

Norfolk Joint Museums Committee

Date: **Friday 14 April 2023**

Time: **2.00 pm**

Venue: **Council Chamber, County Hall, Martineau Lane,
Norwich NR1 2DH**

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend, please indicate in advance by emailing committees@norfolk.gov.uk

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Tim Shaw on 01603 222948
or email committees@norfolk.gov.uk

Membership

Norfolk County Council

Cllr Julie Brociek-Coulton
Cllr Barry Duffin
Cllr Jane James
Cllr Kay Mason Billig
Cllr Ed Maxfield
Cllr Saul Penfold
Cllr Robert Savage
Cllr Karen Vincent
Cllr John Ward

Breckland District Council

Cllr Robert Kybird

South Norfolk District Council

Cllr James Easter

Norwich City Council

Cllr Jacob Huntley
Cllr Claire Kidman
Cllr Ben Price

Borough Council of King's Lynn & West Norfolk

Cllr Elizabeth Nockolds

Broadland District Council

Cllr David King

Great Yarmouth Borough Council

Cllr Geoffrey Freeman

North Norfolk District Council

Cllr Virginia Gay

Co-opted Members (Non-Voting)

Arts Council

John Simpson Wedge

Museum Friends

Felicity Devonshire

Norfolk Black History Month

Danny Keen

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A g e n d a

- 1 To receive apologies and details of any substitute members attending**
- 2 To receive the minutes of the previous meeting held on 3 February 2023 (Page 5)**

3. Members to Declare any Interests

If you have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter.

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an Other Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare an interest but can speak and vote on the matter.

- 4. Breckland Area Museums Committee (Page 11)**
- 5 Great Yarmouth Area Museums Working Group (No report available)**
- 6. Norwich Area Museums Committee (Page 20)**
- 7. Kings Lynn and West Norfolk Area Committee (Page 26)**
- 8. Norfolk Museums Service – Finance Monitoring Report for 2022/23 (Page 32)**
Report by Director of Culture and Heritage
- 9. Norfolk Museums Service –Risk Management (Page 39)**
Report by Director of Culture and Heritage

- 10 Norfolk Museums Service – Performance and Strategic Update Report (Page 51)**
Report by Director of Culture and Heritage
- 11 Museum Development Report (Page 77)**
Report by Director of Culture and Heritage
- 12 Norwich Castle Royal Palace Reborn—Project Update**
To receive a presentation from Hannah Jackson - Project Manager and Dr Tim Pestell – Senior Curator of Archaeology

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 4 April 2023



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 3 February at 2.00 pm at Norfolk County Council

Present:

Norfolk County Council

Cllr B Duffin
Cllr J James
Cllr E Maxfield
Cllr S Penfold
Cllr K Vincent
Cllr J Ward (Chair)

Borough Council of King's Lynn and West Norfolk

Cllr E Nockolds

Norwich City Council

Cllr J Huntley
Cllr C Kidman
Cllr B Price

Breckland District Council

Cllr R Kybird

North Norfolk District Council

Cllr V Gay

1A Opening remarks by the Chair—the current Teaching Museum trainees

The Chair welcomed to the meeting the current Teaching Museum trainees who were in their final 2 months of the programme. The Chair said that there would be an opportunity for Members to talk with the trainees about their working in museums and their plans for the future at the end of the meeting.

1B Apologies for Absence

Apologies for absence were received from Cllr J Brociek-Coulton, Cllr K Mason Billig, Cllr J Easter, Cllr R Savage, Cllr D King, Cllr G Freeman, Mrs F Devonshire and Mr D Keen.

2. Minutes

- 2.1** The minutes of the previous meeting held on 28 October 2022 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

- 3.1** There were no declarations of interest.

4 Norwich Area Committee

- 4.1** Cllr Jacob Huntley presented the annexed minutes of the Norwich Area Museums Committee meeting held on 6 December 2022 which were noted.
- 4.2** Cllr Huntley said that the Area Committee had received updates on the work of the

Norwich Castle: Royal Palace Reborn Project, the exhibitions programme, the Kick the Dust: Norfolk Project and details regarding visitor numbers.

5 Kings Lynn and West Norfolk Area Committee

- 5.1** Cllr Elizabeth Nockolds presented the annexed minutes of the meeting held on 14 November 2022 which were noted
- 5.2** Cllr Nockolds referred to the extensive exhibitions and events programme for the Lynn Museum and welcomed the return of coffee mornings.

6 Norfolk Museums Service – Finance Monitoring Report for 2022/23

- 6.1** The annexed report (6) by the Director of Culture & Heritage was received.
- 6.2** The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2022/23 and detailed the latest monitoring position of the revenue budget, capital programme, reserves and provisions.
- 6.3** The Joint Committee's attention was drawn to the following issues:
- The detailed budget position for 2022/23 was set out in the table at paragraph 1.1.4 of the report.
 - The Service was currently projecting an over-spend of £0.850m as it continued to face significant uncertainty in relation to the main income streams following a slower than hoped for return to normal, pre-pandemic visitor numbers and patterns, as well as cost of living pressures.
 - NMS budgetary pressures continued to be managed by the County Council at CES departmental level.
 - The NMS income reserve provided a vital safety net for the Service.
 - The Service continued to retain reserves to support project related issues such as playground improvements at Gressenhall and routine maintenance work that fell outside of the usual NMS maintenance programme.
 - In reply to questions, the Committee was informed about some of the many energy efficiency schemes that had been put in place for the Service. Where possible, this work was being achieved through external funding applications and by making use of the corporate initiatives that were available as part of the County Council's decarbonisation programme.
 - The table at paragraph 1.2.3 of the report set out the capital building programme.
 - The position regarding reserves and provisions was set out in paragraph 1.3 of the report.

- 6.4** **The Joint Committee resolved to note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast outturn for 2022/23.**

7 Norfolk Museums Service - Risk Management Report

- 7.1** The annexed report (7) by the Director of Culture & Heritage was received.
- 7.2** The Joint Committee received a report that provided Members with the latest Norfolk

Museums Service Risk Register. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in October 2022.

7.3 The Committee's attention was drawn to the following issues:

- There were no material changes to the risk register in terms of scores or mitigations since this matter was last reported to the Committee. However, the Committee noted the score changes (reductions) to the two Arts Council England risks RM14364 - Failure to deliver Arts Council England business plan 2018-22, and RM14499 - Future Arts Council England Funding.
- The Committee was grateful to Jo Warr, Head of Development, for the hard work that she had put into the successful outcome of the application for future funding by Arts Council England (ACE), that was set out in the report.

7.4 The Joint Committee resolved to note

1. The active and dormant risks as per appendices A and B of the report.
2. The score changes (reductions) to the two Arts Council England risks RM14364 - Failure to deliver Arts Council England business plan 2018-22, and RM14499 - Future Arts Council England Funding.
3. Thanks to Jo Warr, Head of Development, for the hard work that she had put into the successful outcome of the application for future funding by Arts Council England (ACE).

8 Norfolk Museums Service – Performance & Strategic Update Report

8.1 The annexed report (8) by the Director of Culture and Heritage was received.

8.2 The Joint Committee received a report that provided progress with performance of Norfolk Museums Service over the current financial year 2022//23 The report noted the Service's award-winning learning programmes and the Service's work with key identified groups including Looked After Children, carers and foster families, and vulnerable older residents across the County. The report also provided an update on all major projects, including the *Norwich Castle: Gateway to Medieval England* project and the National Lottery Heritage Fund supported youth development programme, *Kick the Dust Norfolk*.

8.3 The following points were discussed and noted:

- Overall visitor numbers for the first five months of this financial year were above target but below pre-Covid levels. School visits to museum sites had increased significantly and were comparable with pre-Covid levels.
- The Committee was pleased to note that Norwich Castle and Gressenhall were both awarded prestigious Sandford Awards for Excellence in Education at a virtual ceremony held on 7 December 2022. Members said that the citations by the judges reassured them of the quality of the learning programmes that were taking place across the whole of the Service.
- The Sandford Award for Time and Tide was due for reassessment later in 2023.
- Applications for this year's round of Teaching Museum trainee recruitment had closed and steps were being taken for another 4 trainees to start at the beginning of April. There were 350 applicants for these posts, consistent with

the number of applicants for previous years.

- The Assistant Head of Museums gave the Committee an update on the recent headlines of the Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund (NLHF) and delivered in partnership with a range of organisations including YMCA Norfolk. It was pointed out that young people continued to be heavily involved in shaping the direction of the first stage of the project which was due to come to an end in March 2023. Since its inception the project had seen over 13,000 interventions involving 4,278 young people who had participated in 7,000 hours of quality activity. The project had recently involved front of house staff supporting young people in a range of settings and different activities.
- The Kick the Dust project had proved so successful that maintaining the partnerships and delivery model beyond the end of the NLHF funding was a priority for NMS.
- The NMS had received an uplift in Arts Council funding to enable youth engagement work to continue. This work would be focused on Arts Council priorities in three of the four Levelling Up for Culture Places in the county (Great Yarmouth, King's Lynn and Thetford) and provided from within library buildings.
- The application for funding from the Heritage Fund to build in cross-county partnership working with another Kick the Dust project in Leicester was awaited.
- In reply to questions, it was pointed out that the Service would continue to work closely with colleagues in Public Health to support young people who had challenges around mental health issues. The Service also planned to work with the Norfolk Record Office presence at King's Lynn on the Change Minds programme.
- The exhibition programme for the NMS was set out in paragraph 6 of the report.
- The Assistant Head of Museums gave an oral update on the Norwich Castle: Royal Palace Reborn Project. The update advised the Committee of decisions made by the Project Board regarding activity tours, the construction works and interpretation elements of the project which would enable the Keep reopening to visitors at Easter 2024. The next stage of the development would be completed in the summer of 2023 with the completion of the new visitor entrance, café and shop. The Assistant Head of Museums explained the positive feedback from the public and the strong relationship which the Service had with the National Lottery Heritage Fund. The Assistant Head of Museums added that Members of the Joint Committee would be invited to take part in another 'behind the hoardings' tour of the construction site project on or around the time of the next meeting of the Joint Committee.

8.4 RESOLVED

That the Joint Committee note:

- 1. An update on the 2022/23 position to date.**
- 2. Progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 3. The Museums Service's successes in securing continuing prestigious**

Sandford Awards for Excellence in Education for Gressenhall Farm and Workhouse and Norwich Castle Museum and Art Gallery.

- 4. Progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's planning relating to its Arts Council England National Portfolio Organisation funding for 2023-26.**

9 National Portfolio Organisation funding from Arts Council England

- 9.1** The annexed report (9) by the Director of Culture and Heritage was received.
- 9.2** The Joint Committee received a report that provided an update on Norfolk Museum's Service application to Arts Council England for funding for 2023-26.
- 9.3** The NMS Development Officer said that the Service was successful in its application to remain a National Portfolio Organisation (NPO) and had been awarded £1,375,308 per year (£4,125,924 in total.) for 2023-26. The Arts Council investment was awarded to organisations that demonstrated they could make a strong contribution towards the Arts Council's ten-year strategy for 2020-30 *Let's Create*.
- 9.4** In reply to questions, the Director said that the County Deal which had recently been announced by the County Council was expected to have no direct impact on the operation of the NMS.

RESOLVED

That the Joint Committee:

- 1. Note the planned activity to be funded.**
- 2. Note the additional new activity funded by an uplift in grant.**
- 3. Recommend to Cabinet that the grant offer is accepted.**

10 Museum Development funding from Arts Council England

- 10.1** The annexed report (10) by the Director of Culture and Heritage was received.
- 10.2** The Joint Committee received a report from the Regional Museum Development Manager about SHARE Museums East (SHARE) which was the Museum Development Programme for the East of England, one of nine English regional Museum Development Programmes. This was managed by Norfolk Museums Service since 2009 and funded by ACE since 2012. A full report would be brought to the next meeting.
- 10.3** The Joint Committee noted that SHARE was considering the potential for a joint application with SEMD (managed by Brighton & Hove Museums) for ACE Museum Development funding in 2024-26 once details and requirements had been released by ACE.
- 10.4 RESOLVED**

That the Joint Committee:

- 1. Note the planned activity to be funded.**
- 2. Recommend to Cabinet that the grant offer is accepted.**

11 Item 7 continued -- To receive an update Presentation Regarding the Kick the Dust Project

11.1 The Chair introduced Christine Marsden, Project Coordinator for the Kick the Dust Project (funded through the National Lottery Heritage Fund) that had continued to engage with young people throughout the COVID-19 period and thereafter. The presentation (which could be found on the Committee pages website) highlighted the work of the Kick the Dust team in terms of how it had adapted its approach to accommodate activity to continue to support existing groups across Norfolk.

11.2 The Joint Committee resolved:

- 1. To thank Christine Marsden, Project Coordinator for the Kick the Dust Project, for providing Members with an interesting presentation.**
- 2. Look forward to receiving further update reports about NMS working with young people at future meetings.**

Chair

The meeting concluded at 4.10 pm.

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BRECKLAND COUNCIL

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

**Held on Monday, 20 February 2023 at 10.00 am in
The Beech Room, Environmental Hub, Gressenhall Farm and Workhouse Museum,
Gressenhall, Beetley, Dereham, NR20 4DR**

PRESENT

Cllr Robert Kybird (Chairman)	Cllr Phillip Duigan (Vice-Chairman)
Cllr Claire Bowes	Cllr Mark Kiddle-Morris
Cllr Harry Clarke	Cllr William Richmond

Also Present

Ms Helen Bainbridge	- Friends of Gressenhall Farm & Workhouse Museum
Cllr John Ward	- Chairman, Norfolk Joint Museums Committee

In Attendance

Dr Robin Hanley	- Assistant Head of Museums
Andrew Smith	- Operations Manager - West (&East), Norfolk Museums Service
Mr Oliver Bone	- Curator of Kings Lynn and Thetford Museums
Ruth Tudge	- Democratic Services Officer
Finlay Williams	- Democratic Services Apprentice

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1/23 MINUTES

The minutes of the meeting held on 5 September 2022 were confirmed as a true record.

2/23 APOLOGIES

Apologies had been received from Councillors Bushell, Eagle and Harvey.

3/23 CHAIRMAN'S ANNOUNCEMENTS

The Chairman reminded the Committee that Dr Hanley had previously offered members a tour of Norwich Castle as part of the Royal Palace Reborn project and to visit behind the hoardings to see the changes that had been made whilst the castle had been under refurbishment since summer 2020.

The project would transform the Keep's internal spaces by rebuilding its medieval floors and rooms so that visitors could experience a Norman Royal Palace and its stories. A major funding provider had

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been the National Lottery Heritage Fund and this refurbishment was one of the largest heritage projects of its kind currently underway in the UK.

