

# Norfolk Joint Museums Committee

Date: **Friday 8 November 2019**

Time: **2.00 pm**

Venue: **The Edwards Room, County Hall, Norwich**

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

## Membership

### **Norfolk County Council**

Cllr Julie Brociek-Coulton  
Cllr Phillip Duigan  
Cllr David Harrison  
Cllr Harry Humphrey  
Cllr George Nobbs  
Cllr Thomas Smith  
Cllr Martin Storey  
Cllr John Ward  
Vacancy

### **Breckland District Council**

Cllr Robert Kybird

### **South Norfolk District Council**

Cllr Robert Savage

### **Norwich City Council**

Cllr Jacob Huntley  
Cllr Laura McCartney-Gray  
Cllr Nigel Utton

### **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**

Liam Wiseman

### **Museum Friends**

Felicity Devonshire

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

Hollie Adams on 01603 223 029  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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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 5 July 2019 (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. To receive any items of business which the Chairman decides should be considered as a matter of urgency**
- 5. Breckland Area Museums Committee (Page 13)**
- 6. Great Yarmouth Area Museums Committee (Page 24)**
- 7. King's Lynn and West Norfolk Area Museums Committee (Page 40)**
- 8. Norwich Area Museums Committee (Page 44)**
- 9. Norfolk Museums Service – Finance Monitoring Report for 2019/20 (Page 49)**  
**Report by Assistant Director, Culture and Heritage**
- 10. Norfolk Museums Service –Risk Management (Page 55)**  
**Report by Assistant Director, Culture and Heritage**

**11. Norfolk Museums Service – Performance and Strategic Update Report**

**(Page 66)**

**Report by Assistant Director, Culture and Heritage**

**12. Presentation by 2019/20 Teaching Museum Trainees**

**Group Meeting**

Conservative

1 pm

Colman Room

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

Date Agenda Published: 31 October 2019



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## NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 5 July 2019 at 2.00pm  
in the Edwards Room, County Hall, Norwich

### Present:

#### Norfolk County Council

Cllr John Ward (Chairman)  
Cllr Phillip Duigan  
Cllr George Nobbs  
Cllr Thomas Smith  
Cllr Margaret Stone  
Cllr Martin Storey

#### Norwich City Council

Cllr Jacob Huntley  
Cllr Nigel Utton

#### North Norfolk District Council

Cllr Virginia Gay

#### Borough Council of King's Lynn and West Norfolk

Cllr Elizabeth Nockolds

#### Breckland District Council

Cllr Robert Kybird (Vice-Chairman)

#### South Norfolk District Council

Cllr Robert Savage

### Co-opted Members (Non-Voting)

#### Arts Council England

Liam Wiseman

#### Officers Present

Steve Miller

Jo Warr

Dr Robin Hanley

Assistant Director, CES (Culture and Heritage)

Head of Development, Norfolk Museums Service

Assistant Head of Museums (Head of Service Delivery)

### 1. Election of Chairman

1.1 Cllr Robert Savage nominated Cllr John Ward, seconded by Cllr Robert Kybird.

1.2 Cllr John Ward was **duly elected** as Chairman for the ensuing Council year

1.3 Cllr John Ward in the Chair

### 2. Election of Vice-Chairman

2.1 Cllr Margaret Stone nominated Cllr Robert Kybird seconded by Cllr Elizabeth Nockolds

2.2 Cllr Robert Kybird was **duly elected** as Vice-Chairman for the ensuing Council year

### **3. Minutes**

- 3.1 The minutes of the meeting held on 5 April 2019 were **AGREED** as an accurate record and signed by the Chairman subject to the following amendment:
- Cllr Gay noted that she was not present at the meeting
- 3.2 Cllr Ward noted that the Medieval Medicine exhibition was still running at Time and Tide Museum until 22 September 2019

### **4. Apologies for Absence**

- 4.1 Apologies were received from Cllr David Harrison, Cllr Julie Brociek-Coulton, Felicity Devonshire, Cllr Freeman, Cllr King, Cllr Humphrey
- 4.2 Also absent was Cllr Laura McCartney-Gray

### **5. Declarations of Interest**

- 5.1 There were no declarations of interest

### **6. Matters of Urgent Business**

- 6.1 There was no urgent business discussed

### **7. Political Representation on the Joint Museums Committee**

- 7.1 The Joint Committee received the report setting out the political representation on the Joint Committee and seeking appointments and agreement for the political composition of the Urgent Business Sub-Committee
- 7.2 The Joint Committee:
- (i) **AGREED** that the political composition of the Urgent Business Sub-Committee be:
    - Conservative: 4
    - Labour: 2
    - Liberal Democrat: 1
  - (ii) Nominated the following members for the Urgent Business Sub-Committee
    - Conservative: Cllr Robert Kybird, Cllr Elizabeth Nockolds, Cllr Phillip Duigan and Cllr John Ward
    - Labour: Cllr Jacob Huntley and Cllr George Nobbs
    - Liberal Democrats: Cllr David Harrison
  - (iii) **AGREED** that nominations be given by the Group Leaders for a single substitute Member representing each Group, drawn from the membership of the Joint Committee.

