

Norfolk Joint Museums Committee

Date: **Friday, 30 June 2017**

Time: **14:00**

Venue: **Edwards Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

Persons attending the meeting are requested to turn off mobile phones.

Membership

Norfolk County Council

Mr P Duigan

Mr D Harrison

Mr H Humphrey

Mr M Kiddle-Morris

Mr G Nobbs

Ms C Rumsby

Mr T Smith

Mr M Storey

Mr J Ward

Norwich City Council

Mrs J Brociek-Coulton

Ms A Haynes

Ms M Maxwell

Borough Council of King's Lynn & West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck

Breckland District Council

TBC

Great Yarmouth Borough Council

Mr B Lawn

South Norfolk District Council

Mr R Savage

North Norfolk District Council

Mrs M Prior

Co-opted members (Non-Voting)

Arts Council

Ms K Fawcett

Museum Friends

Mr J Knight

**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

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Agenda

1. Election of Chairman

To elect a Chairman for the ensuing Council year.

2. Election of Vice Chairman

To elect a Vice-Chairman for the ensuing Council year.

3. JMC Minutes of 31 March 2017

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4. To receive apologies and details of any substitute members attending

5. Declarations of Interest

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 such an interest but can speak and vote on the matter.

6. Any items of business the Chairman decides should be considered as a matter of urgency

**7. Political Representation on the Joint Museums Committee—
Appointments to Urgent Business Sub-Committee**
Report by Secretary of Joint Committee

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8. Finance monitoring for 2016-2017
Report by Head of Museums

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| 9. Risk management
Report by Head of Museums | Page 19 |
| 10. Performance and Strategic update
Report by Head of Museums | Page 31 |
| 11. Presentation by Dr John Davies, Chief Curator, about the Norwich
Castle Keep Development Project | Page |

Group Meetings

Conservative 1 pm Colman Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 21 June 2017



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held at County Hall, Norwich on 31 March 2017 at 2.00pm

Present:

Norfolk County Council

Mrs J Brociek-Coulton
Mr P Gilmour
Mr H Humphrey
Mr J Joyce
Mr M Kiddle-Morris
Ms E Morgan
Mr M Storey
Mr J Ward (Chairman)

Norwich City Council

Mr T Jones
Dr K Maguire
Mrs V Thomas

Broadland District Council

Mr D Buck

Breckland District Council

Mr P J Duigan

South Norfolk District Council

Mr B Stone

North Norfolk District Council

Mrs M Prior

Great Yarmouth Borough Council

Mr B Lawn

Co-opted Member (Non-Voting)

Museum Friends

Mr J Knight

1.1 Apologies for Absence

1.2 Apologies for absence were received from Mr T Jermy and Mrs E Nockolds

2 Minutes

2.1 The minutes of the previous meeting held on 13 January 2017 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

3.1 There were no declarations of interest

4 Matters of Urgent Business

4.1 There were no matters of urgent business.

5 Reports of Area Museums Committees

(a) Breckland

5.1 The annexed report of the Breckland Area Museums Committee meeting held on 27 February 2017 was presented by Mr P Duigan.

5.2 It was **RESOLVED** to note the report.

(b) Great Yarmouth

5.4 The annexed report of the Great Yarmouth Area Museums Committee meeting held on 2 March 2017 was presented by Mr B Lawn.

5.5 In introducing the report, Mr B Lawn drew the Joint Committee's attention to the forthcoming "Titanic Honour & Glory" national touring exhibition that was dedicated to preserving the legacy of the White Star Line and their fleet of ships. The exhibition opened to the public on 1st April 2017. It would feature the loan of a pocket watch from the Titanic as well as many rare and previously unseen artefacts, including chinaware from the Titanic and luxurious interior fittings from both the Olympic and Britannic, sister ships of the Titanic. The exhibition would tell the stories of Norfolk survivors and display local links to the Titanic, such as the menu that featured Great Yarmouth bloaters.

5.6 It was **RESOLVED** to note the report.

(c) King's Lynn and West Norfolk

5.7 The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 13 March 2017 was presented by Mr H Humphrey.

5.8 The Joint Committee's attention was drawn to the activities of the Friends of King's Lynn Museums who continued to offer a varied programme for members including a newsletter, trips and an annual lecture. The Joint Committee was particularly pleased to hear about the activities of the Junior Friends of King's Lynn Museums. This initiative was being run as a pilot scheme with new recruits often taken on when museum events were run in the school holidays.

5.9 It was **RESOLVED** to note the report.

(d) Norwich

5.10 The annexed report of the Norwich Area Museums Committee meeting held on 7 March 2017 was presented by Mrs J Brociek-Coulton who explained the recent activities of the Norwich museums.

5.11 The Joint Committee's attention was drawn to the aims and objectives of the Town Close Estate Charity which was keen to support educational and heritage projects, such as the Castle Keep project. The NMS worked closely with the Town Close Estate Charity and was grateful for the support that they provided.

5.12 It was **RESOLVED** to note the report.

6 Norfolk Joint Museums Service – Finance Monitoring Report for 2016/17

6.1 The annexed report (6) by the Head of Museums was received.

6.2 Members received a report that covered progress with the NMS revenue budget for 2016/17, reserves and provisions, the capital programme and savings applied to the revenue budget for 2017/18.

6.3 The Chairman said that the Norfolk Museums Service had received a major financial boost towards the transformation of Norwich Castle's Keep with the award of £500,000 from the Garfield Weston Foundation. Following the major National Lottery support, the grant from the Garfield Weston Foundation was the next important step towards raising the £13m required to transform the Keep to its former glory by 2020.