Dr Hanley suggested a date of 21 March 2023, at 11:30am, for the visit, which would take approximately one and a half hours and send information would be sent to the clerk for further distribution to Committee members.

4/23 URGENT BUSINESS

None.

5/23 DECLARATION OF INTERESTS

None.

6/23 ANCIENT HOUSE MUSEUM REPORT

Dr Robin Hanley, Assistant Head of Museums for Norfolk Museums Service (NMS), provided members with a Covid-19 update on the situation across all NMS sites.

A number of the COVID-secure and infection control procedures implemented across NMS sites remained in place with a focus on keeping staff and visitors safe by minimising the risk of transmission of both COVID and other seasonal infections. Hand sanitisers were still being provided throughout and enhanced cleaning arrangements remained in place whilst a focus remained on providing well ventilated spaces throughout.

CO2 monitors, provided by Norfolk County Council (NCC), were operating in a number of key spaces, across NMS where there was more limited natural/mechanical ventilation, supplemented by air purifiers where necessary whilst continuing to maintain existing ventilation arrangements to maximise fresh air flow. The CO2 monitors, monitored locally by staff, had proved an effective means of monitoring air flow providing room alerts to highlight peaks with set procedures in place to counteract the peaks for example, opening doors and windows and reducing the number of visitors into the spaces. This efficient means of monitoring continued to ensure minimal risk of transmitting COVID and enabled maximum use of facilities whenever possible.

The Curator of Kings Lynn and Thetford Museums, Oliver Bone presented the report on activities at the Ancient House, Museum of Thetford Life covering the period from August 2022 to January 2023. Building works at the former King's Head public house, a listed building next door to the Ancient House, had caused some disruption to the Museum's operation since work had begun in late autumn 2020. The King's Head still remained covered in scaffolding following the involvement of Breckland Council and the Health and Safety Executive. It was understood that work was now about to start again, this time on the conversion of the listed building into three houses.

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Planning permission and Listed Building consent for the revised development had been granted in 2022. A site meeting with the developer, builder, architect, and officers from NMS, Norse and Breckland Council took place on 31 January 2023 to plan the next steps of the build.

The Viking exhibition continued to be well received by visitors specifically attending the museum for that reason. The Museum staff had worked with the Breck Fen Edge & Rivers Landscape Partnership and Dr Richard Hoggett to curate the exhibition which had also involved members of the Teenage History Group in choosing artefacts and themes for display. The Ancient House was part of the Lottery-funded Brecks River and Fen Edge (BFER) landscape project. The Scheme won a £2m National Lottery Heritage Fund grant as part of the proposal for a £3.5m landscape conservation scheme. The Ancient House was receiving funding as a partner organisation to produce exhibitions and activities in 2022 and 2023 on the themes of Vikings and Riverside Heritage.

Following agreement at the June 2022 Area Museums Committee and the Joint Museums committee in July 2022, the team at the Ancient House had continued to work on developing a bid to the National Lottery Heritage Fund to create new displays at the Museum to make more of the unusual connections between the Museum and the Maharajah Duleep Singh and his family and planned to submit the funding application during 2023.

Ancient House continued to offer a varied programme of school workshops at the Museum to enhance pupils' learning with excellent support and work from the Learning Officer, Melissa Hawker. Ancient House continued to offer digital support and Zoom based sessions where requested.

The Chairman asked if digital attendance was captured and included within the stats data. Dr Hanley confirmed that there remained a demand for digital learning and the attendance was captured through the NCC stats team and included in attendance figures.

The Ancient House continued to offer after school clubs for primary age and teenagers, in fact the first young people who had started attending the Mini Museum Club had now progressed through to join the Teenage History Club which indicated that the Museum had the dedication to continue to provide interesting, fun and challenging subjects for the children and young people to learn in a hands-on exciting environment.

Social media continued to play an active presence with the Museum and was a great way to share information and local history with all ages. The Ancient House remained committed to Twitter and Facebook and hoped to use Instagram at some point in the future when they had the capacity to do so.

In August Ancient House staff had worked with BFER funded Tales from the River project, and a film maker on a week-long summer club

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working with young people to learn new skills. All parties had worked together to create a short film on how the river had been used for fun in past years. The week had been fun, family friendly and interesting, discovering new material and creating animations, film footage and content. The film could be seen at the following link:

<https://www.youtube.com/watch?v=RV3NDh5KQKs>

As part of the Thetford Christmas Lights event, the Teenage History Club had staged a fictional historically themed murder mystery event which was part of the Kids in Museums Takeover Day initiative, when museums, galleries, historic homes and heritage sites across England were taken over by children and young people. Supported by Arts Council England funding this project supported several young people with varied needs to participate and deliver activities to the public and helped to promote confidence in young people by giving presentations and talking directly to adults to share their knowledge.

The Museum had supported the Heritage Open Days campaign in September 2022 with both a Tudor and Viking open day with lots of visitors enjoying the events. Volunteer artist-in-residence, Dan Morgan had created 3D representations of heraldic beasts linked to the Tudors and was on hand to explain their significance to visitors.

On 20 October 2022, representatives of Ancient House's Teenage History Club had presented a paper at the Queer Heritage & Collections Network Symposium held at the university of Leicester. Their Paper, entitled 'Queering the Vikings', explored gendering Viking remains in archaeological digs explaining the process of disentangling gender and current thinking in biological anthropology and osteoarchaeology and also went on to explain that clothing and accessories were not enough to determine gender. The presentation had received excellent reviews and work was currently underway to film a version of this presentation for circulating to a wider audience as part of the Kick the Dust project evaluation. The presentation can be viewed at the following link:

<https://www.youtube.com/watch?v=hLPD0ZGKR8Y&list=PLFpE4MjtiUvrybiv68ocn9xAaDuX88wFF&index=7>

For Black History Month in October Ancient House had hosted a touring exhibition about the history of the African American Abolitionist lecturers who toured Norfolk during the 19th century and played a key role in raising awareness of the horrors of slavery and shared their experience in slavery in America.

Volunteers at the Museum had returned and some were back helping with the scanning and documentation of the postcard collection. The Friends of the Museum remained strong with a good active group and keen committee.

The Ancient House continued to host a paid traineeship, provided through the NMS teaching Museum programme, funded through Arts Council England. The current trainee, Katie Crowson had been involved in many aspects of museum work and recently gave a talk about Norfolk's Victorian arctic explorer, Samuel Gurney Cresswell.

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Conservator colleagues from NMS undertake regular pest management checks at the museum and fortunately there were no current pest problems at Ancient House, and this would continue to be regularly monitored.

Councillor Ward complimented Mr Bone for his report which he said had been very informative and interesting and said that the photographs had complimented the narrative very well, giving good insight on his motivating update.

Members of the Committee noted the report.

7/23 GRESSENHALL FARM & WORKHOUSE REPORT

The Operations Manager for East and West, Andrew Smith presented the report that covered the period from September 2022 to January 2023.

The Gressenhall events programme ran four operational models which were reviewed at the end of each calendar year to assess visitor attendance and feedback. These models were: Special Event Days, Holiday Activities, Ticketed Events and Norfolk School Holiday Activities.

The Heritage Open day, as part of the Special Event Days, had been particularly popular with over two thousand attendees. The National Heritage Open Day theme in 2022 had been *Innovation* and at Gressenhall they had been joined by partners from the Norwich and Dereham Club of Metal Detectorists in the marquee showcasing finds and demonstrating their tools. The site also welcomed two additional working pairs of Suffolk Punch horses for the day, including a foal, for ploughing, cart work and display.

Apple Day in October had been immensely popular again and very busy with entertainment including a band and Morris dancers. There had also been prize giving on the best apple costumes and a comfy zone had been provided in the Chapel with a range of books loaned from the Norfolk Library Service. The farm had hosted oat harvest steam threshing, face painting and a special recipe station. The Environment Hub had been highlighted by stalls on the farm, with visitors challenged to consider what farms of the future might look like by constructing their own farm from recyclable materials which had proved extremely popular with 130 future farms made. It had been featured by BBC Look East and on BBC Radio Norfolk which had been an extra level of advertising for Gressenhall and over £150 had been raised for the Mid Norfolk Foodbank.

October half term saw an average of over 180 visitors per day, peaking at 290 visitors mid-week. Events had included tractor trail rides and lantern making craft activity in the Chapel.

Ticketed events, which were pre-booked and pre-paid events held outside of standard opening hours or out of the main season had

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included a Murder Mystery, Willow Christmas Decorations, apple pruning and a Victorian Family Christmas where Father Christmas had arrived in the Panhard Car. Visitors attending the event on 19 December would also have seen Radio Norfolk's Kayleigh Poacher and team who had broadcast their entire show live from the Museum that day.

Gressenhall had organised several leisure learning short courses throughout the year in 2022 and were hoping to expand the short courses in 2023.

SENSational Families/Nansa hosted a focus group of families at Gressenhall in October in partnership with EMBL's European Bioinformatics Institute; they were looking at developing a treasure hunt activity with input and expertise from the families they work with. The proposal, including external funding was for an additional sensory activity to be made available alongside the stamper trail activity at Gressenhall, to build on the site's existing engagement and support for visitors with SEND. This would be trialled over the Easter school holidays.

The 2023 Gressenhall events programme was now in place and continued to be communicated via social media, Arts Council Tickets and the Gressenhall website, with lots of activities planned for 2023 with particular key dates Apple Day on 15 October 2023 and the Victorian Family Christmas on 17 December 2023. The costs of delivering and marketing the Gressenhall events programme continued to be subsidised with funding from Arts Council England (ACE).

Gressenhall had continued to focus on digital delivery as an alternative means of engaging with both new and existing audiences with a first webinar in June 2022 entitled 'An Artists Introduction; Georgie Meadows' which had focused on her current exhibition Georgie Meadows: Stitched Drawings. Feedback had been very positive, including a call for more Gressenhall webinars.

The Georgie Meadows: Stitched Drawings exhibition had closed at the end of October 2022. The exhibition had encouraged interactions from visitors, and it had included approximately 1,300 drawings left by visitors and twelve stitched responses had been sent in by the community to form a community blanket which had also been displayed at the Ancient House Museum.

A new in-house curated exhibition, opening on 13 March 2023 called 'From Axes to Acorns: Woodlands and how we've shaped them', partially inspired by Gressenhall's role as an environment hub and the tree nursery now on site and would also link into NCC's project to Plant a Million Trees. This exhibition would explore how trees and woodland were more important than ever and would include objects from Gressenhall and wider NMS collections.

In January 2023, woodworm had been detected in the Victorian School Room display and Cherry Tree Cottage display and had been

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treated by freezing collections in vulnerable spaces. With the help of volunteers, around 50 pieces of furniture had been wrapped, transported and frozen. In February 2023 a deep conservation-clean of collections on open display in the workhouse and rural life gallery had commenced.

The Farmers Foundry Steam Engine project, which had been funded by ACE had completed in September 2022. Volunteer projects had also included a Clever Clogs Museum trail created by craft volunteers, and interpretation banners looking at the environment and social impact of steam created by young people. These elements won a £300 grant in the Volunteer Showcase at the SHARE Museums East Conference.

Improvements had been made to the onsite orchard which had been tidied up, new fencing had been installed and new trees to replace those which had died of disease would be planted in the 2023 season.

The Suffolk Punch horses were doing well with the two younger horses, Jack and King now being introduced to the harness and four new Red Poll cattle were also doing very well with in-calf heifers due to calve in March.

As part of a wider scheme to refurbish the farm site, farm tasks had been undertaken over the winter period with work on hedges and maintenance on fences with a new Kabota tractor supporting the heavy work.

The community tree nursery continued to flourish and was now well established. Seeds collected last year were growing well in the raised beds. The long-term aim of the nursery was to supply young trees to be planted at various sites around the county and linked well in to the NCC ambition to Plant a Million Trees for Norfolk as well as the DEFRE Trees Outside Woodland scheme.

Maintaining and growing a strong social media presence remained a key priority for Gressenhall Farm and Workhouse, and commercial activities were needed to generate income, bat walks and the hiring of spaces for weddings contributed to that income, with a wedding booked for 8 July 2023. Councillor Clark said that the Gressenhall Facebook page was particularly good which was important and very encouraging. Mr Smith said that the team had worked very hard to provide relevant content.

The Friends of Gressenhall and volunteers remained very supportive. Helen Bainbridge, the Chair of the Friends of Gressenhall informed members that the second-hand book shop had gone through a recent facelift and, although small it had been made more accessible with extra bookshelves around the outside. There had been a recent request for more children's books and this had proved extremely fruitful with a host of children's books now ready for sale at the start of the season. The Friends had been extremely supportive and had supported and attended most events over the last year and they continued to raise funds where possible to support the Museum.

Action By

Volunteering was now fully operational after Covid-19 lockdowns. The volunteers continued to support all aspects of work at Gressenhall including work on collections, documentation, steam engineering, landscape conservation, farming, research and maintenance of the Panhard car.

Gressenhall had welcomed over 4,000 school children on educational visits between September and December 2022 with total visits since last April now at 8,480 and with current bookings for February and March 2023 it should be close to 10,000 visits for the first time since Covid-19, although it was thought that the teacher strikes may have some impact on these visits.

Early November saw Gressenhall pilot a KS2 environmental-focused schools' programme which included a week of pilot events, offering free entry and a transport subsidy to schools. Feedback had been very positive, with the effective combination of history and science particularly praised. There would be two more pilot days in February and if successful the event would become a part of the standard schools offer.

Councillor Duigan suggested that it might be worth the research team investigating the work of William Hyde Wollaston, an English chemist and natural philosopher who was widely considered as one of the leading scientists of his time and was born in Dereham. He felt that this may link in well with the science work with the schools.

Dr Hanley updated Members on the Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund (NLHF) delivered in partnership with a range of organisations including YMCA Norfolk, continued to engage with young people aged 11-25. It had been due to come to an end at the end of March 2023 however, three years of additional funding had been secured along with funding from NCC. It was also hoped to secure further funding in the future. Statistics and data along with other information provided had demonstrated that the project had proved to have a positive impact on young people and staff engaging in activity which had been delivered through a blended offer of face-to-face activity and online engagement.

Kick the Dust was set up as a three-stage journey, with young people developing transferable work-related skills, and gaining experiences that they would struggle to find elsewhere, to support them in securing employment. Kick the Dust had supported seven young people on its bursary traineeship programme, the last cohort finishing in May 2022, all of whom had secured permanent employment within the heritage sector. One Kick the Dust participant had progressed onto the NMS Teaching Museum traineeship programme.