### **8. Breckland Area Museums Committee**

- 8.1 The Joint Committee discussed the minutes of the meeting of the Breckland Area Museums Committee held on the 18 March 2019

- 8.2 The Vice-Chairman introduced the minutes to the Joint Committee:
- Voices of the Workhouse Gallery had been well received but the digital elements within the new galleries had the potential to cause sensory overload; to mitigate this, early bird sessions were available to those on the autistic spectrum who might experience sensory overload
  - There had been good attendance at the Gypsy Roma Traveller community event; outcomes at this day exceeded expectations and it was likely to be repeated in the future
  - The Vice Chairman highlighted the exhibition of the work of pioneering photographer Olive Edis and the Festival of Norfolk and the Punjab, which had begun on the 4 July 2019.
- 8.3 The following points were discussed and noted:
- There was a discussion about the coal powered Heritage Steam Engine at Gressenhall; a point raised was about proposals from central Government which may threaten the supply of coal and increase its price, and which could impact on the price of running of the Gressenhall Boiler
  - It was noted that the Assistant Head of Museums was still Dr Robin Hanley and not Samantha Johns as had been incorrectly recorded in the minutes
  - The Assistant Head of Museums confirmed that heating and hot water at Gressenhall was supplied by an oil-fired boiler through Norfolk County Council (NCC) contracts and a biomass boiler obtained through NCC capital funding through the carbon reduction scheme; this boiler used biomass pellets.
  - When developing the lodge at Gressenhall, there was an aspiration to put in solar panels. Due to concerns over the impact this would have on the aesthetics of the workhouse, free standing solar panels had been installed on site instead.
- 8.4 The Joint Committee **NOTED** the minutes of the Breckland Area Museums Committee
- 9. Great Yarmouth Area Museums Committee**
- 9.1 The Joint Committee discussed the minutes of the meeting of the Great Yarmouth Area Museums Committee held on the 8 April 2019.
- 9.2 The Assistant Head of Museums had attended the meeting on 2 July 2019; there was good attendance in contrast to the meeting of the 8 April 2019. Discussions had been held with democratic services in Great Yarmouth about communicating with Members about dates of upcoming meetings.
- 9.3 The Joint Committee **NOTED** the minutes of the Great Yarmouth Area Museums Committee
- 10. Norwich Area Museums Committee**
- 10.1 The Joint Committee discussed the minutes of the meeting of the Norwich Area Museums Committee held on the 4 June 2019
- 10.2 A discussion was held about the Lord Mayor's Coach which had been restored and whether this could be used for civic events; the Assistant Director, CES (Culture and Heritage) confirmed that this would not be possible because using the Coach on the

road would expose it to stresses which could damage it.

- 10.3 Liam Wiseman, Relationship Manager for Arts Council England arrived at 2.28pm  
Cllr Smith requested more information on Taboo – “Colonialism in the Decorative Arts”.
- 10.4 More information was available at this link: <https://www.visitnorfolk.co.uk/Norwich-Taboo-Colonialism-in-the-Decorative-Arts/details/?dms=3&venue=0220264&feature=1118>
- 10.5 The Joint Committee **NOTED** the minutes of the Norwich Area Museums Committee

## **11. Performance and Strategic update report**

- 11.1 The Joint Committee considered the report giving an update on performance against Norfolk Museums Service plans.