6.4 The Joint Committee **resolved** to note –

- (a) Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2016/17.
- (b) The proposed savings and changes for 2017/18 and beyond.

7 Norfolk Joint Museums Service – Risk Monitoring Report for 2016-17

7.1 The annexed report (7) by the Head of Museums was received.

7.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at February 2017.

7.3 The Joint Committee noted that the report was compiled in a similar way to risk monitoring reports presented to service committees of the County Council. All the risks identified in the report were continually reviewed by appropriate managers to ensure that the risk scores reflected the current position against current Service objectives.

7.4 Members spoke about the importance of the good personal and professional relationships that NMS staff had with staff of its property management partner, NPS, and with staff of Norwich City Council. This was seen as essential in identifying priorities in building maintenance and ensuring NMS building maintenance was kept up to the required standard.

7.5 The Joint Committee **resolved** to note:

- (a) The risk data, information and analysis presented in the newly formatted risk register report at Appendix A to the report and that the mitigating actions identified in it were being managed to an appropriate level.
- (b) Progress with Risk Management since the previous meeting, as shown in the reconciliation report at Appendix B to the report.

8 Norfolk Museums Service – Performance & Strategic Update Report

8.1 The annexed report (8) by the Head of Museums was received.

- 8.2** The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2016/17, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the Arts Council England funding programme and the DCMS National Museums Review.
- 8.3** During discussion, the following key points were noted:
- The Joint Committee was informed that museum visits (including school visits) across all 10 NMS sites for the period 1st April 2016 to 31 January 2017 had shown a slight decrease of 1% when compared to the equivalent period in the preceding year. Given many factors including an early Easter and a very hot summer, this level of performance was very encouraging.
 - Following the opening of the new Voices from the Workhouse galleries at Gressenhall and a strong exhibitions and events programme across the County, the Service was confident of matching last year's record visitor figures of c.400,000, including school visits of around 46,000.
 - Norwich Castle has run another successful annual art project with the Probation Service for Youth Offenders. The group learned about the history of the Castle, as first a Norman royal palace and then a prison, with a particular focus on the array of historic graffiti on the stone walls of the Castle Keep.
 - A joint application for Kick the Dust, a new Heritage Lottery Fund programme aimed at developing opportunities for young people aged 16-25, was submitted in November by the Service in partnership with YMCA Norfolk. A decision was expected later in the year.
 - The Museums Service was working with a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on quintessential English experiences. The team at Gressenhall had helped to create an offer around the history of English agriculture focusing on leading figures like Jethro Tull and Charles Townshend.
 - An application to the Garfield Weston Foundation for the support of the Keep development was submitted in February 2017. A significant grant of £500,000 was secured towards the project. Applications to other funders including the Foyle Foundation and the Wolfson Foundation were in preparation.
 - The final element of the capital works for the Voices from the Workhouse development project at Gressenhall was nearing completion. The redeveloped Collections Gallery would be fully operational by May 2017. The new gallery would be used by a range of users, including young people's groups.
 - NMS and Norfolk Arts Service had been successful in a Grants for the Arts funding bid to Arts Council England, for a project to be delivered in partnership with Sinfonia Viva, a nationally recognised orchestra. This exciting project would see an orchestral and sung performance by Sinfonia Viva and a choir of school children, volunteers and members of adult community groups at Gressenhall in June 2017. The words would be co-produced by school children and community groups and will be performed at evening and schools' performances.
 - The conservation work on the Ensign of Le Génèreux was made possible because of funding from the Costume and Textile Association supplemented by a Just Giving campaign and a contribution towards the lining of the fabric from the Nelson Society. Details about the Just Giving Campaign would be

emailed to JMC Members after the meeting.

8.4 The Joint Committee resolved:

1. To note that the redevelopment of the Keep at Norwich Castle which continues to progress positively.
2. To note progress with plans for the remainder of 2016/17, including the exhibition and events programme and the Service's progress in achieving a balanced budget.
3. To note progress with Arts Council England's new funding programme for 2018-22 and progress with the Service's funding applications.
4. That progress on all other museums matters should continue to be reported back to the Joint Committee as part of the Head of Museums' periodic Performance and Strategic Update Report.

9 NMS Collections Rationalisation Programme 2015-18

9.1 The annexed report (9) by the Head of Museums was received.

9.2 The Joint Committee was asked to approve the rationalisation of the Norwich Social History items that were listed in the appendix to the report.

9.3 The Joint Committee resolved:

To approve the rationalisation of the items listed in Appendix 2 to the report. It was noted that these items had been considered for rationalisation by Norwich City Council's Area Museums Committee. It was also noted that these objects would be offered in the first instance to other Accredited Museums likely to be interested in their acquisition. They would then be offered to the museum community at large or any other suitable public body. If no interest was expressed they would be sold at auction or destroyed.

10 The Deep History Coast Project

10.1 The Joint Committee received presentations on the Deep History Coast (DHC) Project from Andrew Smith, NMS Operations Manager –East and Dr Andy Hutcheson Environment Manager, Norfolk County Council.

10.2 The Joint Committee heard that work was continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. NMS staff continued to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support was also provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled.