All data taken from the project was compared with the Renaisi findings which used data from October 2020 to September 2021 across all 12 National Kick the Dust projects which showed that the Norfolk Kick the Dust project was in line with other Kick the Dust projects scoring higher in 9 out of the 13 areas.

Action By

The aim moving forward was to support more working age young people to progress into employment, training or further learning and gain confidence to take on long-term volunteering roles within NMS.

Visitor figures for both museums from April 2022 to January 2023 saw Ancient House admissions at 7,216 visitors and Gressenhall Farm and Workhouse at 44,472 visitors which had been a good increase on previous years and confirmed that levels were increasing and starting to get back to pre-covid visitor levels.

Members of the Committee noted the report.

8/23 NEXT MEETING

The arrangements for the next meeting to be held on Monday, 5 June 2023 at 10am in the Beech Room, at Gressenhall Farm & Workhouse Museum were noted.

The meeting closed at 11.45 am

CHAIRMAN



Norwich Area Museums Committee

14:00 to 15:25

7 March 2023

Present:

City Councillors:

Kendrick (substitute for Huntley)
Kidman
Wright

County Councillors:

Birmingham
Ward (in the chair)

Co-opted non-voting members:

Felicity Devonshire (Friends of Norwich Museums) and Danusia Wurm (Norfolk Contemporary Art Society)

Apologies:

City Councillors Huntley (chair) Grahame, Schmierer and Thomas (Vi),
County Councillors Brociek-Coulton (other council business), Reilly,
Rumsby and Watkins, Amanda Geitner (East Anglia Arts Fund) and
Councillor King (Broadland District Council) and Councillor Spruce
(South Norfolk District Council)

1. Appointment of chair

In the absence of the chair and vice chair it was **RESOLVED** to appoint County Councillor Ward as chair for the duration of the meeting.

2. Declarations of interest

There were no declarations of interest.

3. Public questions/petitions

There were no public questions or petitions.

4. Minutes

It was **RESOLVED** to agree the accuracy of the minutes of the meeting held on 6 December 2022.

5. Norwich Museums Report – November 2022 to January 2023

The assistant head of museums introduced the report and proposed that he and his colleagues would present the relevant sections and pause after each section for members to ask questions or comment.

The assistant head of museums presented the first section of the report. A large proportion of the COVID-19 measures were still in place which included CO2 monitoring that could be accessed by staff remotely and in person. With regard to the Museum of Norwich the service was looking at using CO2 monitoring to close some windows that had been kept open to allow for better ventilation. This would help with keeping the appropriate humidity for the collections.

The operations manager presented section 2 of the report. He highlighted that the retail offer in the Rotunda had been enhanced which included stock related to exhibitions at the Castle Museum. He referred members to section 2.2 of the report which detailed the number of ceremonies that had taken place over the previous 12 months. While the winter months were the quiet period for ceremonies the numbers remained strong.

The learning manager presented section 3 of the report. He highlighted that there was significant educational interest in the new exhibition *The Last Voyage of the Gloucester: Norfolk's Royal Shipwreck, 1682*. This built on the success of *The Singh Twins: Slaves to Fashion* exhibition, where a number of educational tours and events had been hosted in relation to the event. The learning manager detailed a number of events that had been hosted by the Norfolk Museums Service (NMS) learning team as described in the report. These had received positive feedback. He also highlighted the work of the home education group with Special Educational Needs and Disabilities which had positive feedback. The group had become well established and therefore would continue past March 2023. The learning manager also detailed the Early Years sessions and the partnership between NMS and the Millennium Library with regard to Early Years practice. This partnership was also working in other areas and the service were looking to establish reading areas within the museum. The learning team were also looking at the new education space within the Norwich Castle project and how to fit this out. An additional funding bid had been submitted to help the space to be as flexible as possible to ensure it remained accessible to all.

In response to a member's query the learning manager said that he did not have sufficient analysis on the school visit figures but he believed that the higher number of visits in November was due to the fact that there were no school holidays.

The learning manager drew member's attention to section 3.3 of the report on the visitor programme. He detailed some of the events that had been hosted by NMS. Many of these were in relation to *The Singh Twins* exhibition. This had included a programme, *Together at the Seams*, which detailed the personal stories woven into textiles and *Confronting Colonialism* guided tours of the exhibition. The chair commented that it would be useful for the *Confronting Colonialism* tours to continue once the commissioned work from the Singh Twins had been permanently installed.

The learning manager detailed that part of the Norwich Castle project Activity Plan activities, *Christmas at the Castle*, had to be transferred to Strangers' Hall due to the failure of the heating system at the Castle and its subsequent closure. A number of other activities continued at the Castle Museum including the Knight Club, the development of community hoardings and medieval board games.

The assistant head of museums presented section 4 of the report, Kick the Dust: Norfolk – project activity update. Since the start of the project a total of 13,425

interventions had taken place with 4354 individuals which exceeded the target of 8000 interventions. The project follows a progression pathway moving individuals from Player to Shaper to Leader level. 86% of activities involved young people taking on shaping and leading the activities. The project had also benefited NMS staff, nearly 400 members of staff had been trained. This training had given them more confidence in dealing with young people, especially those with access needs.

As principal funding for the project from the National Lottery Heritage Fund (NLHF) was ending in March 2023 additional funding had been secured. Funding had been secured from Arts Council England which would continue activities around improving access into the heritage sector. Another round of funding had been secured from Norfolk County Council Public Health to look at helping to prevent poor mental health in participants. The funding would also help to better measure the mental health outcomes of the project. The final evaluation report on the Kick the Dust project had been received by the service. There had also been an institutional review of NMS which highlighted that over the previous four years young people were now at the heart of the service. The new funding bid to the National Lottery Heritage Fund that had been prepared with YMCA Leicester had now been submitted. This project, 'Your Heritage Your Future', would work with museums across the East of England to help train them to best support young people with access needs, which could include paid traineeships. The chair commented that it was positive to see that parts of the project would continue.

The assistant head of museums presented section 5 of the report. Members of the committee had been on a site tour of the Norwich Castle construction site before the start of the committee. This had allowed the committee to see progress since the last tour in September 2022. The assistant head of museums confirmed that the Changing Places toilet was now open and was listed on the Changing Places website.

The assistant head of museums presented section 6 of the report. He highlighted that the other museum sites in Norwich were able to use their limited resources to provide access to the collections for the people of Norwich. The Museum of Norwich had been working with Art at Work on the *Threads of Connection* project. Since the completion of the project Art at Work had been successful in getting funding from the NHLF to continue their work for a further three years at the museum. A Kick the Dust project had been helped by Museum of Norwich staff which had been focussed on the Baedeker Raids on Norwich in 1942. It had been key for young people to be able to see their work showcased. The assistant head of museums highlighted the other activities that had happened at the Museum of Norwich which included working with Vision Norfolk, English Plus and tutors from Norwich University of the Arts. The museum had also hosted a Kick the Dust participant in their pre-traineeship. This would help to develop the different models of traineeships that allow young people gaining confidence when working both in the heritage sector and elsewhere. The museum was keen to develop their retail offer to create a unique experience that was based on the museum's location in the Norwich Lanes.

The chair queried whether the shop on the corner was still being used for children's activities. In response the assistant head of museums said that access to the shop was difficult, it had been trialled having this open as an information space during events. However it required separate staffing to the main entrance of the museum but the service were looking into how to do this, especially on busy days. The retail

offer in the windows of the main museum entrance had been positive with drawing people into the museum.

He detailed section 6.2 of the report. Due to the closure of Norwich Castle resulting from the failure of the heating system the Christmas season at Strangers' Hall had been particularly busy, with the museum open for additional days. The museum had hosted their first British Sign Language tour. The tour had been specifically designed to be provided in BSL. As part of the festive season the museum had also hosted a Christmas performance from the Norwich Puppet Theatre. The assistant head of museums commended both staff of Strangers' Hall and the Castle for transferring the Castle's Christmas offering to Strangers' Hall. The annual deep clean of Strangers' Hall had happened in January 2023 thanks to the help of volunteers. This ensured that the collections were maintained and free from insect infestation. Any at risk items had been taken to Gressenhall to be frozen to rid them of any insects.

A member queried the process of freezing collection items to rid them of insects. The assistant head of museums said that the freezers used were at a much lower temperature than domestic freezers. Items would be carefully frozen, thawed and then frozen again to kill off any insects. Staff were very experienced in conducting this process.

The chair queried why the Lord Mayor's carriage was not on display at Strangers' Hall. The assistant head of museums said that conservation work had been done on the carriage. The operations manager said that some damp issues had been identified in the storage area, these would need to be dealt with before the carriage could be displayed.

The senior curator of Norwich Museums and keeper of fine and decorative art presented section 7 of the report. She highlighted the activities of the curatorial team. Since the closure of the Singh Twins exhibition the curator of modern and contemporary art was working on curating display cases that would be installed with the commissioned work *Alternative A-Z of Empire* to complement the work. As the Gloucester exhibition had now opened members of the curatorial team were hosting a number of events. The senior curator of natural history and geology had been providing training to a number of different organisations and museums on their local fossils and geology. As these organisations might have queries on fossils found by members of the public. Items from the natural history collection had featured on the BBC's Winterwatch programme. The curator of the regimental collections had been working on a project that was looking at highlighting the regimental collection to new audiences, part of this project has involved taking high-resolution photographs of individual items.

The chair commented that the Gloucester exhibition has been very positive, he had visited the exhibition for both the opening and then at a later date. Lord and Lady Dannatt had created a trust to look into keeping the items from the wreck on display in Norfolk.

A member queried why the East Gallery that had held items from the Singh Twins exhibition had closed earlier than planned. The senior curator of Norwich Museums and keeper of fine things said that she would find out and report back.

The operations manager presented section 8 of the report. The external lift was now operational again as scaffolding had been erected in preparation for the replacement

of the smashed glass panel. A member queried whether the lift would be out of action for the repair. The operations manager said that this would likely be the case but they would aim for this part of the works to be completed on a quieter day.

The chair commented that this incident could have been prevented if the gate to Castle Gardens had been closed after a certain time. The operations manager said that Castle Gardens was managed by Norwich City Council and the museums service would raise the issue again with the city council.

The operations manager highlighted section 8.2 of the report. The new boiler system at Norwich Castle had been installed following the total failure in December 2023. A decision had been taken to close the museum early for the Christmas shutdown and to delay turning on the new boilers until 27 December 2023. Due to the need to ensure that the collections within the Castle were not subject to temperature fluctuations the temperature was raised in a phased way and the Castle was able to reopen on 31 December 2023. The new heating system had more boilers and therefore two boilers could be lost and there would still be sufficient heating making the system more resilient. A member queried whether there was any damage to the collection due to the temperature falling below 16°C. The operations manager said that they were unable to move all of the collections elsewhere, the fall in temperature had also not been sudden but gradual. The biggest concern for the integrity of the collections had been in relation to humidity rising. However, the service had been able to reduce humidity during this period.

The operations manager updated members on the progress of the works to Shirehall Courtroom. The scaffolding for the works were being erected in the week of 6 March 2023. It had become clear that significant works were required, the contractors would also use the opportunity to remedy some damp issues found within the offices and the costume and textiles stores. For the works to be completed in the stores the collection would need to be moved, as a space had not yet been found the remedial works to the costume and textiles stores would be towards the end of the six months of planned construction works.

The operations manager presented section 9 of the report. He highlighted that the effect of the Christmas closure of the Castle Museum was evident in the visitor numbers, with a reduction for the Castle Museum and the increase in numbers for Strangers' Hall. The opening week of the Gloucester exhibition had seen a positive uplift, with figures likely to be doubled in March. The service's social media channels had been active to drive more visitors to the exhibition. He said that Museum of Norwich had returned to pre-pandemic levels of visitor numbers. A member queried why the numbers for the Castle Museum were so much higher in August 2021. The assistant head of museums said that this was due to Freeman event which helped to drive numbers higher.

The members thanked the assistant head of museums and his staff for the report.

RESOLVED to note the Norwich Museums Report November 2022 to January 2023.

6. Reports of the Representatives of the Voluntary Organisations

Felicity Devonshire, Friends of the Norwich Museums, had provided a written report which had been circulated to members at the meeting and was available on the

website [here](#). She highlighted that a bequest had been made by a Friend and that the money would be used on the refurbishment of a 16th century tapestry at Strangers' Hall.

Danusia Wurm, Norfolk Contemporary Art Society (NCAS), addressed the committee and said that NCAS had held a number of successful talks, and the programme of talks would continue in 2023. The organisation would be holding an auction to help raise funds. NCAS were also looking at exhibition spaces in Norwich working with other organisations and asked for any suggestion to be passed to her. The chair commented that a possibility was the Old United Church in Princes Street as it had been empty for a number of years. A member suggested the shoe factory social club at St Marys Works.

RESOLVED to thank Danusia Wurm and Felicity Devonshire for their reports and record the committee's gratitude to the voluntary organisations that support the Norwich museums.

7. Schedule of Meetings – Civic Year 2023-24

The chair introduced the item.

RESOLVED to note the proposed schedule of meetings for the civic year 2023-24, subject to approval at Norwich City Council's annual council.

CHAIR

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE

Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 20th March, 2023 at 2.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT:

Borough Councillors

Councillors T Bubb, M de Whalley, A Kemp, Mrs E Nockolds (Chair) and A Tyler

County Councillors

Councillors L Bambridge and M Chenery of Horsburgh

Norfolk Museums Service

R Hanley and O Bone

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors N Daubney, C Dawson, J Ward, Councillor R Kybird, P Eke and R Williams.

An apology for absence was received from L Bavin the following day.

2 MINUTES

The minutes of the meeting held on 14 November 2022 were agreed as a correct record.

3 MATTERS ARISING

There were no matters arising.

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

5 REPORT OF THE ASSISTANT HEAD OF MUSEUMS

[Click here to view the recording of this item on You Tube](#)

The Assistant Head of Museums presented the report on the King's Lynn Museum activities in the period from November 2022 – February 2023.

The Committee was advised the service continues to manage challenges around Covid and wider infection control. Members were reassured that the site infrastructure was still in place including hand sanitisation and cleaning regimes and continuing to be very careful around monitoring ventilation levels as a means of reducing risk of people passing Covid or other infections particularly during the winter period.

The Assistant Head of Museums explained that they continue to make effective use of CO2 monitors across the service including here in King's Lynn. This has been helpful in enabling Norfolk Museums Service (NMS) to make sure staff and visitors are kept safe. These measures have enabled NMS to be confident about gradually increasing visitors and has helped with increasing levels of staff and volunteers.