- 11.2.1 The Assistant Director, CES (Culture and Heritage) gave background to the report:

- The number of visits to the 10 museums was lower than in 2017-18, however, 2017-18 had seen an all-time record for visits to the 10 museums, helped by the Rembrandt and Nelson exhibitions. Visits in 2018-19 had also been impacted by the hot summer which had discouraged visits to the museums, however, the total visits for 2018-19 were still amongst the best visitor figures seen over the last 20 years.
- An area of particular interest was the all-time record of school visits in 2018-19 with more than 50,500 school visits seen across the 10 museums. A vote of thanks was given to the NMS Learning Teams.
- Positive feedback from the visitor book from W.G. Sebald’s East Anglia exhibition was shared with the Joint Committee.
- Trainees were now in post and working in the sites around the County and performing very well.
- The Kick the Dust Norfolk project was aiming for 8,000 high quality contacts with young people across the County and was well on the way to reach this.
- The Curator of Cromer Museum, Alistair Murphy, had been on Antiques Roadshow talking about Olive Edis, helping to raise exposure for the Service.
- Festival of Norfolk and Punjab was now live, building on the success of the Festival of Thetford and Punjab in 2018.
- There was now an Escape Room game in Buckingham Palace, London, created by History Mystery and similar to the one which had been held in the Museum of Norwich at the Bridewell.

### **11.2.2 Keep Development:**

- The tender process was now live and would continue for 8 weeks; contractors had started to make contact to arrange site visits.
- Interviews would take place in August 2019, and it was hoped that the appointment would be made in September 2019.
- Architectural designs had been developed to support the tender documents.
- The project team were working with Norwich City Council planning department to look at listed building and monument consent for work being carried out and to ensure they were able to discharge their list of planning conditions.
- Work was underway with the design team and specialist contractors regarding operation of the site and information had been included in the tender documents.



- Project funded staff were now joining the team to support interpretation of the project, project management, and to work with build contractors.
- Experiences from recent projects would be used to inform this project.
- The Keep would remain open throughout the summer.
- Office relocation during the disruption period was being planned.
- The temporary entrance area was being planned.
- Delivery of services during the development was being planned.
- Information on corporate sponsor opportunities would be brought to a future meeting.

#### 11.2.3 5 Year Strategic Framework

- The page about responding to Norfolk County Council priorities had since been updated to be in line with Norfolk County Council's 6-year plan and future plans of Arts Council England.
- The Service's main focus was responding to the needs of the County and providing a high-quality service to the people of Norfolk, using every means available to ensure services were financially sustainable for the future
- The reductions in available public funding were recognised and steps had been taken to address this such as introducing weddings at Norwich Castle and events such as the Escape Room games created by History Mystery to produce a 10% increase in earned income over the last 5 year period.

#### 11.2.4 Projects

- Deep History Coast would be launched on 16 July 2019; there was an app associated with this which was already live.
- The Deep History Project was spread over a wide range of areas in Norfolk.

#### 11.3 The following points were discussed and noted:

- It was noted that museums were required to be kept cool and on very hot days social media could promote this.
- Cllr Stone congratulated the museums team on their work and the variety of socioeconomic groups they had reached through their work.
- The Assistant Director, CES (Culture and Heritage) confirmed that there were many free entry days per year plus a range of good value tickets and deals available at the 10 sites, including the pop in for £2 at Norwich Castle; there were also groups of people who were exempt from paying, including targeted groups such as Syrian refugees. Work was carried out with charities and organisations to ensure the correct people were targeted and reached.
- The Assistant Head of Museums (Head of Service Delivery) reported that the Kick the Dust project had enabled the team to work with young people with barriers to access such as transport and cost
- The arrears on diversity monitoring forms situation was queried; the Head of Development, Norfolk Museums Service confirmed that the forms had now been submitted to the Arts Council and feedback was being awaited.
- Information on the geography of school visits was requested; the Assistant Head of Museums (Head of Service Delivery) reported that smaller museum sites often received visits from local schools while larger sites tended to have visits from local schools as well as from schools in neighbouring Counties. Overall, the vast majority of schools in Norfolk used the Service in any given year, with many schools visiting on multiple occasions.
- Cllr Nobbs **proposed** that the Joint Committee formally pass a motion

congratulating the Assistant Director, CES (Culture and Heritage) and the museum team on their work over the past years, particularly in relation to school visits. The Joint Committee **agreed** with this motion.

