundraising and capital developments.
- 13.2 The redevelopment of the Keep at Norwich Castle continues to progress positively with the most significant news in this period being the support secured from the New Anglia LEP. The HLF Second Round application will be submitted in June.
- 13.3 Work on the new Arts Council England business plan continues to go well.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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