10.3 The Joint Committee noted that a partnership application led by NNDC to the Government's Coastal Communities Fund (CCF) was submitted at the end of June 2016 and had been successful in obtaining a Stage 1 pass. The second round application was submitted in December 2016 following a programme of exploratory work and detailed planning supported by NMS. If successful, the funding would enable the development of new tourism facilities across the North Norfolk Coast and improvements to the area immediately in front of Cromer Museum. The Joint

Committee would be kept informed of developments at future meetings.

- 10.4** A booklet about the Deep History Coast Project was made available for Members to take from the back of the Committee Room.

The meeting concluded at 3.45 pm.

Chairman

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Political Representation on the Joint Museums Committee

Appointments to Urgent Business Sub-Committee

Report by Secretary of the Joint Committee

Summary

This report sets out the political representation on the Joint Committee, and asks for appointments to be made to the Urgent Business Sub-Committee.

- 1 The current position regarding the political representation on the Joint Committee is as follows:

(a) Conservative Group

The following Members are associated with the Conservative Group on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Mr D Buck	Broadland District Council
Mr P J Duigan	Norfolk County Council
Mr H Humphrey	Norfolk County Council
Mr M Kiddle-Morris	Norfolk County Council
Mr B Lawn	Great Yarmouth Borough Council
Mrs E Nockolds	King's Lynn & West Norfolk Borough Council
Mrs M Prior	North Norfolk District Council
Mr R Savage	South Norfolk District Council
Mr T Smith	Norfolk County Council
Mr M Storey	Norfolk County Council
Mr J Ward	Norfolk County Council
Vacancy	Breckland District Council

(b) Labour

The following Members are associated with the Labour Group on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Ms M Maxwell	Norwich City Council
Mrs J Brociek-Coulton	Norwich City Council
Mr G Nobbs	Norfolk County Council
Ms C Rumsby	Norfolk County Council

(c) Liberal Democrats

The following Member is associated with the Liberal Democrats on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Mr D Harrison	Norfolk County Council

(d) Green

The following Members are associated with the Green Party on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Ms A Haynes	Norwich City Council

- 2 The political composition of the Joint Committee has therefore been calculated as:

	<u>Seats</u>
Conservative	12
Green	1
Labour	4
Liberal Democrat	1
	<hr/>
Total	18

- 3 The Joint Committee are asked to appoint Members of the Joint Committee for the ensuing year to the Sub-Committee listed below:

- 4 Norfolk Joint Museums Urgent Business Sub-Committee (7 Members)

5 **Recommendations**

- (i) That the political composition of the Urgent Business Sub-Committee be:

Conservative	4
Labour	2
Green or Liberal Democrat	1

- (ii) Nominations be given by the Group Leaders for the 7 seats on the Sub-Committee.
- (iii) Nominations be given by the Group Leaders for a single substitute Member representing each Group, drawn from the membership of the Joint Committee.



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Joint Museums Committee

Item No 8

Report title:	Finance Monitoring Report for 2016/17
Date of meeting:	30 June 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report covers the outturn position for the Norfolk Museums Service (NMS) in 2016/17 as at 31 March 2017.	

Executive summary

This report covers the Norfolk Museums Service (NMS) budget out-turn for 2016/17, including the revenue budget, reserves and provisions and the capital programme.

The main issues for consideration by this Committee are:

- NMS Revenue achieved a break-even position at year-end.

Recommendations: Committee Members are asked to consider and comment on:

- **The final revenue budget, capital programme and reserves and provisions positions for 2016/17**

1. Proposal (or options)

1.1 Revenue Budget 2016/17

1.1.1 The NMS achieved a break-even revenue budget outturn for 2016/17.

1.1.2 There was a shortfall of £0.068m from Admissions Income, which is -5.28% of the target overall. Although there was an overall shortfall compared to the increased 2016-17 budget, Admissions income continued with the strong performance of 2015/16 and was up £0.018m on the previous year. The overall shortfall was offset by a reduction in utilities costs and additional income from educational activities, events and lettings.

1.1.3 The table below sets out the net revenue service budgets and out-turn for the NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/-Under spend as % of budget	Variance since last report £m
Norfolk Museums Service	3.276	3.276	0.000	0.00%	0
NMS Total	2.558	2.558	0.000	0.00%	0

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. The Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees.
- 1.2.3 The NMS 2016/17 capital programme is detailed in the table below and includes any programme revisions.
- 1.2.4 Previously reported projects for Norwich Museums, Seahenge conservation and Gressenhall Biomass Boiler, totalling £0.032m have been re-profiled to 2017-18 as no further work was planned in this financial year.

Capital Programme 2016/17 – Norfolk Museums Service

Scheme or programme of work	2016/17 Capital Budget £m	2016/17 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Voices from the Workhouse Project	0.650	0.650	0	Project estimated to be completed in 17/18
ACE Small Capital Grants	0.158	0.158	0	Year 2 completed
Castle Keep Improvements	0.018	0.018	0	Stage 1 estimated to be completed in 17/18
Total	0.826	0.826	0	

Funding of the NMS Capital Programme

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

- Voices from the Workhouse project is funded from Heritage Lottery Fund (HLF). £1.8m funding will be received over 2 years (2016/18), to transform Gressenhall into a national centre for workhouse interpretation and increase the role of Gressenhall as a regional centre for heritage tourism.
- Castle Keep - capital bid money was received in July 2015 from Historic England £0.8m. Further development funding of £0.462m was received from the Heritage Lottery Fund to develop the project further during 2016/18.
- Small Capital Projects have been funded for a second year from Arts Council England (ACE) to allow NMS to fund the purchase of capital assets to a number of accredited Museums in our region to increase resilience.