- The Teaching Museum trainees mentioned in the report were unable to visit the meeting but were hoping to attend the Joint Museums Committee meeting in September 2019.
- Energy conservation and preservation within the Castle Keep development project was queried; it was confirmed that the project had committed to the silver level of the Green Tourism Business Scheme and it was planned to extend this to Gressenhall and other NMS sites in due course. The Project Manager would lead on this.
- The Assistant Head of Museums (Head of Service Delivery) confirmed to Members that the temporary entrance would open at the end of October 2019 and be located to the right of the main entrance, with entry via the decorative art gallery. A plan of the changes to entrances would be **circulated** to Joint Committee Members
- The staff entrance would be adapted to allow it to be used for wedding parties
- It was noted that 2020 would be the 100th anniversary of the Ancient House Museum and suggested events could be carried out to commemorate this.
- It was suggested that there should be a focus on the Service becoming carbon neutral in the future.
- A Member noted that photos in the strategic framework did not reflect diversity in the population, and the diversity of population reached by the Museums Service; the Head of Development, Norfolk Museums Service reported that the photograph on the front cover on the strategic framework was the Teenage History Club who were diversity champions for the Service and had been developing LGBT history tours and talks. The Assistant Director, CES (Culture and Heritage) noted that Norwich Castle was due to become one of the most physically accessible historical buildings of its kind in Europe and it was important to reflect this ongoing strong commitment to access and diversity in the framework and that additional images which showed this commitment would be sourced.
- It was suggested that working with fishing communities on the Deep History Coast project could be useful.

#### 11.4.1 The Joint Committee **NOTED**:

- progress regarding development of the Norwich Castle: Gateway to Medieval England project
- the final position for the financial year 2018/19, including delivery against our Arts Council England and National Lottery Heritage Fund programmes.
- progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2019/20.

#### 11.4.2 The Joint Committee **ADOPTED** the 5-year strategic Framework subject to additions and changes made from comments made in the meeting

## 12. Norfolk Museums Service – Finance Monitoring Report for 2018/19

- 12.1 The Joint Committee received the report covering the final outturn position for the Norfolk Museums Service (NMS) in 2018/19 as at 31 March 2019 including the revenue budget, capital programme, reserves and provisions and giving an early indication of the forecast budget out-turn for 2019-20.

- 12.2 The Assistant Director, CES (Culture and Heritage) gave an overview of the key points:
- there had been a reduction on the previously reported overspend
  - the budget for 2019-20 was forecast to be breakeven, assisted by reduction in some costs such as removing some of the costs of the operation
- 12.3 The following points were discussed and noted:
- Cllr Smith, noting the past situation, thanked the Assistant Director, CES (Culture and Heritage) and his team for their work to improve the financial situation of the Service; the Joint Committee **endorsed** this comment
- 12.4 The Joint Committee **CONSIDERED** and **COMMENTED** on the final revenue budget, capital programme and reserves and provisions position for 2018/19.
- 13. Risk Management**
- 13.1 The Joint Committee discussed the report giving detail on the latest Norfolk Museums Service risk register as at June 2019, aligned with and complementing the performance and financial reporting to the Committee.
- 13.2 The Assistant Director, CES (Culture and Heritage) reported that the dormant risks related to financial situation and theft of objects would always remain on the register however were mitigated. Items at risk of flood were now moved to a safer location however the sites in question were still at risk of flooding
- 13.3 The following points were discussed and noted:
- Noting the fire at Notre Dame in Paris and the hazards of restoration work that this had highlighted, it was queried whether this was a listed risk for the Joint Committee. The Assistant Director, CES (Culture and Heritage) replied that health and safety was taken very seriously, and all appropriate mitigations would be put in place as the project developed
  - It was queried whether the risk rating on letting of the contract would reduce; The Assistant Director, CES (Culture and Heritage) confirmed that it would be kept under review over the next 2-3 years as changes in key variables could change the risk score
- 13.4 The Joint Committee **CONSIDERED** and **AGREED** the active and dormant risks as per appendices A and B of the report.

The meeting ended at 15:29

**Chairman**



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# Item 5

## **BRECKLAND COUNCIL**

### **At a Meeting of the**

## **BRECKLAND AREA MUSEUMS COMMITTEE**

**Held on Wednesday, 17 July 2019 at 10.00 am in  
Training Room, Gressenhall Farm & Workhouse Museum, Fakenham Road,  
Gressenhall, Beetley, Dereham, NR20 4DR**

### **PRESENT**

Mr R.G. Kybird (Chairman)  
Mr H. E. J. Clarke

Mr P.J. Duigan (Vice-Chairman)  
Mr W Richmond

### **Also Present**

Mr J Ward  
Mr D. Blackburn  
Mr Bill Rhodes

### **In Attendance**

Mr Oliver Bone  
Dr Robin Hanley  
Andrew Smith

Ruth Tudge

Curator of Kings Lynn and Thetford Museums  
Assistant Head of Museums  
Operations Manager - West (&East), Norfolk  
Museums Service  
Democratic Services Officer

### **Action By**

### **11/19CHAIRMAN**

**RESOLVED** that Councillor Kybird be appointed as Chairman for the ensuing year.

### **12/19VICE-CHAIRMAN**

**RESOLVED** that Councillor Duigan be appointed as Vice-Chairman for the ensuing year.

### **13/19MINUTES**

The minutes of the meeting held on 18 March 2019 were confirmed as an accurate record and signed by the Chairman.