The Committees attention was drawn to item 1.6 regarding volunteering. The Assistant Head of Museums highlighted the importance of volunteering in the operation of NMS and reported that volunteering is nearly back to pre-covid levels. NMS continue to accommodate individual concerns from volunteers and have updated their code of conduct to ensure that volunteers who are more anxious can be supported appropriately.

The Assistant Head of Museums invited the Committee to ask any questions about section 1 of the report.

Councillor Mrs Nockolds asked questions around volunteering and if the NMS had any plans to take part in volunteering at the Civic Society Heritage Sites event in June. It was noted that the King's Lynn Society would be organising an event in June which would be a recruitment day for more volunteers at the Heritage sites in King's Lynn.

Councillor Mrs Nockolds mentioned that King Charles has requested more advertising around volunteering and wants it publicised more to encourage more volunteers to come forward and asked NMS to find out how it's being advertised. The Assistant Head of Museums confirmed that he would make sure the volunteer coordinating group is aware of that.

Councillor A Tyler asked whether any volunteers from the Borough Council or NMS were going to meet with the pilgrims who come annually to the Red Mount in King's Lynn. Councillor Mrs Nockolds confirmed the Borough Council are publicising that the Southgate and Red Mount will be open this season and asking for volunteers.

The Assistant Head of Museums provided an overview of the exhibitions and events at the Lynn Museum and future exhibition plans which included:

- Hoards: Archaeological Treasures from West Norfolk (25 October 2022 – 11 November 2023)
- The Tiger Who Came to Tea exhibition (Winter of 2023 – 2024)
- The Moon, our Nearest Neighbour
- Woof! (Next Summer)

The Assistant Head of Museums invited the Committee to ask any questions about section 2 of the report.

In response to a question from Councillor Kemp regarding publicising events, the Curator explained that they have a variety of different ways of approaching people, social media being the most popular, Facebook in particular for the family events had been very good and explained they use traditional media such as the Local Newspaper, the NMS website and additionally handing out leaflets which promote any future activities and events.

Councillor de Whalley asked whether they had trialed targeted advertising through social media. The Assistant Head of Museums explained that wasn't something he was aware of but explained they had used Google advertising which they think has been successful and enables them to target in terms of geography and demographics.

Councillor de Whalley referred to agenda item 2.1 and passed on positive feedback which he had received from the Hoards exhibition and passed on his thanks to the Assistant Head of Museums and Curator. Councillor de Whalley then referred to agenda item 2.2 and asked if there was any thought to promote the understanding of biodiversity species. The Curator explained they have natural history expertise and that their natural history Curator would be working on The Tiger Who Came to Tea exhibition and explained that would be a good opportunity to promote this idea.

Councillor Bubb asked whether the coffee mornings were to end at the end of March. The Curator confirmed the coffee mornings would continue through the year.

Councillor Bubb referred to the NMS website and commented that it is hard to navigate and find certain information such as opening times and information regarding free entry to the museum. The Assistant Head of Museums explained they were continuing to look into improving the website and confirmed he would pass on feedback to the team.

Councillor A Tyler asked whether the NMS had a good relationship with TV and radio both locally and nationally. The Assistant Head of Museums explained they have a PR Communication Manager who

maintains positive relationships with Norfolk County Council press teams but also regularly with regional and national press and media which helps promote the services which they offer.

Councillor Mrs Nockolds asked whether a decision had been made to hold an event to celebrate King Charles' coronation. The Curator explained the Lynn Museum would be open on that Saturday for members of the public to attend and confirmed the teams were working on ideas such as holding a family trail event.

The Assistant Head of Museums and Curator responded to questions and comments in relation to item 3.

Councillors raised comments and questions regarding savages and it was explained this was another area they wanted to work on as an upcoming project, particularly with the savages drawings.

Councillor Kemp asked a question around digitalising collections. The Assistant Head of Museums explained the collections which are digitalised are all available through the collections catalogue which is accessible through the museums website and confirmed they were looking to get as much online as possible and is working progress in increasing the number of objects people can access online.

In response to a question from Councillor A Tyler, the Assistant Head of Museums explained they operate a comprehensive retail service across the County. Councillor A Tyler asked whether you can only obtain and buy the souvenirs from the Lynn Museum by visiting it or whether there was another way. The Assistant Head of Museums explained they were in the process of setting up an online shop for NMS retail but advised that this would have to comply with Norfolk County Council's systems and confirmed they had a meeting scheduled that week to look at that.

The Assistant Head of Museums and Curator responded to questions and comments in relation to item 4.

Councillor Bubb referred to agenda item 4.6 and asked if The Stories of Lynn was back to normal and whether they had put something in place to stop it from happening again in the future. The Curator confirmed it was getting back to normal and explained the question relating to whether any measures were in place to prevent it in the future would be a question for the Borough Council.

Councillor de Whalley congratulated the Assistant Head of Museums and Curator on the British Museum relationship and asked whether they were looking to expand their relationship with other museums. The Assistant Head of Museums highlighted to the Committee they were working with Time and Tide Museum in Great Yarmouth and were looking to form partnership with National Maritime Museum and also

work with colleagues in Greenwich and confirmed they would continue to work with those organisations.

In response to questions from Councillor Kemp, the Assistant Head of Museums explained they feature costume within the displays at the Lynn Museum but were no plans for a costume museum.

Councillor A Tyler asked whether there was any consideration for a future exhibition celebrating performing arts. The Assistant Head of Museums explained they work closely with King's Lynn Festival and have worked with them on a number of festival exhibitions and confirmed they would continue to try and support the Festival as much as they can.

The Assistant Head of Museums and Curator responded to questions and comments in relation to item 5.

Councillor de Whalley referred to agenda item 5.3 and asked whether there was funding available for schools struggling with transport costs so they could get to events. The Assistant Head of Museums explained they had measures in place to support school transport.

The Assistant Head of Museums highlighted agenda item 6, Kick the Dust project, to the Committee and explained the number of interventions with young people had increased. The Assistant Head of Museums reassured the Committee that the project continues to deliver really successfully.

The Assistant Head of Museums updated the Committee in terms of where they are with funding. The Assistant Head of Museums explained the current national lottery heritage fund funding for Kick the Dust comes in March and they have secured 3 years additional funding through Arts Council England to enable them to continue to deliver Kick the Dust branded activities. He explained the project continues to delivery really strong impacts.

Councillor de Whalley passed on his thanks to everyone involved in the Kick the Dust project.

Councillor Mrs Nockolds referred to the attendance figures. In response to a question from Councillor Mrs Nockolds, the Curator explained pre-covid, they were expecting the total for Lynn Museum to be just under 17,000 visitors and confirmed they would be above that figure.

6 **TRUE'S YARD REPORT**

[Click here to view the recording of this item on You Tube](#)

In the absence of the Museum Curator, the Chair, Councillor Mrs Nockolds explained they had all received the report. The report was noted.

7 **REPORT FROM THE LEARNING AND ENGAGEMENT OFFICER - STORIES OF LYNN AND PROJECT WORKER FOR KICK THE DUST**

[Click here to view the recording of this item on You Tube](#)

In the absence of the Learning and Engagement Officer, the Chair, Councillor Mrs Nockolds explained how excellent the report was and expressed how thankful they were for the Learning and Engagement Officer's work. The report was noted.

8 **BOROUGH COUNCIL REPORT**

[Click here to view the recording of this item on You Tube](#)

In the absence of the Borough Council's Tourism Manager, the Chair, Councillor Mrs Nockolds presented his report which gave an update on tourism marketing and development activities from June 2022 – 1st March 2023 and explained the importance around this report.

9 **DATE OF NEXT MEETING**

The date of the next meeting is to be confirmed after the Borough and Parish Elections in May.

The meeting closed at 3.54 pm

Joint Museums Committee

Item No 8

Report title:	Norfolk Museums Service – Finance Monitoring Report for 2022/23
Date of meeting:	14 April 2023
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Chief Officer:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2022/23 as at 28 February 2023.	

Executive summary

This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2022/23 and details the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

The main issues for consideration by this Committee are:

- Monitoring of the NMS Revenue Budget indicates that the Service is currently facing a number of significant pressures for 2022/23 and is projecting an over-spend.
- Latest monitoring position of NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.
- Savings proposals for 2023/24 and beyond.

Recommendations:

- **To consider and comment on the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast outturn for 2022/23.**
- **Note the proposed budget savings and changes for 2023/24.**

1. Background and Purpose

1.1 Revenue Budget 2022/23

- 1.1.1** The Service continues to face significant uncertainty in relation to the main income streams following a slower than hoped return to normal, pre-pandemic visitor numbers and patterns. The very hot summer, cost of living pressures and reduced visitor offer in place at Norwich Castle Museum due to the ongoing work for the Keep re-development are also factors. The lower admissions, retail and café sales drives £0.828m of the forecast over-spend.
- 1.1.2** The National Joint Committee pay award agreed in the autumn was £1,925 per spine point. Dependent on the salary an employee receives this equates to an increase between 3% and 10%. Although this higher than budgeted increase has been factored into the 2023/24 budget this is the primary reason for the overspend associated to salaries this year of £0.215m.
- 1.1.3** NMS continues to closely monitor all spend on utilities as this is increasing the financial pressures on the Service. Given the planned price increase by energy companies, for which the service received no additional budget, we are currently forecasting to spend an additional 60% on utilities compared to last year (a £0.144m increase).
- 1.1.4** Since the last monitoring report, funding at CES departmental level has been secured for an invest to earn scheme of £0.302m. This will be deployed over the next three years to enable NMS to realise the full potential of the commercial opportunities available to them upon reopening Norwich Castle. Due to accounting principles, we are required to recognise this amount in our revenue budget this year (which distorts our underspend by £0.302m) although it will be spent over the next three years.
- 1.1.5** We are planning to mitigate the over-spend by continuing to manage costs wherever possible. The combination of factors above culminates in a forecast overspend of £1.304m. Due to the unprecedented nature of the pressures that the Service continues to face, this is an issue that is being managed at a wider CES departmental level and the Service will be supported by the CES Business Risk Reserve.
- 1.1.6** The table below sets out the net revenue Service budgets for 2022/23 and the forecast outturn for NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.383	3.233	1.304	54.71%
NMS Total	2.383	3.233	1.304	54.71%

1.2 Capital programme

- 1.2.1 Norfolk County Council's commitment to the County's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. A number of NCC supported capital renewal schemes, both currently live and planned, for Norwich Castle are being delivered over the current 3-year period, including work to improve the operation of the external lift and the visitor welcome and to improve the air-handling systems within the main galleries.
- 1.2.3 NMS 2022/23 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2022/23 – Norfolk Museums Service

Scheme or programme of work	Approved 2022/23 Capital Budget £m	2022/23 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 2022/23
Seahenge	0.007	0.007	0	Ongoing conservation
Norwich Castle Critical M&E Services	0.095	0.095	0	Project completed in 2022/23
NLHF Keep Delivery Phase	5.019	5.019	0	Project will be ongoing until 2023/24
Gressenhall Playground Improvements	0.034	0.034	0	Project completed in 2022/23
Gateway to Medieval England Project Management	0.199	0.199	0	Project will be ongoing until 2023/24
Gressenhall Building Improvements	0.010	0.010	0	Project estimated to be completed in 2022/23
Support for Key Care of Buildings & Collections	0.200	0.200	0	Project will be ongoing until 2023/24
Develop Gressenhall Farm & Workhouse as an Environment Hub	0.200	0.200	0	Project will be ongoing until 2023/24
GFW Environmental	0.149	0.149	0	Project will be

Landscape Management Project				ongoing until 2024/25
Museums Acquisitions	0.299	0.299	0	Project estimated to be completed in 2022/23
Total	6.215	6.215	0	

Funding of the NMS Capital Programme

The NMS capital programme is funded from a variety of sources:

- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the NLHF bid. Further development funding of £0.462m was received from the National Lottery Heritage Fund for the Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18. Following the submission of a successful Round 2 funding application, the National Lottery Heritage Fund awarded a further £8.757m funding towards a total project cost of £13.344m. Additional match funding included £1.950m NCC capital funding and funding from a number of external trusts and other organisations. Additional capital funding was approved by Full Council in February 2020 and subsequently a further award of £1.372m from the National Lottery Heritage Fund was received in 2021 giving a revised total project budget of £17.216m. The Norwich Castle: Gateway to Medieval England has now entered its delivery phase including the award of the main construction works contract, with all capital works expected to be completed by the end of 2023-24. The learning, skills and engagement programme which is a key part of the overall project funding and delivery, is ongoing.
- Policy & Resources Committee approved the funding of £0.400m to replace the existing woodland adventure playground at Gressenhall Farm & Workhouse which has become dated, and the key structures and equipment have reached the end of their lifespan. The new development was completed in 2021 and is now operational. It is expected to give a substantial return on investment in terms of additional visitors in the current financial year and beyond.
- Policy & Resources Committee approved the initial funding of £0.247m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period. Additional funding of £0.199m has been approved to extend the contracts until October 2023 to support construction completion.
- Cabinet have approved the funding of £0.695m to support the key care of buildings and collections over the next three years. This involves the capitalisation of staff costs previously funded by revenue.
- Cabinet have approved the funding of £0.507m to develop Gressenhall Farm & Workhouse as an Environment Hub for Norfolk over the next three years.

- Cabinet have approved the funding of £0.249m to develop the Gressenhall Farm & Workhouse Environmental Landscape Management Project over the next two years.
- Museums Acquisitions is a collective project which was set up to secure the purchase of major assets for NMS. The most recent acquisition will be a 17th Century Dutch Masters painting, of which funding has been secured from the National Heritage Memorial Fund £0.123m, Art Fund £0.119m, Arts Council and the V&A purchase Grant Fund £0.048m and Private Sponsors £0.009m.

1.3 Reserves and Provisions

1.3.1 There are some changes to the reserves and provisions to report. The table summarising the out-turn position appears below.

- The income reserve is maintained to enable the Service to effectively manage pressures on revenue streams and resources, particularly during periods of unfavourable weather conditions that can impact upon visitor numbers.
- The Museums Repairs and Renewals Reserve includes funds for Gressenhall play area, farm, and superstore equipment.
- The Unspent Grants and Contributions Reserve includes earmarked non- conditional project balances at year end.