1.3 Reserves and Provisions

1.3.1 There are some changes to 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 2016/17	Opening Balances at 01 Apr 16	Balances as at 31 Mar 17	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.130	0.130	0.000
Museums Repairs and Renewals Reserve	0.176	0.160	-0.016
Unspent Grants and Contributions Reserve	0.635	0.524	-0.111
Service Total	0.941	0.814	-0.127

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 take into account

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, eg equality impact assessment, please get in touch with:

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

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Joint Museums Committee

Item No 9

Report title:	Risk Management Report
Date of meeting:	30 June 2017
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services
Strategic impact The Joint Museums Committee's role 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.	

Executive summary

This report provides the Committee with the latest Norfolk Museums Service Risk Register as at May 2017. The reporting of risk is aligned with and complements the Performance and Financial reporting to the Committee.

The Norfolk Museums Service Risk Register was last reported to the Joint Museums Committee in March 2017. Since the last Committee meeting the Risk Register has been updated to show the latest developments.

Recommendations: Committee Members are asked to consider and comment on:

- **The risks comparative to the last Joint Museums Committee meeting, shown in the reconciliation report in Appendix B.**
- **Review and comment on the risk data, information and analysis presented in the risk register report in Appendix A and determine whether the recommended mitigating actions identified are appropriate.**

1. Proposal

- 1.1. The recommendations are included in the Executive summary above.

2. Evidence

- 2.1 The Norfolk Museums Service (NMS) risk data detailed in this report reflects those key business 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 a dynamic document that is regularly reviewed and updated in accordance with the Council's Management of Risk framework.
- 2.2 The current risks are those identified against departmental objectives for

- 2.3 The register contains six risks. Of these, one risk is assessed as having an amber prospect of meeting the target score by the target date, one is assessed as having a green prospect, with the remaining four risks having already met their target score by the target date, but maintained on the risk register as low, but continuous risks in their nature. An explanation of the criteria for judging prospects scores can be found below in paragraph 2.5 below.
Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.
- 2.4
- 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. This can be seen as the risk appetite
- 2.5 The prospects of meeting target scores by the target date are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the 'Prospects of meeting the target score by the target date' column as follows:
- Met – the target score has been achieved by the target date
 - Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date
 - Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed
 - Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks are introduced.
- 2.6 There are no risks that the risk owner has identified as 'prospects of meeting the target score by the target date' as Red.
- 2.7 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 risk owners to ensure that the risk scores and target dates reflect the current position against current service objectives. Risk registers are reviewed and challenged appropriately by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

3. Financial Implications

There are no significant financial implications arising from the Risk Management report.

4. Issues, risks and innovation

There are no other significant issues, risks and innovations arising from this Risk Management report.

Officer Contact

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

Officer Name, Tel No. and Email address:

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Risk Number	RM14162					Date of update			25 May 2017	
Risk Name	Failure to generate additional income streams in 2014/2017 in accordance with service plan.									
Risk Owner	Steve Miller					Date entered on risk register			21 March 2014	
Risk Description										
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
3	5	15	1	2	2	1	2	2	Mar-18	Met
Tasks to mitigate the risk										
Commercial Strategy in place Staff will be trained and supported in the delivery of key goals Wedding licences obtained and in place New conference and banqueting offer in place External income generation for Conservation and Design underway										
Progress update										
Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. Despite significant reductions in staffing as a result of funding reductions, revenue generation is progressing well. The likelihood score has been reduced to 1 as we aren't forecasting a significant variance on externally generated income, The impact score has been reduced to 2 as we are not forecasting any variance greater than £100k. As this is a risk to be managed on an on-going basis,the target date has been amended to April 2018.										

Risk Number	RM14027					Date of update			25 May 2017	
Risk Name	Theft of museum objects									
Risk Owner	John Davies					Date entered on risk register			22 March 2012	
Risk Description										
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
5	5	25	1	3	3	1	3	3	Mar-18	Met
Tasks to mitigate the risk										
Review of display case security undertaken										
Review of security staffing and systems completed										
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 September 2016. Internal audit by NCC in 2016 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.										
Given the rare occurrence of theft of museum objects, the likelihood has been lowered to 1. The impact has been lowered to 3 following further review of the impact against risk management impact criteria.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

Risk Number	RM13947					Date of update			25 May 2017	
Risk Name	Failure to maintain historic buildings									
Risk Owner	Steve Miller					Date entered on risk register			30 June 2011	
Risk Description										
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 partner NPS 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
3	3	9	2	3	6	2	3	6	Mar-18	Met
Tasks to mitigate the risk										
Close liaison with NPS and Norwich City Council 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 that of NPS Ensure that our building staff are continuously monitoring our buildings to supplement NPS Ensure we have appropriate emergency response procedure in place in all premises										
Progress update										
Constructive discussions with NPS and Norwich CC 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 site up to required standard.										
Following a review of this risk's likelihood against risk management likelihood criteria, the likelihood has been reduced to 2.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

Risk Number	RM14286		Date of update		25 May 2017					
Risk Name	Reduction of centralised support services									
Risk Owner	Steve Miller		Date entered on risk register		21 March 2014					
Risk Description										
Impact on NMS from reducing resources within County Hall including finance, HR, ICT, 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	4	8	1	4	4	Mar-18	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.										
Progress update										
Regularly reviewed by SMT - ongoing concerns in the reduction and quality of central services and continuing impact from cost pressures being applied centrally and impacting at the level of the Service.										