### **14/19APOLOGIES**

Apologies had been received from Councillors Bowes, Brame, Eagle, Jermy, Harvey, Kiddle-Morris and Dr Robinson.

### **15/19CHAIRMAN'S ANNOUNCEMENTS**

The Chairman announced he had recently been elected as Vice-Chairman of County Museums and Vice-Chairman of Records at Norfolk County Council.

**Action By**

**16/19 URGENT BUSINESS**

None.

**17/19 DECLARATION OF INTERESTS**

None.

**18/19 ANCIENT HOUSE MUSEUM REPORT**

The Curator of Kings Lynn and Thetford Museums, Oliver Bone, presented the report to Members that covered the period from February 2019 to June 2019.

The current exhibition at Ancient House displayed the life and work of Pioneering British photographer Olive Edis, which continued to be popular and would remain on display until 14 September 2019.

As part of the Festival of Norfolk and Punjab, plans were in place for a pop-up exhibition at Ancient House about Princess Sophia Duleep Singh who had been a leading suffragette. Included in the exhibitions would be a borrowed portrait of the Princess by Suman Kaur, winner of the BBC's Big Painting Challenge in 2017. Other events for the Punjab Festival included a series of talks at Ancient House and 2 family focused events with a festival finale being held on Saturday 3 August 2019.

Ancient House would be participating in local events planned to mark the anniversary of Thetford's celebration of peace following the end of the First World War.

Learning Officer Melissa Hawker had worked with the Teenage History Club to curate an exhibition 'Pride of the People, 'Helping History Out of the Closet' that explored LGBTQ+ history. Pop-up versions were planned to tour various community venues during the summer. A photograph of the teenagers would be on the front cover of the new Norfolk Museums Service 5 year strategy that was widely circulated and would give the club good publicity.

Forthcoming displays would include an exhibition on studio ceramics from 21<sup>st</sup> September which comprised of recent acquisitions and items previously not shown for public display.

Work continued to plan and create a display to promote the connections with Duleep Singh who gifted the Ancient House building to the Town of Thetford in 1921, it was refurbished in the early 1920s and it was hoped to use one of these anniversaries to celebrate this.

The museum was preparing for the summer holidays with activities for children and families with a programme of themed gallery discovery trails with a new trail available for each week of the school holidays.

Over the last financial year the Norfolk Museums Service had recorded its highest number of school children with over 50,500

**Action By**

children visiting.

Dr Hanley added it was a fantastic achievement as across the country museums had struggled to maintain school numbers so for the Museums Service to maintain and improve was a really impressive performance and a testament to the enthusiasm and hard work by the learning teams to ensure it was constantly evolving and adapting to the changes in the school curriculum.

Learning Officer Melissa Hawker had appeared on the BBCs One Show talking with presenter Ruth Goodman about 'The Man in the Iron Mask' and the Museum also has a new and regular History Corner feature on Radio Norfolk.

The Kings Head Public House, situated near to the Ancient House Museum, had applied for planning permission with an intention to renovate upper storeys and change an outside building into housing. There were concerns over how this may affect the museum due to the proximity and Mr Bone had written to the Breckland Council Planning Team with his concerns.

Members discussed the ownership of Ancient House Museum, Breckland Council was a trustee of the Public Museum charity, and that the buildings insurance was paid by Breckland Council so it should be on the Breckland Council Asset Register. The Chairman would look into the issue in more detail.

**19/19 GRESSENHALL FARM & WORKHOUSE REPORT**

The Operations Manager for East and West, Andrew Smith presented the report to Members that covered the period from February 2019 to June 2019.

Gressenhall continued to offer a broad programme of events based on the four operational models of Special Event Days, Days with a Difference, Norfolk School Holidays and Ticketed Events.

The Retro Revival, as part of the Special Event Days, had been successful with over 1200 visitors attending. In addition the Days with a Difference, - 'Winging it' achieved 368 visitors.

Open Farm Sunday on 7<sup>th</sup> June had been a record day and a great success. Parking was to the maximum and saw a record number of 3,300 visitors in attendance.