Reserves and Provisions 2022/23	Balances at 01 Apr 22	Balances at 31 Mar 23	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Invest to Save Income Reserve	0.000	0.302	+0.302
Museums Income Reserve	0.513	0.513	0.000
Museums Repairs and Renewals Reserve	0.154	0.154	0.000
Unspent Grants and Contributions Reserve	0.532	0.543	+0.011
Service Total	1.199	1.512	+0.313

1.4 2023/24 Budget Proposals

1.4.1 The budget savings proposals are summarised below:

Savings	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m

Brought forward from previous rounds				
CMM043 – Income generation	0.000	-0.400	0.000	0.000
CES017 – Reviewing the operation of Museum catering facilities	0.000	-0.035	0.000	0.000
New 2023-27 Budget Round Savings				
S2324CES124 – Restructure of the Museums Service	-0.157	-0.094	-0.030	0.000
Total	-0.157	-0.529	-0.030	0.000

1.4.2 The impact of the proposed budget savings, inflation, cost neutral adjustments and virements are set out in the table below:

Description	2023/24 Budget (starting point) £m	Additional Costs (Inflation) 2022/23 £m	Savings 2023/24 £m	Growth / Cost Neutral Adjustment / Virements 2023/24 £m	Proposed 2023/24 Budget £m	Savings Reference
Employee related costs	4.655	0.103	-0.041	0.271	4.988	S2324CE S124
Premises	1.029	0.161	0.000	0.000	1.190	
Transport	0.023	0.001	0.000	-0.003	0.021	
Supplies & Services	1.198	0.012	0.000	-0.088	1.122	
Third Party Payments	0.072	0.000	0.000	-0.068	0.004	
Support Services	0.332	0.000	0.000	0.028	0.360	
Depreciation & Impairment	0.386	0.000	0.000	-0.144	0.242	
Income	-5.408	-0.007	-0.116	-0.084	-5.447	CES043 & S2324CE S124
Total	2.287	0.270	-0.157	0.080	2.480	

2. Financial Implications

The implications for resources including, financial, staff, property, and IT, where relevant, are set out in Section 1 of this report.

3. Issues, risks, and innovation

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to consider.

4. Background

There are no other documents to refer to.

Officer Contact

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

If you have any questions about matters contained in this paper, please get in touch with:

Officer Name, Tel No., and Email address:

Officer name: Steve Miller, Director of Culture & Heritage, Head of Museums **Tel No.:** 01603 493620

Email address: steve.miller@norfolk.gov.uk

Officer name: Julie Frosdick, Finance Officer, Budgeting & Accounting Team, Finance & Commercial Services **Tel No.:** 01603 223423

Email address: julie.frosdick@norfolk.gov.uk



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Norfolk Joint Museums Committee

Item No: 9

Report Title: Risk Management

Date of Meeting: 14 April 2023

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Steve Miller, Director of Culture & Heritage, Head of Norfolk Museums Service, Head of Norfolk Arts Service

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: N/A

Executive Summary / Introduction from Cabinet Member

One of the Joint Museums Committee's roles is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the service risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving service objectives and is a key part of the performance management framework.

Recommendations:

To consider and agree;

- 1. The active and dormant risks as per appendices A and B;**
- 2. The proposed key changes to risks as set out in Section 2 of this report.**

1. Background and Purpose

- 1.1 This report provides Members of this Committee with an insight into the key risks that are managed by the Norfolk Museums Service Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is regularly reviewed and updated in accordance with the Council's Risk Management Policy.

2. Proposal

- 2.1 To change the title of risk RM14364 to Failure to deliver Arts Council England business plan **2023-26**. This follows the completion of the 2018-22 business plan cycle, and our movement to now delivering against the new business plan for 2023-26 from April 2023.
- 2.2 To amend the target date of risk RM14364 Failure to deliver Arts Council England business plan 2023-26, to the end of 2023/24, to cover the first year of the business plan. This will be further reviewed closer to the end of 2023/24 to cover the next financial year of the business plan delivery.
- 2.3 To change the title of risk RM14162 to Failure to generate additional income streams for **2023/24** in accordance with service plan. This follows the movement into the new financial year.
- 2.4 To amend the target date of risk of risk RM14162 - Failure to generate additional income streams for 2023/24, to the end of the financial year 2023/24. Again, this follows the movement into the new financial year.
- 2.5 To close risk **RM14499 - Future Arts Council England Funding** now that the funding has been granted for the next three years. Closer to the point of the next business plan cycle, this risk can be re-opened to help to focus the mitigating actions required to minimise the risk of not achieving future ACE funding from 2026/27 – 2028/29.

3. Impact of the Proposal

- 3.1 The current risks are those identified against service objectives for 2023/24 and are included in Appendices A and B. All active risks have been assessed going into this financial year.

3.2 The risk register currently contains seven risks. Of these, five risks are actively being managed, as presented in Appendix A, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as dormant risks shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring. There are three risk scores to note;

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

4. Evidence and Reasons for Decision

4.1 The evidence is that risks are being managed to an appropriate level with the mitigation tasks being undertaken. In all cases, risks have been reviewed by the risk owner in conjunction with independent scrutiny from the Risk Management Officer to ensure that the risks reflect the current position against current service objectives.

5. Alternative Options

5.1 There are no key decisions to take within this report, therefore no alternative options are applicable.

6. Financial Implications

6.1 There remain financial implications for revenue generation resulting from the effects of previous site closures during the pandemic, and subsequent reduced visitor numbers to museums. This is noted in risk RM14162 in Appendix A. Further detailed financial reporting for the quarter can be viewed in the Finance report to this Committee.

7. Resource Implications

7.1 **Staff:** There are no staff implications to report.

7.2 **Property:** Museums continue to offer a safe environment for staff and visitors alike.

7.3 IT: There are no IT implications to report and the online offer for museums continues alongside an on-site experience for visitors.

8. Other Implications

8.1 Legal Implications: There are no legal implications to report.

8.2 Human Rights Implications: There are no human rights implications to report.

8.3 Equality Impact Assessment (EqIA) (this must be included): Not applicable.

8.4 Data Protection Impact Assessments (DPIA): Not applicable.

8.5 Health and Safety implications (where appropriate): Museums staff continue to ensure the continued safe physical environment of museums for all users.

8.6 Sustainability implications (where appropriate): There are no sustainability implications to report.

8.7 Any Other Implications: There are no other implications to report.

9. Risk Implications / Assessment

9.1 Active risk implications can be seen within the active risks at Appendix A.

10. Select Committee Comments

10.1 There are no Select Committee comments to report.

11. Recommendations

To consider and agree;

- 1. The active and dormant risks as per appendices A and B.**
- 2. The proposed key changes to risks as set out in Section 2 of this report.**

12. Background Papers

12.1 There are no background papers to note for this report.

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

Steve Miller – Director, Culture and Heritage

Tel. No.: 01603 493620

Thomas Osborne – Risk Management Officer

Tel. No.: 01603 222780



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Risk Number		RM14381				Date of update		07 March 2023		
Risk Name		Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.								
Portfolio lead		Cllr. Margaret Dewsbury				Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Sep-23	Amber
Tasks to mitigate the risk										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project.										
Progress update										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place. An audit of the project has been carried out with the final report delivered in April 2021. The report was positive with assurance received on the adequacy and effectiveness of the controls in place to deliver the objectives of the project. The Project Board last met in December 2022 and continues to be updated on progress and any new emerging risks are added into the project risk register. The project board last met on 9th March 2023.										

Risk Number		RM14286		Date of update		07 March 2023				
Risk Name		Reduction of centralised support services								
Portfolio lead		Cllr. Margaret Dewsbury		Risk Owner		Steve Miller				
Risk Description			Date entered on risk register			23 June 2020				
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Jun-23	Amber
Tasks to mitigate the risk										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution.										
Strengthening independence of staff through increasing familiarity with central support services that they can use independently.										
Progress update										
Risk regularly reviewed by the Senior Management Team.										
Greater familiarity amongst staff using HR Budget Manager, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools.										
Ongoing adaptation to the new myOracle system.										

Risk Number	RM14364					Date of update		07 March 2023		
Risk Name	Failure to deliver Arts Council England business plan 2023-26									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			03 October 2018		
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	1	3	3	Mar-24	Green
Tasks to mitigate the risk										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
Progress update										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate.										

Risk Number	RM14162					Date of update		07 March 2023		
Risk Name	Failure to generate additional income streams for 2023/24 in accordance with service plan.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	3	15	5	3	15	4	3	12	Mar-24	Amber
Tasks to mitigate the risk										
Continue to review additional income levels generated.										
Progress update										
Museum sites have re-opened but challenges remain due to the impact of Covid and additional pressures on secondary spend. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score remains 5 and the impact score 3.										

Risk Number		RM14027		Date of update		07 March 2023				
Risk Name		Theft of museum objects								
Portfolio lead		Cllr. Margaret Dewsbury		Risk Owner		Steve Miller				
Risk Description			Date entered on risk register			23 June 2020				
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	1	3	3	Sep-23	Green
Tasks to mitigate the risk										
Review of display case security undertaken										
Review of security staffing and systems completed, factoring in those museums that currently remain closed due to COVID-19.										
Additional CCTV coverage provided.										
Upgrade of case locks where necessary completed.										
Installation of additional case alarms where necessary completed.										
Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.										
Progress update										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area.										
The likelihood has been maintained at 2 to reflect this. The impact remains scored at 3.										

Risk Number		RM13947				Date of update		07 March 2023		
Risk Name		Failure to maintain historic buildings								
Portfolio lead		Cllr. Margaret Dewsbury				Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	2	3	6	Mar-24	Met
Tasks to mitigate the risk										
Close liaison with our partners going forward to identify priorities in building maintenance. Ensure we include investment in buildings maintenance in all capital projects. Ensure we foster a good personal and professional relationship between our staff and our partners. Ensure that our building staff are continuously monitoring our buildings to supplement the security provided by contracted partners. Ensure we have appropriate emergency response procedure in place in all premises.										
Progress update										
Constructive discussions with partners have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring this site up to required standard.										
As this is an ongoing low level risk, the target date has been amended to end of March 2024.										

Risk Number		RM13948		Date of update		07 March 2023				
Risk Name		Significant flooding at any of the Museum sites.								
Portfolio lead		Cllr. Margaret Dewsbury		Risk Owner		Steve Miller				
Risk Description			Date entered on risk register			23 June 2020				
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	2	2	1	2	2	1	2	2	Mar-24	Met
Tasks to mitigate the risk										
Emergency plan is in place Regular checks of the store are carried out to check on safety of contents Insurance in place Risk assessment is reviewed regularly High risk items relocated Ensure location records are accurate										
Progress update										
Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.										
As this is an ongoing low level risk, the target date is set for the end of March 2024.										

Norfolk Joint Museums Committee

Item No. 10

Decision making report title:	Performance & Strategic Update Report
Date of meeting:	14 April 2023
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
<p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To receive an update on the 2022/23 Service position to date 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project 3. To discuss the grant application by the Ancient House Museum for the new Duleep Singh interpretation, and to recommend that the Executive take the project forward 4. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's planning relating to its Arts Council England National Portfolio Organisation funding for 2023-26 	

1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the financial year 2022/23, including the Service's award-winning learning programmes and the Service's work with key identified groups including Looked After Children, carers and foster families, and vulnerable older residents across the County.

The report also provides an update on all major projects, including the *Norwich Castle: Gateway to Medieval England* project and the National Lottery Heritage Fund supported youth development programme, *Kick the Dust Norfolk*.

2. Performance Summary

- 2.1. The following details the performance summary from 1 April 2022 to 28 February 2023.
- 2.2. The visitor numbers for the first five months of the financial year were 226,450 against a target of 165,168. The Museums Service continues to emerge positively from the disruption of the pandemic in terms of normal programming and operational delivery. However, overall visitor numbers year to date have been impacted by changes in visitor behaviour, a very hot summer, cost of living pressures, and the continuing development of Norwich Castle.
- 2.3. School numbers for the period 1 April 2022 to 31 January 2023 were 28,380 with an additional 5,994 virtual visits, a strong performance which is back to pre-pandemic levels.

3. Digital engagement and Learning Team Highlights -

- 3.1.
 1. Instagram, Twitter and Facebook
 2. YouTube

1. Instagram, Twitter and Facebook

Overall, digital channels continue to perform well with a steady growth in online followers, particularly Instagram channels.

The top performing posts in the period related to the reveal of Norwich Castle's new brand.


a. Followers

Facebook			
Account	Total Followers end December 2022	Total Followers end February 2023	% Increase
Norwich Castle	12,599	12,789	1.5%
Gressenhall	7,415	7,455	0.5%
Time & Tide	4,162	4,212	1.2%
Twitter			
Account Name	Total Followers end August 2022	Total Followers end February 2023	% Increase
Norwich Castle	15,413	15,550	0.9%
Gressenhall	6,208	6,215	0.1%
Time & Tide	5,641	5,447	0.1%
Instagram			

Account	Total Followers end August 2022	Total Followers end February 2023	% Increase
Norwich Castle	8,117	8,281	2%
Gressenhall	2,539	2,586	1.9%
Time and Tide	1,949	1,991	2.2%

b. Top performing posts


Norwich Castle:



Top posts

New year, new us! 🎉 We're excited to unveil our new branding for Norwich Castle! Our existing brand has served us well, but after


416 likes



Top posts

New year, new us! 🎉 We're excited to unveil our new branding for Norwich Castle! Our existing brand has served us well, but after

242 reactions




Top Tweets

This brooch was found in a grave at Harford Farm cemetery near Norwich, buried with its wealthy female owner towards the end of

427 likes


Gressenhall Farm & Workhouse:



Top posts

The beginnings of spring on the farm - welcome our newest resident, the first calf from our four Red Poll cows! We are yet to


91 likes



Top posts

Spread the news; we are re-opening 13th March!! 📣 We cannot wait to welcome you back to Gressenhall Farm and Workhouse.

83 reactions

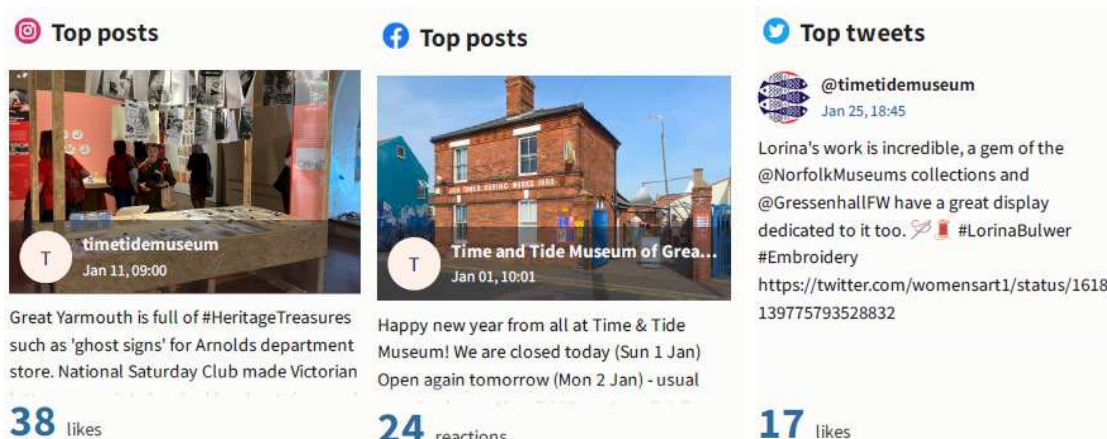


Top tweets

Happy #Moonday! This clay #beaker was made approx. 4400 years ago, found in c.20th #Norfolk, and is permanently displayed in

23 likes

Time & Tide Museum:



NMS' social media accounts took part in a number of national and international campaigns and awareness days in January and February, including marking LGBTQ+ History Month.