Risk Number	RM13948					Date of update		25 May 2017		
Risk Name	Significant flooding at any of the Museum sites.									
Risk Owner	Steve Miller					Date entered on risk register		30 June 2011		
Risk Description										
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
3	4	12	1	2	2	1	2	2	Mar-18	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 between 2013 - 2016, 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 amendment to the risk likelihood and impact scores to 1 and 2 respectively.										

Risk Number	RM14132					Date of update		25 May 2017		
Risk Name	Failure to secure Arts Council England (ACE) funding as a National Portfolio Organisation.									
Risk Owner	Steve Miller					Date entered on risk register		20 September 2016		
Risk Description										
Failure to secure ACE funding for the period 2018-2022 will result in a massive loss of investment in NMS and the wider County in the region of £1.55m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects. If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2015-18, the loss of funding and a resulting reduction in service provision.										
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	5	15	2	4	8	1	3	3	31/09/2017	Green
Tasks to mitigate the risk										
Deliver the current ACE Renaissance programme successfully										
Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods										
Put together the strongest application possible										
Strategic conversations with NCC Directors and Elected Members involved in discussions relating to 2018-22 programme										
Monitor service delivery to ensure that targets are being met										
Maintain close liaison with ACE Relationship Manager to ensure that they are aware of achievement and challenges										
Progress update										
Positive progress on key items as at 31 March 2014. To be reviewed at ACE/Renaissance Board Meetings and future SMT meetings.										
Funding for 2015-8 secured. Need to continue to deliver agreed MPM plan. Reviewed by SMT September 2016 - new funding programme announced for 2018-2022. New priorities and increased competition. Application to be submitted Spring 2017.										
The uncertainty of the first time process has increased the likelihood of this risk from 1 to 2. The outcome of the NPO assessment process and museum development process bids will be fully realised by September 2017, which is reflected in the revised target date.										
Positive progress against all business plans (MPM, Museums Development and Museums & Schools). Visitor numbers across the 10 museums are high and learning programme targets are being delivered. This risk continues to be periodically reviewed with positive progress continuing.										

Appendix B – Risk Reconciliation Report

The Norfolk Museums Service Risk Register was last reported to the Joint Museums Committee in March 2017.

Since the last Committee meeting the Risk Register has been reviewed by the Assistant Director Culture & Heritage and the Risk Management Officer. It was agreed that there have been no significant changes to report

The next review is due in July 2017.

Norfolk Joint Museums Committee

Item No. 10

Report title:	Performance & Strategic Update Report
Date of meeting:	30 June 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

Executive summary

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

Recommendations:

- To note progress regarding development of the Keep at Norwich Castle
- To note the plans for 2017/18 including the current and future exhibition and events programme and the Service's progress in achieving a balanced budget
- To note the Arts Council England's new funding programme for 2018-22 and progress with the Service's funding applications

1. Background

This report notes the performance of Norfolk Museums Service over the current financial year 2017/18 including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children and foster families. The report also provides an update on all major projects including the Keep development at Norwich Castle.

2. Performance Summary

- 2.1 Total museum visits across the 10 sites for the financial year 2016/17 were confirmed as 387,610, a figure in line with expectations and reflecting a very successful year. Total visits across the 10 museum sites for April 2017 were 37,800 compared to 33,061 in April 2016, representing a positive start to the season.
- 2.2 School visits across the 10 sites for the financial year 2016/17 were 49,763. This figure exceeds the last two record years in which the school visit numbers were 45,032 and 45,505. This exceptional performance is due to strong and relevant programming and to a significant effort on the part of the learning teams across the Museums Service. The result is very much at odds to the national picture of declining school visits to museums.
- 2.3 The Service is hoping to maintain visitor figures of c.400,000 across the 10 museums for 2017/18 and to keep school visits at the c.45,000 level.

3. Performance/Service Plan highlights

3.1 Little Lives: Snapshots of Childhood 1800 to the Present Day: exhibition at Lynn Museum, King's Lynn

This exhibition at the Lynn Museum touches on the stories of childhood over the last two centuries. Childhood objects from the museum collections together with photographs and paintings offer snapshots of the changing experience of childhood.

The exhibition opened on 23 September 2016 and continues until 11 June.

3.2 'Sixty Years On': Norfolk Contemporary Art Society; exhibition at Norwich Castle

An exhibition celebrating the impact of Norfolk Contemporary Art Society on Norwich Castle's collections over the last six decades.

Exhibition in the Timothy Gurney Gallery – extended until the Autumn.

3.3 Small Stories: At Home In A Dolls' House; exhibition at Norwich Castle & Strangers' Hall

Take a peek behind closed doors and discover the Small Stories of the tiny inhabitants of twelve of the V&A Museum of Childhood's most treasured dolls' houses.

Journey through 300 years of the history of the home and listen to tales of marriages and parties, politics and crime. Visit a country mansion, a Victorian town house, a suburban semi, and a high-rise apartment.

This fun, family exhibition has detail to delight all ages. Explore each dolls' house through audio and lighting, or shrink to doll size, dress up, and experience daily life in the 1840s and 1960s in our room recreations.

The finale of the exhibition is Dream House 2017, featuring magical, miniature rooms specially created by Norfolk architects, artists, makers, students, and school groups.

At Strangers' Hall, see the newly conserved Norwich Baby House, alongside delightful examples of dolls' houses, furniture and miniatures from our extensive collections. Follow the trail to discover them all – arranged throughout our period room settings for the duration of the show.

Exhibition runs 4 March – 25 June 2017.