2. YouTube

Account	Total Followers end December 2022	Total Followers end February 2023	% Increase (to the nearest 1%)
Norfolk Museums	766	776	1%
Norwich Castle	792	825	4%

4. Teaching Museum, Kick the Dust & Skills

- 4.1. Assessment Centres for new trainees took place at Museum of Norwich in late February. From 350 applications we shortlisted to 34 and saw 31 candidates at two assessment centres over the course of a day.

The Teaching Museum is designed as an alternative entry route into a career in museums and cultural heritage. Typically, access to such jobs has been via a route of particular post-graduate qualifications and time spent volunteering. The Teaching Museum does not recruit on the basis of museum experience, neither do we ask for a degree in history or other subject that might be considered relevant. Rather, our process is focused on experience and understanding of customer service, an individual's commitment to personal and professional development (in any context, including outside work or formal education), a capacity for teamworking and other, more generic, less work-specific, behaviours.

We assess these on the basis of a bespoke application process and assessment centres held at Museum of Norwich in which candidates have to participate in a number of activities and an interview. A total of between 12 & 15 colleagues participate at shortlisting and selection which makes for a robust and thorough system. Everyone uses common selection criteria and the assessment 'team' act as very effective 'critical friends' when decisions are being made as to which candidates to select over another.

The process is also used as a training opportunity for junior colleagues who otherwise get little experience of recruitment but can do so for this programme. This also gives them the chance to work with a wider group of more experienced colleagues with whom they would not normally come into contact.

Competition for a trainee role is as fierce, or fiercer, than ever but we are happy with the 4 trainees we have recruited and feel that they are good mix and fit for the programme. The same is true at the other end of the process when trainees are looking for their next post after 12 months at NMS. Despite the competitiveness of the job market in the sector, our trainees do have an excellent track record of going onto future employment. After over 10 years of the programme running, we have former trainees in museums and institutions from Carlisle in Cumbria to Hayle in Cornwall. Of this year's cohort, to date one of the trainees has been successful so far in securing a new role. Katie Crowson recently took up a post with the Science Museum Group as a curatorial assistant. We will continue to support the other trainees in their job search, beyond their life at NMS in the hope that in the coming months they all go into suitable positions.

4.2. **Kick the Dust**

1 April 2020 to 26 January 2023

The following report highlights the work of the Kick the Dust team in terms of how it has adapted its approach to accommodate activity since the start of lockdown in March 2020 enabling us to continue to support all groups across Norfolk, including our partners YMCA Norfolk. The team is delivering a blended approach with three quarters of sessions being delivered face-to-face and online engagement for those groups where this has been the most effective in gaining a valuable insight into the workplace. This is the case for our online work experience programme which removes access barriers for those wishing to engage in this acclaimed programme but where travel would be a barrier.

This report compares our data with that of the other 12 national Kick the Dust projects through the Renaisi data produced for the National Lottery Heritage Fund from Oct 2020 to September 2021. This will be updated at the end of March 2023.

Current number of interventions with young people

From the start of lockdown to the 26 January 2023 there were a total of 7,224 interventions, involving 2,556 individual young people taking part in 3649 hours of quality digital activity. Following reopening and access to groups on site and in outdoor settings, the team has delivered 838 face-to-face sessions (76% of all delivery) with young people across the county, out of a total of 1077 sessions delivered between March 2020 and 26 January 2023. This equates to 78% of all activity now being delivered face to face. This blended approach offers a more diverse range of opportunities for young people to engage in heritage.

Total numbers from October 2018 are 13,296 interventions, involving 4278 individual young people taking part in 6781 hours of quality activity, taking us beyond the initial target of 8000 interventions. As more young people take the lead in projects this is shifting the percentage of activity at each of the 4 levels. As we move to the end of the current project, we are no longer delivering at Pre-Player level showing that the YMCA young people are more confident and taking part in longer term projects as they engage on our sites.

- *25% of all activity was at Player level*
- *40% at Shaper level*
- *35% at Leader level.*
- *83% of all activity in December/ January involved young people in leading and designing projects, taking on the role of Young Ambassador and playing a leading part in the Youth Board.*

Breakdown of activity taking place in each area since October 2018:

- *47.5% (1415 opportunities) in the West (covering Kings Lynn, Thetford and Gressenhall),*
- *27.5% (813 opportunities) in the East (covering Great Yarmouth, Cromer and Sheringham)*
- *25% (737 opportunities) in Norwich*
- *308 volunteering opportunities have been provided to 164 individual young people.*

We continue to develop and deliver an online training offer for all staff and volunteers who support youth engagement in NMS. In total 342 staff have taken part in training since October 2018, with 151 having taken up opportunities in lockdown. In addition, 45 young volunteers have taken part in training. Kick the Dust has supported 7 young people on its bursary traineeship programme, the last cohort finishing in May 22, all of whom have secured permanent employment within the heritage sector. One Kick the Dust participant progressed onto the NMS Teaching Museum traineeship programme.

Our 6 Young Ambassadors support Institutional Change within NMS and are on the strategic Youth Board and Project Board. Staff from our Front of House (FOH) and Visitor Services teams continue to engage in training such as mentoring and coaching and creating autism friendly spaces which forms part of the training offer to support the new pre-traineeship pilot programme for YMCA clients and other vulnerable groups. The Supervisor at Norwich Castle stated, *'It's been great to see customer focused enthusiasm again from the team, as a result we plan to have a small group who will regularly look at ways in which we can improve access, be more aware and more inclusive as a team'*.

Our offer to support staff and volunteers around the important theme of mental health and wellbeing is on-going and the Youth Board have been working with Public Health and the Audience Agency to incorporate the framework to measure

mental wellbeing into the new evaluation tool to be in place for April 2023. Data from the young people's feedback forms shows that 25% of young people up to 26 January 2023 identified as having a mental health issue.

As we have more Front of House staff taking part in training to gain confidence in working with young people facing more complex barriers to engagement these Teams are offering opportunities to young people to gain further experience. The team at the Museum of Norwich and Time and Tide Museum supported 2 YMCA clients onto the pre-traineeship programme and Stories of Lynn took on a young person with complex learning needs to support the Learning and Engagement Officer. The second cohort started in January at Norwich Castle and the Museum of Norwich and a further young person with complex needs at Stories of Lynn. Feedback from the 3 trainees has been extremely positive with comments such as: *'This traineeship has given structure to other areas of my life. I now have a routine which will help me achieve other things in my life. Having structure has had a massive positive impact on my mental health'* (Trainee Norwich YMCA) *'Being in a working environment and watching staff work has made it easier for me to interact with people and school children. Having to manage my bursary payments has also helped me with finances and I am finding that easier now'.* (Trainee Great Yarmouth YMCA).

NMS and NCC continue to work together through the 'Making Creative Futures' group where members from across Children's Services identify ways to engage the hardest to reach and most vulnerable children and young people through a joint effort. The group continues to play a key part in the delivery of activity as part of the DfE funded Holiday Activities and Food (HAF) project through the Big Norfolk Fun programme ([Big Norfolk Holiday Fun - Active Norfolk](#)) and through our own contributions to this through our Kick the Dust offer. The focus is on mental health and wellbeing and now has representation from the NCC Public Health team.

Breakdown of respondents

We continue to work with a higher number of older young people as we work with YMCA clients and those from the University of East Anglia and Norwich University of the Arts who are aged 18-25 years of age (67%). Whilst the number of young people aged 11-17 (33%) years is lower than the older age groups, this allows these young people to progress through the programme.

The comparison with the Renaisi data is in brackets and highlights the changes since the last Renaisi report in 2021. Across all 12 Kick the Dust projects, the largest proportion of participants were from the 17-19 category (24%), while the largest proportion in Years 2 and 3 of the project came from the 14-16 category (32%). Approximately half of participants (49%) were aged 11-16 in Years 2 and 3, compared to 32% in this final year. The reasons cited by Renaisi for this change is that young people are engaging in deeper levels of engagement than in previous years which in turn could explain why participants are from the older age groups.

Whilst this is the case for Kick the Dust Norfolk, we are providing a range of Shaper and Leader opportunities for young people across all age groups participating although the older age groups tend to be engaged at Leader level.

- 7% aged 11-13 years (15%)
- 11% aged 14-16 years (17%)
- 30% aged 17-19 years (24%)
- 29% aged 20-22 years (22%)
- 23% aged 23-25 years (23%)

Those who chose to respond to the question on whether they had a physical or mental disability which can be a barrier to engagement is as follows:

- Disabled – 22% (9% in Renaisi data)
- Non-disabled – 15%
- Preferred not to answer – 63%

A large number chose not to answer this question but a further 7% of young people added that additional barriers to their engagement included transport and finances.

How young people are finding out about Kick the Dust has changed since the beginning of the project with 16% coming to us through social media posts and the new Kick the Dust web pages, 10% through flyers and posters, 19% through friends or a family member and 12% from having taken part in a previous Kick the Dust activity. Strong partnerships with Children's Services and other cultural and youth organisations accounts for 43% of young people being signposted to Kick the Dust.

Target audiences: (some young people fall into more than one category) as of 26/1/2023

- FE/HE – 33%
- YMCA clients – 35%
- Secondary schools – 22%
- Young people with mental health issues – 25%
- SEND – 11%
- Outside of mainstream education – 8%
- NEET – 9%
- Looked after children and adopted living those at home - 5%
- Young Offenders and those at risk of offending – 3%
- Care Leavers – 4%
- Young Carers – 3%
- New arrivals and refugees – 3%
- Pregnant young mums and teenage parents – 1%

As part of the feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceive museums in terms of being spaces for young people. (Updated 18/11/22)

- Before taking part in a KTD programme, 77% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector. After their engagement 62% of these young people stated they now had a good understanding of the different job roles available in the sector and a further 33% felt more knowledgeable. 92% stated that the skills they had learnt would be useful to them in the future (Renaissi 92%). This shows that Kick the Dust as a programme enables young people to gain a greater understanding of the opportunities within the heritage sector and develop transferable work skills.
- Following their engagement, 90% felt that museums were a space they would use in the future with 59% stating their engagement had been 'better than they expected'.

When we compare all our data to the Renaissi findings, (which uses data from October 2020 to September 2021 across all 12 national Kick the Dust projects), it shows we are in line with other Kick the Dust projects, scoring higher in 9 of the 13 areas. (The Renaissi responses can be found in the brackets).

- Following their engagement: updated 18/11/22
- 80% of young people felt that there were jobs for young people like themselves to work in heritage with 13% not sure and needing to find out more. (Renaissi 67%).
- 89% of young people said they had learnt new and interesting things about heritage (Renaissi 85%); 84% of young people felt that heritage represented young people like them (Renaissi 73%);
- 86% of young people said they were more likely to become a volunteer because of their involvement in KTD (Renaissi 78%) and 87% stated they would be looking to take part in other local heritage events as a result of their engagement (Renaissi 73%).
- 98% of young people stated they felt welcomed and respected by staff (Renaissi 95%) and 96% felt a sense of achievement (Renaissi 82%).
- 94% felt heritage delivered in this way would engage other young people (Renaissi 92%) with 78% of young people stating they now had a better understanding of heritage having taken part in the programme although 21% weren't sure and needed more engagement. (Renaissi 85%)
- 87% of young people felt they had the opportunity to influence decisions. (Renaissi 64%)
- 95% stated there was something for everyone irrespective of background (Renaissi 91%) although this needs to be put into context of other demographic data for Norfolk.

- 93% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them with 50% of this number stating financial concerns as a barrier. (Renaissi 93%).
- 88% of young people said they had found heritage more relevant than they had before embarking on their Kick the Dust journey with 9% neither agreeing nor disagreeing (Renaissi 81%).

Summary

The Kick the Dust project is due to end in March 2023 with evidence clearly demonstrating the impact on young people and staff engaging in activity. As we deliver activity through our blended offer of face-to-face activity and online engagement, this impact is increased further as more staff engage in the co-delivery of activity and see the benefits to their own development. This has been seen in the delivery of current exhibitions, curation, and through collections.

Kick the Dust was set up as a three-stage journey, with young people developing transferable work-related skills and gaining experiences that they would struggle to find elsewhere, to support them in securing employment. Whilst young people cite being involved in curation and creating exhibitions as the main areas they have enjoyed, it is through these activities that they hone their skills and understanding of the workplace, which will help them secure employment longer term. The introduction of the 10 hour per week pre-traineeship programme allows those young people who have been developing their skills through the Kick the Dust programme, but who lack the confidence to put themselves forward for job roles, to go through a supportive recruitment process and receive mentoring support to help them progress after the programme ends. Feedback from those taking part in the pilot shows that this adds real value to the overall offer and that the process has helped them have the confidence to put themselves forward. The 10 hours a week posts meets the needs of the young person and the participating team and will be used to demonstrate to smaller museums that they can support a young person from a more challenging background in a meaningful way as well as provide opportunities for professional development for their own staff.

Our aim as we move forward is to support more working age young people to progress into employment, training or further learning and long-term volunteering. The new pilot for the bursary pre-traineeship programme will allow us to gauge the need and success of this entry level pathway into the sector. We have seen young people move through the programme, gaining the confidence to take on volunteering roles within NMS, others securing their first job through the Government's Kick Start 6-month placement programme; three young people who have taken up positions within NMS Front of House teams, eight young people progressing onto the Teaching Museum and Kick the Dust bursary traineeship programme, four of the last cohort of trainees securing permanent employment in the sector, one with NMS; two young people progressing onto Teacher Training,

and nine young people taking on the Young Ambassador roles, one of whom has recently secured a position with Norfolk and Norwich Festival another on a Teacher Training programme. Others have stated that their involvement has helped them make choices around subjects and options at school and college.

Take up continues to grow through the establishment of new partnerships with schools, colleges, Children's Services, and other cultural organisations as well as Job Centre Plus, Prospects (Shaw Trust) and Norfolk and Waveney MIND. The Kick the Dust web pages on the NMS site is bringing traffic and enquiries from young people who would not ordinarily come to us through our existing partnerships which will support this growth and solidify the way NMS approaches youth engagement going forward.

A feedback session was held in February 2023 which highlighted the positive changes which the Kick the Dust programme had had on the Service overall. The session, delivered by consultants Anna Salaman and Clair Adler, was attended by Cllr John Ward and Cllr Margaret Dewsbury.

A number of the sustainable change/organisational outcomes identified by the consultants during their evaluation process are listed below:

SUSTAINABLE OUTCOMES

1. Actively engaged young people in 2022 feel a level of confidence and ownership to run the projects in which they are involved;
2. Existing partnerships are robust, with written agreements in place for their continuity;
3. Signposting mechanisms for young people wishing to engage with NMS projects are clear, accessible and able to be easily updated by existing museum staff;
4. Recruitment channels are in place and can continue with a minimum of input;
5. Each NMS team has a Young Person 'champion' who will ensure that for major projects in which they are involved, the voices of young people are represented and heard;
6. The Learning Managers across the three areas and the Youth Engagement Officer at Great Yarmouth receive a full handover of the project for them to continue to champion;
7. The Project Coordinator provides recommendations for further funding and support.

The project celebration and evaluation event, 'Done and Dusted' was held at the Kings Conference Centre in Norwich on 28 March.

5. Partnerships

- 5.1. NMS continues to work closely with Broadland and with South Norfolk, with the continuing development of the new agreement enabling the Museums Service to

support a range of new work, including development programmes linked to Market Towns, and a digital learning programme around Robert Kett. The Museums Service delivered a range of activities at Harleston at a special event on Saturday 11 March.



Images from the South Norfolk Council Harleston celebration event on 11 March

- 5.2. NMS continues to work closely 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 Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk. NMS continues to support the delivery of the major King's Lynn Guildhall project.
- 5.3. NMS is currently working closely with the Sainsbury Centre for Visual Arts (SCVA), part of UEA, to develop a creative walking and cycling route between the Sainsbury Centre and Norwich Castle. This work is being supported by the Norfolk & Norwich Festival and is part of the May 2023 programme, announced in February.
- 5.4. NMS continues to support Thetford Town Council in their work to create a Heritage Masterplan for the Town. The Town Council's focus is on their heritage assets, particularly St Peters Church, which they wish to turn into a skills centre. This work continues to dovetail with the Museums Service's development plans for Ancient House Museum and our Duleep Singh partnerships and project plans. Following our last update, the team at the Ancient House, Museum of Thetford Life is planning to apply to National Lottery Heritage Fund (NLHF) this year for funds to develop its current interpretation about the remarkable Duleep Singh family, which had close connections with the museum and area. An initial preapplication form was submitted to NLHF in the autumn of 2022. The bid for funding will be for under £250,000 and if successful, the grant will be used on museum displays and activities. The team is undertaking consultation with users and key stakeholder through the spring 2023 with an application submission planned for the summer.

Maharajah Duleep Singh was the last Maharajah of the Punjab Sikh Empire who was brought came to Britain as a boy by Queen Victoria and later lived at Elveden Hall in Suffolk with his first wife and their children. Their second son, Prince Frederick, went on to found Ancient House Museum.

The aims of the project are to update, refresh and improve interpretation at Ancient House, Thetford, to recognise and commemorate the centenary anniversary of the museum in 2024 by exploring the stories associated with the family of the founding patron, Prince Frederick Duleep Singh. The objectives of the project are to integrate the story of the Duleep Singhs more seamlessly into museum displays, to share new research about the Duleep Singh family, to offer a complementary activities programme alongside the new interpretation and to provide audiences with opportunities to learn more about the Duleep Singh family.

Recommendation: To discuss the grant application by the Ancient House Museum for the new Duleep Singh interpretation, and to recommend that the Executive take the project forward

6. Exhibitions

6.1. **The Last Voyage of the Gloucester: Norfolk's Royal Shipwreck, 1682;
Norwich Castle Museum & Art Gallery, 25 February – 10 September 2023**

On 6 May 1682, a warship carrying the future King of England and Scotland ran aground in heavy seas off the coast of Great Yarmouth. Within an hour the vessel sank, causing many lives to be lost, and for over 300 years, the wreck and its contents lay buried on the seabed.

Now, this major exhibition will explore the ship's dramatic discovery by brothers Julian and Lincoln Barnwell, and display for the first time some of the fascinating objects recovered from the wrecksite. Most striking is the bell – that confirmed the ship's identity – which will be on show alongside beautifully preserved personal effects, that tell stories of the passengers and crew, and of life on board the ship.

Witness the argument that led to the ship running aground and decide who you think was to blame. Learn about the finding of the Gloucester and about the ongoing historical, scientific, and archaeological research into the wreck and its importance.



Selection of rescued wine bottles © UEA

James Stuart, Duke of York and Albany survived the ship's sinking to become King James II and VII in 1685. The Gloucester represents an important 'almost' moment in British political history: a royal shipwreck causing the very near-death of the Catholic heir to the Protestant throne at a time of great political and religious tension. Alongside the wreck finds our exhibition will include a series of key loans from the UK and Holland - paintings, manuscripts and navigational instruments, to enrich visitors' understanding of the historical context.

For further details on this story, visit <https://stories.uea.ac.uk/the-gloucester/>

This exhibition has been created in partnership with UEA. The objects rescued from The Gloucester wrecksite appear in this exhibition with the kind permission of the Ministry of Defence and Norfolk Historic Shipwrecks.

Lumen; Norwich Castle Museum & Art Gallery, July 2022 to April 2023

Lumen brings together works from Norwich Castle's collection of modern and contemporary art to explore how artists engage with ideas around light.

Light impacts us in a wide range of ways. It is a spectrum that enables us to experience colour in different ways depending on the viewer, location and conditions; it distinguishes night and day – underpinning many of the rhythms at the core of our lives. And it has metaphorical implications embedded within language, referencing clearness and insight.

On display are 25 works exploring these themes, by artists including Bridget Riley, Andy Warhol, and Patrick Hughes, as well as recently acquired works by Bruce Lacey and Eva Rothschild.

Hoards: Archaeological Treasure from West Norfolk; Lynn Museum, October 2022 – November 2023

This stunning exhibition features a selection of important archaeological hoards, all discovered in West Norfolk, an area particularly rich in hoards. From 2,000-year-old gold coins buried in a cow bone to silver shillings from the English Civil War found in a silver cup, discover more about the theories behind these spectacular discoveries.

A significant number of objects are on display for the first time including a group of Bronze Age artefacts from the beach at Holme-next-the-Sea which were found close to the site of the remarkably preserved timber monument known as Seahenge.

Also making their museum debut are some very rare early coins found at Fincham dating back to the Anglo-Saxon/Viking period.

Retro Games: A Gaming Journey from Arcade to ZX Spectrum; Time & Tide Museum, 9 July 2022 - 20 March 2023

Retro Games charts the rise of computer gaming through the boom of the 1980s to the present day. Starting with the early days of the '70s games arcades – like those on Great Yarmouth seafront – visitors will see key pieces of vintage hardware in retro room settings and have the chance to play games using vintage and contemporary technology for an immersive experience.

Retro Games is curated by young people from Kick The Dust in Great Yarmouth, funded by The National Lottery Heritage Fund, in collaboration with East Norfolk Sixth Form level 4 Games Design Students and the curatorial team at Great Yarmouth Museums.

Frederick Sandys: The Greatest Draughtsman; Norwich Castle Museum & Art Gallery, Opens 8 October 2022

Norwich-born, Frederick Sandys (1829-1904) was a precocious talent who first exhibited at the age of ten.

He later moved to London where he associated with the Pre-Raphaelite artists, becoming particularly close to Dante Gabriel Rossetti who pronounced him 'the greatest of living draughtsmen'.

Sandys specialised in subjects taken from literature and mythology and was renowned for his exquisite chalk portraits, which often included elegant Japanese-inspired floral backgrounds. Due to their fragile nature Sandys' chalk portraits are seldom on display - this is a rare opportunity to see six of these chalk portraits along with one self-portrait.

Conclusion

Performance is returning slowly after Covid-19 and programmes and projects are now being delivered as normal. Financial performance still lags behind our expected levels, but is in line with other museums nationally, and is building back positively, particularly since the opening of the *Gloucester* exhibition.

7. Strategic Developments

7.1. Norwich Castle: Gateway to Medieval England project

Progress on the Norwich Castle: Gateway to Medieval England project continues positively.

Steelwork is now fully erected in the Keep, along with the new floors, and the first of the three-stage handover has been completed, with the return of the new schools' entrance, toilets and Changing Place facility, and pop-up café. The next stage of the development will be completed in the summer of 2023 with the completion of the new visitor entrance, café and shop



Visit of Louise Jordan-Hall, Chair of the Norfolk and Suffolk Culture Board, January 2023

The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 9 March 2023, and a full report on progress was given to the Board, including updates on planning, and the development of the British Museum Partnership Gallery of the Medieval Period.

An update on the latest developments will be given at the meeting.

7.2. Norfolk Museums Development Foundation (NMDF) & Fundraising

7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues, although the negative impact of Covid-19 and the recovery from the impact of the pandemic continues to be felt by all charities. The website for the Foundation is: <http://nmdf.org.uk/>

7.2.2. Current focus for the Foundation remains the Keep development project. Applications to grant-giving trusts and foundations continue to be developed and submitted.

7.2.3. 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. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, is currently live.

For more details, visit www.adoptanobject.co.uk

7.2.4. Discussions with potential new corporate sponsors are currently ongoing, led by Jo Warr, Head of Development.

7.3. Norfolk Museums Service – 5 Year Strategic Framework

7.3.1. The Service's 5 Year Strategic Framework can be found here:

<https://www.museums.norfolk.gov.uk/about-us/5-year-strategic-framework-2019-2023>

Over the coming months, we will work with Elected Members, District partners, key stakeholders, staff and volunteers, to create a new strategy. Details will follow later in the year.

7.4. Arts Council England

7.4.1. Arts Council's 10 Year Strategy

The Arts Council's 10 Year Strategy for 2020-23 is called *Let's Create*. The vision of the strategy is:

By 2030, we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences

Museums and arts organisations wishing to join the National Portfolio for 2023-26 will need to demonstrate how they contribute to the outcomes that the Arts Council has identified that will help it to achieve its vision.

The outcomes set out in Let's Create are:

- Creative People – Everyone can develop and express creativity throughout their life
- Cultural Communities – Villages, towns and cities thrive through a collaborative approach to culture
- A Creative and Cultural Country – England's cultural sector is innovative, collaborative and international

Arts Council England's investment strategy will be underpinned through four investment principles:

- Ambition & Quality – Cultural organisations are ambitious and committed to improving the quality of their work
- Inclusivity & Relevance – England's diversity is fully reflected in the organisations and individuals that Arts Council England supports and in the culture that they produce
- Dynamism – Cultural organisations are dynamic and able to respond to the challenges of the next decade
- Environmental Responsibility – Cultural organisations lead the way in their approach to environmental responsibility

Levelling Up

The Arts Council has been instructed by the Department of Culture Media & Sport to support the Government's Levelling Up Agenda by reducing investment in London and distributing more funding in areas outside of the capital, particularly in areas where there are low levels of cultural engagement and the potential for growth. The Government has identified 109 'Levelling Up for Culture Places' where funding will be prioritised. These 109 places include:

- Breckland
- Great Yarmouth
- King's Lynn and West Norfolk
- North Norfolk

7.4.2. Outcome

In November 2022 Arts Council England (ACE) announced its investment programme for 2023-26, distributing £446 million per year. Around 1700 museums, libraries and arts organisations across England applied and 990 were successful.

The organisations awarded funding are called National Portfolio Organisations (NPOs). Norfolk Museums Service was successful in its application to remain an NPO and was awarded £1,375,308 per year (£4,125,924 in total.)

The Arts Council investment was awarded to organisations that demonstrated they could make a strong contribution towards the Arts Council's ten-year strategy for 2020-30 *Let's Create*. The strategy has 3 intended outcomes: Creative People, Cultural Communities and a Creative and Cultural Country. These outcomes support the vision that everyone in England, no matter their background or where they live can access and participate in a wide range of high-quality cultural experiences.

NMS' bid centred around the long-term sustainable renewal of the Service as it recovers from the impact of Covid-19. Our priorities will be to build back sustained audiences by creating opportunities for Norfolk residents, especially children and young people, to participate in high quality cultural activities that bring social, educational, health and creative benefits, and foster a strong sense of place and identity. The following report outlines the activity that was highlighted in the bid to ACE.

Contributing to the CREATIVE PEOPLE outcome

NMS aims to become a national exemplar of best practice for **Early Years provision** in a heritage setting, with Norwich Castle as the flagship site. The NMS learning team has developed a strong partnership with Norwich City Council's specialist intervention team called 'Early Help' which provides support to parents and carers during this important developmental stage and also with Norfolk County Council's Home Learning Environment Team, which provides early intervention with the Family Information Service, and the Early Years Advisory Service. By working with these partners NMS can become a national leader in programming for Early Years, building on existing strengths within our learning team, to further the impact and reach of this work.

NMS will expand its **formal learning offer** to increase opportunities for children to take part in high quality creative activities. A key goal for the Service is for all Norfolk children to visit at least one of our 10 sites by the time they leave school. Pre-Covid 50,000 schoolchildren per year enjoyed on-site sessions covering a range of National Curriculum subjects. Covid forced our learning team to innovate and create virtual sessions that captivate and inspire children and young people. Booking enquiries from schools for onsite visits have recovered but demand for virtual outreach delivered direct to classrooms remains and is now an integral part of the formal learning offer. Our Sandford Award-winning learning team have developed a strong model blending physical visits with digital pre- and post-visit resources.

Kick the Dust empowers young people aged 11-25 to engage with local heritage, positively impact their life chances and give them a voice at the heart of NMS. It is created by young people for young people, giving opportunities for work experience, taking part in creative workshops, and co-creating exhibitions. The

programme is delivered across NMS' 10 museums in partnership with YMCA Norfolk and arts organisations. It provides tailored support for the most vulnerable young people in Norfolk and has a clear progression pathway to promote participants' sustained engagement. Kick the Dust is now in the final year of the NLHF funded project. It has proved so successful that maintaining the partnerships and delivery model beyond the end of the NLHF funding is a priority for NMS.