3.4 Titanic: Honour and Glory; Exhibition at Time and Tide Museum, Great Yarmouth

Titanic has become the most famous ocean liner in the world: from her conception to her premature demise, the Titanic legend continues. With this exciting touring exhibition we explore this famous ship, her sister ships and their owners, the White Star Line, as well as revealing the local links of some of its passengers. Titanic: Honour & Glory is a must for all ages fascinated by this endlessly compelling story.

Exhibition runs 1 April – 24 September.

3.5 Olive Edis: Pioneering Photographer; touring exhibition in North Norfolk.

Supported by the Heritage Lottery Fund, an exhibition showing the work of Olive Edis, pioneering photographer and the world's first female war photographer, is touring venues in North Norfolk.

Summer 2017.

- 3.6 **300 Year of Freemasonry; Exhibition at the Museum of Norwich**
Exhibition exploring 300 Years of Freemasonry in Norwich.

Exhibition runs 9 May – 22 July.

- 3.7 Forthcoming exhibitions

Nelson & Norfolk; at Norwich Castle, July – September 2017

Rembrandt: Lightening the Darkness; at Norwich Castle from October 2017

Shoes!; at Lynn Museum from June 2017

Black Beauty; at Museum of Norwich from July 2017

4. Learning Programmes

- 4.1 The learning teams across the County continue to deliver a number of award-winning programmes for all ages with a focus on the priority groups of schools, disadvantaged communities and our Looked After Children. The Learning Teams across the County have worked hard to deliver a record year for schools visits across the 10 museums, with close to 50,000 visits during 2016/17.

- 4.2 The quote below, following a recent visit to Time & Tide Museum in Great Yarmouth, is typical of the feedback that the teams receive:

Hi Polly

Please pass on my thanks to Sam and the rest of the team for an excellent visit yesterday. Our pupils were thoroughly immersed in the role play activities and gained a great deal from the experience. It was a fantastic way of launching our topic on World War II. They couldn't stop talking about it on the journey back to school and indeed in the last few minutes of the school day in the classroom. Many have already mentioned using the free passes to return with their families.

I look forward to returning next year with the new cohort.

Kind regards

Jason Coe

Firside Junior, Hellesdon

- 4.3 Norfolk Museums Service continues to support the Norfolk County Council initiative, **Count on Norfolk**, designed to help children and young people engage successfully with maths.

These programmes at Norwich Castle illustrate the creative approach taken:

Marvellous Medieval Maths (Key Stage 2)

Some important guests – possibly even the king! – are coming for a feast and the Castle household is very busy trying to get ready. Children meet four members of the household and use numbers, statistics, geometry and measuring to help with the preparations. During this inventive and creative day, pupils calculate the costs of the feast, meet a weaver and design symmetrical banners, handle real museum objects, and use estimating and measuring skills to plan decorations for the Keep.

Storming the Castle: A Maths and History Investigation (Key Stage 3)

Students use maths skills (estimating, measuring, costs and coinage, weights and measures) to investigate problems relating to the real-life siege of Norwich Castle in 1216. They meet costumed characters from the siege and use maths to devise the best way to attack and defend the Castle in medieval times. They investigate the water supply, handle medieval objects, play strategic games, assess weapons used to attack and defend a castle, measure the Keep, and plan a budget for the siege.

4.4 The Learning Teams took the lead on delivering a range of exciting, free, family events as part of the national **Museums at Night** event in May. Special programmes took place in Norwich, at Cromer and across the three Great Yarmouth museums. At Norwich, an Alice in Wonderland-themed evening complemented the Small Stories exhibition, whilst at Cromer the evening's entertainment was centred on the new Olive Edis Gallery. At Time and Tide, an Edwardian evening, inspired by the Titanic exhibition, saw children learning how to waltz and to send a message in Morse Code.

4.5 **Together to the Workhouse Door.** NMS and Norfolk Arts Service have been successful in a Grants for the Arts funding bid to Arts Council England, for a project to be delivered in partnership with Sinfonia Viva, a nationally recognised orchestra. This exciting project will see an orchestral and sung performance by Sinfonia Viva and a choir of school children, volunteers and members of adult community groups at Gressenhall on 7 & 8 June 2017.

Gressenhall's Learning Team have developed an Inspiration Day to provide material for the choral piece and in a Sharing Day following the main performances at which schools will share their own creative responses to the stories from the workhouse. The project should prove to be a wonderful opportunity to highlight the continued contemporary relevance of the workhouse and to promote Gressenhall's offer shortly before the start of the summer holidays.

4.6 **English as an additional language (EAL) initiative in Great Yarmouth.** Positive progress continues on this strategically important learning programme. The funding for this project, which comes from the Department for Education and Arts Council England, has created the resources to significantly increase schools programming by developing a number of new literacy events. These provide immersive experiences and use collections to really engage students with writing.

Last term learning staff carried out a research project looking at ways to make schools events more accessible for students with English as an Additional Language (EAL), using the 'Explorers' literacy event as a test case. NMS staff have been working with the Advisor for Norfolk County Council's 'Educator Solutions' team, working with Norfolk Schools to improve attainment for EAL students. NMS also worked with a local writer, Greta Healey, who came via the

5. Teaching Museum & Skills

5.1 The new Teaching Museum trainees have now begun their placements. The new trainees are:

- Alanna Baker, Exhibition and Events, Time & Tide, Great Yarmouth
- Sam Belotti, Thetford and King's Lynn
- Andrew Bowen, Costume & Textile department, Norwich
- David Holgate-Carruthers, Museum of Norwich
- James Lumbard, Keep Project
- Phoebe Wingate, Learning Team, Eastern Area
- Nicoletta Foden-Hall, Events and Commercial, Norwich Castle

Regular updates on their progress will appear in future reports.