Contributing to the CULTURAL COMMUNITIES outcome

NMS' strategic priority is the completion of the **Norwich Castle: Royal Palace Reborn** project, due for completion in 2024. The capital redevelopment will transform the national profile of the Castle. Visitor numbers are forecast to increase from 200,000 to 300,000 visitors p.a., raising the status of Norwich as a leading cultural UK destination. The showpiece of the redevelopment will be the British Museum's Partnership Gallery of the Medieval Period. The project will create a powerful immersive learning experience, enabling visitors to fully understand not only the history of the Castle itself but its context within the wider Medieval heritage of Norwich.

Time and Tide Museum will be 20 years old in 2024 and has not had any major significant capital investment since it opened. We will create environmentally sustainable spaces to accommodate increasing demand from visitors, schools, and community groups. We will reimagine galleries with new displays to reveal the rich history and unique character of Great Yarmouth. Upgraded environmental and security conditions will enable more high-profile loans and exhibitions from national partners. Royal Museums Greenwich (RMG) will be a key partner in the redevelopment.

Ancient House Museum was founded by Prince Frederick **Duleep Singh**, son of the last Maharaj of the Punjab. Over the last 5 years NMS has worked closely with partners from the British Punjabi community and with Essex Cultural Diversity Project to develop festivals, heritage trails, films and exhibitions which highlight the museums links with north-west India. We will update displays to include new research into the family including LGBTQ+ history, decolonisation and women's rights. The displays will be developed with young people from the museum's Teenage History Club, remote volunteers from the British Punjabi community, Sikh historians and Thetford Town Council.

Our ambition for Gressenhall Farm and Workhouse is to realise the museum's potential with the **Environment Hub**. It will be the public gateway for engagement with issues central to NCC's Environmental Policy including climate change, biodiversity and carbon reduction. By creating a focal point in the heart of Norfolk with a dedicated Environmental Learning Officer, the Environment Hub will use arts and heritage to inspire individual action and collective responsibility for protecting and enhancing the environment. The working heritage farm provides a background for visitors to understand the changing rural landscape and to place the story of emerging new ways of farming within a historical context. Interpretation of the wider Gressenhall site, featuring wildflower meadows, riverside walks and the new

community tree nursery, will facilitate appreciation of Norfolk's rich biodiversity and enhance health and wellbeing through connection with the natural environment.

NMS will support people at all stages of life to participate in cultural activities that promote **health and wellbeing**. NMS is part of the Norfolk Culture & Wellbeing Group, a strategic partnership led by NCC to encourage culture-led partnerships with Adult Social Care, Children's Services, Public Health, and the voluntary sector. We will deliver health outcomes through collaboration with our arts and social care partners. We will provide accessible volunteering opportunities that keep people active, reduce isolation, enhance happiness, and connect people to the rich cultural heritage in their local communities. NMS currently has 550 volunteers, and our priority will be to increase support for two distinct groups: young people facing mental health challenges and older people facing social isolation. We will also continue to play a leadership role in Norfolk's strategically important annual Creativity and Wellbeing Week, widely recognised as a national exemplar.

Contributing to the CREATIVE & CULTURAL COUNTRY outcome

NMS has a sector leadership role through its flagship scheme the **Teaching Museum** which addresses the need to diversify the museum workforce. The Teaching Museum challenges the traditional expectation that those wanting to embark on a museum career will need postgrad qualifications and volunteer experience, which can be a significant financial barrier for potential candidates. We offer an alternative entry route into the sector with 12-month, full-time jobs with a structured programme of training designed to create a flexible, diverse, public-facing workforce for the future. The recruitment process aims to attract applicants who are currently under-represented. The programme value qualities over qualifications and customer service over museum knowledge. 68 trainees have completed traineeships and nearly all have secured jobs in the cultural sector and the monitoring data shows we are reaching candidates with more diverse profiles.

NMS is a named partner in the Towns Fund project to transform the medieval **St George's Guildhall** in King's Lynn to safeguard the future of the UK's oldest working theatre. The project will transform under-utilised heritage buildings into a vibrant centre for professional and community theatre and create a hub to nurture creative enterprise. NMS is co-designing the project with the National Trust and King's Lynn & West Norfolk Borough Council. NMS leads on the interpretation, learning and youth engagement elements of the project, including responsibility for programming high-quality exhibitions at the Fermoy Gallery, one of the buildings within the Guildhall complex. This will include artworks from NMS' collection and loans from other institutions.

Additional Investment

ACE advised the maximum NMS could apply for was the same level of annual grant received during 2018-23. However, there was the opportunity to apply for an additional amount for activity that supported the redistribution of funding across

Levelling Up for Culture Places. NMS' proposal for additional £150,000 per year was successful.

The additional investment will be used to target support for young people through a range of activities that would not otherwise be delivered through our existing nationally recognised Kick The Dust Project. The activity will be focused in three of the four Levelling Up for Culture Places in the County – Great Yarmouth, King's Lynn and Thetford.

The additional investment will enable the Service to deliver new targeted strands of activity developed in collaboration with NLIS that will increase young people's creative skills, gain a range of new cultural experiences, encourage an appreciation of the history and culture of their local communities, develop transferable work-related skills, with the goal of supporting more working age young people to progress into employment, training, or further learning.

NMS will partner with Norfolk Library & Information Service (NLIS) to deliver this additional programme of activity. The additional investment provides the opportunity to strengthen partnership working between museum and library staff and develop a new efficient model of collaboration. Both NMS and NLIS have excellent track records of delivering high quality creative skills-based training to a broad range of young people, a significant number of whom are from diverse and/or disadvantaged backgrounds and face barriers to accessing culture and heritage in their local area. NMS and NLIS are often targeting the same young people but working to different strategic priorities and timeframes so this programme will consolidate our joint approaches, drawing upon our extensive range of partners and networks in the three towns to increase levels of cultural engagement by young people in a sustained way. Together NMS and NLIS will not only make a strong contribution to *Let's Create* but also deliver the objectives of *Flourishing in Norfolk*, the partnership strategy of Norfolk's Children and Young People Strategic Alliance.

To deliver this additional activity NMS will appoint three Cultural Participation & Skills Officers, one based in each locality, who will strengthen local partnerships to support an increase in cultural engagement by young people. The postholders will be embedded within libraries and will work with NMS' learning teams and a network of creative freelancers and local arts organisations to provide structured progression routes that could lead to employment, Kick Start placements or structured volunteering opportunities. Target participants will include young people aged 16-25 from diaspora or migrant communities, refugee families, ESOL students, care leavers, young people at risk of offending, and YMCA clients.

There will be a particular focus on increasing young people's digital skills and work-readiness as a potential route into their employability within the creative industries or as a pathway to apprenticeships. This will help to address the digital skills gap in the heritage and cultural sectors and also help to retain talent in the County by providing opportunities to pursue routes into the creative industries locally.

The additional investment will enable the Service to deliver new targeted strands of activity developed in collaboration with NLIS that will increase young people's creative skills, gain a range of new cultural experiences, encourage an appreciation of the history and culture of their local communities, develop transferable work-related skills, with the goal of supporting more working age young people to progress into employment, training, or further learning.

7.5. Deep History Coast Project

- 7.5.1. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.
- 7.5.2. NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the future direction of the project in North Norfolk with planning now underway for the forthcoming programme of activities and a major academic event is currently being explored, although the impact of Covid-19 and other priorities has necessitated a review of the existing plans.
- 7.5.3. A publication on the Deep History Coast, co-authored by Dr David Waterhouse, Senior Curator of Natural History, and Dr John Davies, our retired Chief Curator, will be launched in the summer.

7.6. National Lottery Heritage Fund

- 7.6.1. The NLHF continues to be very responsive and supportive in terms of the delivery of our two major projects, the Norwich Castle: Gateway to Medieval England project and Kick the Dust. As discussed at previous Joint Museums Committee meetings, the museum has now submitted an expression of interest of a grant relating to the development of Time & Tide Museum, Great Yarmouth.

The NLHF launched a new 10 Year Strategy in March 2023. NMS will align its new 5 Year Strategy with many of the key goals set out in the new NLHF strategy.



<https://www.heritagefund.org.uk/about/heritage-2033-our-10-year-strategy>

The strategy focuses on four main investment principles and a new vision:

- Saving Heritage
- Protecting the Environment
- Inclusion, Access and Participation
- Organisational Sustainability

As the largest funder for the UK's heritage, our vision is for heritage to be valued, cared for and sustained for everyone, now and in the future.

7.7. Health & Wellbeing

7.7.1. 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.

7.7.2. Norfolk Creativity and Wellbeing Week 15-21 May 2023.
Norfolk County Council delivered our 5th annual Norfolk Creativity & Wellbeing Week between 15-21 May 2022.

Creativity and Wellbeing Week is a national festival celebrating the power of creativity and culture to transform our health and wellbeing and is promoted by the London Arts and Health Forum and the Culture, Health & Wellbeing Alliance.

Our first Norfolk Week which launched in 2019 was a great success and this now annual event is an important part of our ongoing work to encourage and support greater collaboration across culture and health. It also provides a key opportunity to highlight, both locally and nationally, the year-round work of our cultural services, arts organisations and artists to provide creative and cultural activities with and for Norfolk communities.

7.7.3. Wellbeing continues to be a high priority for Norfolk County Council, and NMS staff continue to benefit from a number of wellbeing programmes and initiatives.

7.8. Volunteering

7.8.1. Volunteer numbers across the Service are high. Of particular note is the continuing important work of the volunteers working on the Friends of the Norwich Museums' Tapestry, one of the most significant elements of the planned interpretation.

Michelle Gaskin, NMS' Volunteer Coordinator, is the lead officer for this important work.

8. Museum Development across Norfolk

8.1. 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 £444,310 per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22, extended in December 2021 until

March 2023. The programme of support is delivered by SHARE Museums East. 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.

- 8.2. The Arts Council supported annual Share Museums East conference took place in Ely on 10 November 2022. The conference was entitled 'Community Culture' and explored how museums work with and support their local communities.
- 8.3. A full update and recommendations regarding the SHARE Museums East programme are contained in the separate report **Museum Development funding from Arts Council England**.

9. Issues, Risks & Innovation

9.1. Issues

There are no major new issues to report.

9.2. Risks

The NMS Risk Register is updated and reviewed regularly.

9.3. Innovation

New initiatives in the Museums Service include support for vulnerable members of our communities and delivery of recovery programmes. New approaches have also been taken in terms of the delivery of the Service's major projects, and in its work with other key partners.

10. Conclusion

- 10.1. Operations, programmes and projects are now back to normal, although performance in terms of visitor numbers and financial income will take time to return to its pre-pandemic levels.
- 10.2. The Norwich Castle Gateway to Medieval England project continues to progress positively with construction work beginning on site in August 2020 and progressing positively. The next stage of the development will be completed later in 2023 with the completion of the new visitor entrance, café and shop.
- 10.3. A full exhibition and events programme is now in place across all sites.

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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Norfolk Joint Museums Committee

Item No. 11

Decision making report title:	Museum Development Report
Date of meeting:	14 April 2023
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
<p>Executive Summary</p> <p>This report provides an update on Arts Council England's plans for Museum Development in 2024-26, and Norfolk Museums Service's (NMS) proposals to address those plans.</p> <p>Recommendation</p> <p>1. Recommendation: To discuss the proposal by NMS to form a partnership with Brighton & Hove Museums to apply for Museum Development funding for 2024-26.</p>	

1.	Background
1.1.	<p>SHARE Museums East is the regional Museum Development Programme for the East of England. It is funded by Arts Council England (ACE) and managed by Norfolk Museums Service. SHARE's funding is part of ACE's national Museum Development programme for 2018-22, which was extended to cover 2022-23.</p> <p>SHARE receives £444,310 per annum to provide advice, training, and small grants to Accredited museums in the six counties of the region.</p>
1.2.	<p>In early 2022 Arts Council England announced it would again be extending all its Museum Development Programmes for a further year until 31 March 2024. NMS will receive an additional £444,310 to deliver the SHARE programme in this period. SHARE has updated its programme to continue its work into the next financial year, and its plans have been approved by its Arts Council Relationship Manager.</p>
2.	Museum Development 2024-26
2.1.	<p>In February 2023 ACE published its guidance for Museum Development in England for 2024-26 (https://www.artscouncil.org.uk/supporting-arts-museums-and-libraries/supporting-museums/museum-development-programme/museum-0).</p> <p>ACE is merging some programmes to align with its own areas, including the East of England and the South East regions which will combine to form a new Museum</p>

	Development South East programme. (Hampshire and the Isle of Wight, currently in the South East region, will be transferred to the South West Museum Development programme. London is a separate region in its own right).
2.2.	ACE is inviting interested parties to apply for Museum Development funding for 2024-26. Applications are due by 4 July 2023, with funding awards expected to be announced in October 2023. Applications may be made as a partnership, but one partner must be the lead applicant.
2.3.	The funding for Museum Development South East will be £853,171 per annum, the highest funding level of all programmes and one which reflects the high number of smaller and volunteer-run museums in the region, which tend to need more support.
2.4.	ACE requires at least 20% of the new grant to be distributed to museums as small grants. With other requirements for delivery of training and advice, this will effectively limit the amount of funding available for staffing the programme to approximately 60% of the available budget.
2.5.	The existing South East Museum Development programme (SEMD) is delivered by Brighton and Hove Museums (BHM) in partnership with other regional providers. NMS and BHM have agreed in principle to form a partnership to apply for the new funding. The number of eligible Accredited museums in both regions is approximately equal so the partnership will be on an equal basis. The partners have agreed that NMS will be the lead applicant, taking responsibility for submitting the application.
2.6.	Arts Council requires all programmes to have an oversight board with responsibility for monitoring the grant and informing development and delivery of the programme. The board must have diverse representation, including from across the geographical area. Initial work has started on developing a Terms of Reference for the board which meet ACE's requirements for remit and representativeness. There is a recognition from both applicants that the ultimate governance rests with the organisations and not with the oversight board, something which is currently being explored with ACE.
2.7.	Work has also started on developing the principles of partnership operation, and scoping the options for a new staffing structure
2.8.	Recommendation: To discuss the proposal by NMS to form a partnership with Brighton & Hove Museums to apply for Museum Development funding for 2024-26.
3.	Issues, Risks & Innovation
3.1.	Issues There are no major issues to report.

3.2.	Risks Both SHARE and South East Museum Development are well established programmes with excellent track records of delivery and financial competence. While there may be changes in staffing arrangements, the quality of delivery will not be affected.
3.3.	Innovation ACE's new approach to Museum Development organisation and delivery will mean the new organisation will likely be organised differently to the existing SHARE and SEMD programmes. Museums, especially in the East of England sub-region, will benefit from a higher level of small grant funding.

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