5.2 A joint application for *Kick the Dust*, a new Heritage Lottery Fund programme aimed at developing opportunities for young people aged 16-25, was submitted in November by the Service in partnership with YMCA Norfolk. A decision is expected in the near future.

6. Marketing and PR

6.1 Marketing and PR continues to focus on the forthcoming summer exhibition at Norwich Castle Museum & Art Gallery, *Norfolk & Nelson*. The story of the capture of the ensign of the French warship, Le Généreux was the subject of major features in the EDP and Evening News, while the image of the ensign was picked up by The Telegraph, The Times, The Mirror and The Daily Mail, as well as by a number of international newspapers including those in France and Australia.

6.2 As previously reported, the Magritte painting from the Norwich collections, *La Condition Humaine*, featured on BBC East Inside Out on 31 January. The story of the hidden painting also made the list of the top 10 international art discoveries of 2016. Preparation is underway for a permanent display of this now internationally famous painting, along with several other key works from the contemporary art collections.

6.3 The loan of the Pentney Brooches from the British Museum to Lynn Museum was a great success, with significant interest in the exhibition which was extended to run until May 2017.

7. Partnerships

7.1 The Museums Service has completed the loan of the wing of the P10 aircraft which is now displayed in the ground-breaking Norwich International Aviation Academy. The wing, from the first steel-framed plane in the world, was made by Norwich manufacturing company, Boulton & Paul and was exhibited at the Paris Air Show in 1919.

7.2 New Routes, a Norwich-based charity which aims to foster community links for recently settled refugees, has teamed up with Strangers' Hall to give asylum seekers and refugees a warm welcome and some valuable experience, working on the museum's annual 'deep clean'.

The group were given training and then went to work alongside other volunteers and museum staff, cleaning the museum from top to bottom with the utmost care using brushes and special Museum Vacs—vital work in helping staff identify any problems before they become too big, caring for the objects and ensuring the museum looks at its best for the forthcoming year. The aim was to give the refugees a constructive work experience, to help them make connections in the local community and to understand a little more about the history of the city. Further work is planned for later in the Summer.

- 7.3 Norfolk Museums Service has been supporting Broadland DC and the Aylsham and District Team Ministry with the delivery of the exciting 12 Towers Project. The Project is a month long celebration of the heritage of Aylsham and the surrounding area. The Museums Service will be facilitating a rare sight of the gruesome Heydon Hand at Heydon Church on 17 June and Dr Francesca Vanke gave a talk at Oxnead Church on 4 June.
- 7.4 Norfolk Museums Service has supported an application to the Heritage Lottery Fund to celebrate the 250th anniversary of the first modern circus in Britain. Partners in the application include Museums Sheffield and Tyne & Wear Museums and Archives, along with local organisations including Seachange Arts in Great Yarmouth. The celebration will take place during 2018.

8. Commercial Developments

- 8.1 A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the Service's commercial income targets. Key developments since the last meeting are listed below:
- 8.2 During 2016/17, over 540 ceremonies have been held within the Benefactors' Room at Norwich and advance bookings for 2017/18 are very strong. In September, Norwich Castle hosted its first wedding reception in the Rotunda and across our other sites a growing number of bookings have been secured for Strangers' Hall and Gressenhall.
- 8.3 The Museums Service continues to work successfully with a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on quintessential English experiences. The team at Gressenhall has helped to create an offer around the history of English agriculture focusing on leading figures like Jethro Tull and Charles Townshend.
- 8.4 External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

The Design Team have recently secured some highly prestigious contracts, including one to support the design of a new dementia-friendly ward at the Norfolk & Norwich Hospital.

For more details visit **www.conserveanddisplay.co.uk**

- 8.5 An increasing number of commercial bookings for Norwich Castle continue to be delivered, including major events and celebrations for local businesses.

8.6 Conclusion

All Service Plan targets were met for 2016/17, including bringing in a balanced budget and achieving admissions and schools' visitor targets.

A strong exhibitions and events programme across the 10 museums is in delivery for 2017/18.

9. Strategic Developments

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

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

9.1.2 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which is expected to be submitted in late 2017/early 2018.

9.1.3 The following key meetings have been held to date:

- The second Academic Advisory Board meeting was held on 16 September 2016
- The second Project Board meeting was held on 12 October 2016
- The second HLF Monitor/Mentor meeting was held on 21 October 2016
- The third Project Board meeting was held on 4 January 2017
- The fourth Project Board meeting was held on 8 May 2017

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

9.1.5 Following a European tender process, Hayley Sharpe Design were appointed to provide design support in April 2017. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council's procurement team.

9.1.6 Regular communication is being held between curatorial and project teams at NMS and the British Museum in order to develop concepts for the British Museum Partnership Gallery of the Medieval Period within the Keep.

- 9.1.7 A consultation session was held on 5 September 2016 with The Society for the Protection of Ancient Buildings, which resulted in favourable responses to the design proposals for the Castle Keep and entrance hall.
- 9.1.8 A drone survey of the exterior of the Keep was completed in March and further work is ongoing in terms of analysing the information from this and the digital metric survey.
- 9.1.9 The Architectural and Structural Engineering appointments will be made during June 2017 following a European tender process.

9.2 Norfolk Museums Development Foundation (NMDF) & Fundraising

- 9.2.1 Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well.

A new website for the Foundation has been created to give the charity a profile for potential supporters and grant giving bodies – <http://nmdf.org.uk/>

- 9.2.2 Current focus for the Foundation remains the Keep development project for which a large amount of preparatory research and advocacy work is being undertaken, along with the submission of applications to grant-giving trusts and foundations.
- 9.2.3 An application to the Garfield Weston Foundation for the support of the Keep development was successful in April with a grant of £500,000 towards the project being made.
- 9.2.4 The forthcoming Norwich Castle exhibition programme, including the Nelson exhibition in the summer and the Rembrandt exhibition in the autumn, are also being supported by fundraising through the Foundation.

9.3 Gressenhall Farm & Workhouse – Voices from the Workhouse project

- 9.3.1 The Voices from the Workhouse development project at Gressenhall, supported by the Heritage Lottery Fund and other key funders including DCMS Wolfson and Breckland DC, has now been successfully completed, with the main exhibition opened to the public in May 2016.
- 9.3.2 Learning and outreach work with local schools and community groups linked to the project continues.
- 9.3.3 The Gressenhall project team have been recognised for their hard work and dedication to delivering an exemplary project by Norfolk County Council in the form of an Outstanding Contribution Award (OSCA).
- 9.3.4 The final element of the capital works, the redeveloped Collections Gallery, was completed in May 2017 and is now open to the public. The new gallery will be used by a range of users, including young people's groups.

9.4 Arts Council England

- 9.4.1 The East Contemporary Visual Arts Network (ECVAN), of which NMS is a leading member, has been successful with an application to Arts Council

England's Ambition for Excellence strategic fund. Receiving a grant of £600,000 over three years will enable ECVAN to deliver a new project: New Geographies of the East.

New Geographies of the East is an ambitious programme that will deliver 10 major site-specific visual arts commissions, developed with and for communities in the East of England and with international partners from the Netherlands. The programme will be accompanied by an extensive community engagement programme and an artist and curator development initiative.

The project will develop new audiences for contemporary visual art whilst strengthening and deepening relationships between artists and curators in the East of England and the Netherlands. Nine lead partners from ECVAN will collaborate with three partners in the Netherlands; The Rijksakademie van beeldende kunsten, Casco: Office for Art, Design and Theory and If I Can't Dance, I Don't Want to be Part of Your Revolution. They will work alongside a host of additional local partners including Great Yarmouth Borough Council, Vivacity Peterborough and CPP Marketplace, Fenlands & Forest Heath and others.

- 9.4.2 As planned, NMS submitted an application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22.

In addition to the NPO application, the Service also submitted an application to continue as one of the nine national providers of Museum Development services.

A decision on these key funding applications is expected in July.

- 9.4.3 Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This has involved delivering a national conference on 12 December and publicising case studies drawn from NMS's work and that of 5 other Major Partner Museums across England. NMS is also working with Kids in Museums, the national charity, to develop a new Takeover Day programme aimed at introducing children from diverse backgrounds to the idea of working in museums and the cultural sector.
- 9.4.4 The Museums Service has received a very positive end of year report from the Arts Council with particular credit given to the Museum's progress embedding new income generation initiatives and activities, and its award-winning work with children and young people.

9.5 Deep History Coast Project

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.
- 9.5.2 Staff continue to work on the Deep History Coast (DHC) publication.
- 9.5.3 Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event was delivered at Time & Tide Museum over the summer and behind the scenes tours as part of Heritage Open Weekends in September

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

9.6 DCMS National Museums Review

- 9.6.1 The Department for Culture, Media and Sport has begun a National Museums Review, the first such review in more than 15 years.
- 9.6.2 As part of the Review, the Museums Service received a visit in August from Neil Mendoza, Chair of the Review, Dr Simon Thurley and Kate Bellamy from the DCMS.
- 9.6.3 Jo Warr and Jamie Everitt attended roundtable meetings at DCMS in March.
- 9.6.4 In parallel to the National Review, the Museums Association has created a Museums Taskforce to examine the state of the museums sector across the UK and produce a report by May 2017. NMS is represented on the Steering Group for this piece of work.

9.7 Health & Wellbeing

- 9.7.1 Following the Health & Wellbeing Conference held at Norwich Castle in May 2016, 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.

10. Museum Development across Norfolk

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 The annual SHARE Museums East Volunteers Awards took place on 8 June 2017. The Awards generated a record 71 nominations, with an excellent response from Norfolk museums. The winner of the Unsung Hero award was Ron Batley from the 100th Bomb Group Memorial Museum at Thorpe Abbots near Diss. Megan Dennis was awarded Highly Commended in the Volunteer

- 10.5 This annual SHARE Museums East conference was held in November 2016 at the newly developed National Horseracing Museum at Newmarket. The theme of the conference was Place Making and speakers included Paul Bristow, Director of Strategic Partnerships at Arts Council England and Robyn Llewellyn, Regional Director of the Heritage Lottery Fund.
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

11. Equality Impact Assessment (EqIA)

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

12. Section 17 – Crime and Disorder Act

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

13. Conclusion

- 13.1 A break-even budget was delivered for the period 2016/17 and all key Service Plan targets were met.
- 13.2 Programmes and plans are in place for 2017/18, with a continuing focus on new sources of earned income, fundraising and capital developments.
- 13.3 The redevelopment of the Keep at Norwich Castle continues to progress positively.

Officer Contact

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

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