The events programme continued to attract Norfolk Museums Pass holders and acted as a driver for further pass sales.

The Panhard et Levassor car attended the Royal Norfolk Show, which had been a great team event, with staff and volunteers involved in transporting the car to the show and taking turns manning the stand over long hours and generally engaging with the public promoting both the car and Gressenhall.

**Action By**

The re-development of the Adventure Playground at Gressenhall Farm and Workhouse that had been funded through the Norfolk County Council capital programme, was now at the main contractor tendering stage. It was hoped it would play a key role in attracting families and repeat visitors to the site.

The Museum continued to work closely with the farm and an event planned for the summer, 'Hooray for Horses' involved the six Suffolk Punch horses which were a crowd favourite and always attracted a lot of attention. They have recently purchased a new Suffolk Punch 'Casper' and with help from the Friends of Gressenhall were purchasing a new bespoke handcrafted bridle.

The Friends of Gressenhall continued to support a range of activities across the site and had agreed to support a project to restore the Farmers' Foundry engine boiler back to working use. Additional funds from a successful application to the Arts Council England Investment fund would enable additional conservation work to be carried out.

School numbers remained strong with more than 10,000 children visiting between April 2018 and March 2019.

On 15 June Gressenhall hosted the annual Family Fun Day for NCC Looked After and Adoptive children. The day offered families a chance to meet in a relaxed environment with NCC Family placement staff on hand to talk to families. Numbers for the day were a record 652.

Gressenhall continued to develop a range of commercial activities as a means to generate further income including a wedding venue and exploring options for more events such as private hire, birthday and corporate events and away days.

**20/19 PRESENTATION - 'MORE THAN OLIVER TWIST'**

The Curator for Gressenhall Farm and Workhouse, Dr Megan Dennis and Elspeth Hunter the Project Support officer gave a presentation to the Committee. After research it had been found that few workhouse sites were Heritage sites and it was agreed there was opportunity for organisations to get together nationally, build relationships and learn from each other. In 2014 there had been an exploratory meeting at Gressenhall Farm & Workhouse and the network had been born. The network would meet annually and so far had proved beneficial for all partners involved. Whilst not yet formalised, permission had been given to apply for funding for £50,000 towards projects and had created the 'More than Oliver Twist' pilot project. There were six institutions involved:

- Gressenhall Farm & Workhouse
- Llanfyllin Workhouse
- Spike Heritage Centre
- The Workhouse, Southwell
- Thackray Medical Museum, Leeds
- Ripon Workhouse museum



**Action By**

The project was currently in the recruitment state, looking for research volunteers to include both new volunteers and also building on the skills of existing volunteers. The second phase would be the research and development stage looking at the idea of lives of people within the workhouses. It was then hoped to have an exhibition to tour around the six locations. There are three vital aims of the project:

- To enter into and maintain beneficial partnerships
- To build confidence in a museum workforce
- To increase public engagement with welfare histories

It was believed it would make an exciting exhibition and spark discussions of welfare in society today.

**21/19NEXT MEETING**

The arrangements for the next meeting to be held on Monday 14<sup>th</sup> October at 10.00am at Ancient House Museum, Thetford were noted.

Members provisionally agreed the date of the following meeting which would be held on Wednesday 15<sup>th</sup> January 2020 at Gressenhall Farm & Workhouse Museum. Further details would be confirmed in due course.

The meeting closed at 11.30 am

CHAIRMAN

# Item 5

## **BRECKLAND COUNCIL**

### **At a Meeting of the**

## **BRECKLAND AREA MUSEUMS COMMITTEE**

**Held on Monday, 14 October 2019 at 10.00 am in  
Ancient House Museum, 27 Whitehart St, Thetford, IP24 1AA**

### **PRESENT**

Mr R.G. Kybird (Chairman)	Mr F. Eagle
Mr R. F. W. Brame	Mr M. Kiddle-Morris
Mr C. Harvey	Mr W Richmond
Mr P.J. Duigan (Vice-Chairman)	

### **Also Present**

Mr D. Blackburn  
Dr K. Robinson

### **In Attendance**

Oliver Bone	- Curator of Kings Lynn and Thetford Museums
Andrew Smith	- Operations Manager – West (&East) Norfolk Museums Service
Ruth Tudge	- Democratic Services Officer

## **22/19 MINUTES**

The minutes of the meeting held on 17 July 19 were confirmed as a correct record and signed by the Chairman.

## **23/19 APOLOGIES**

Apologies had been received from Councillors Jermy, Bowes, Ward, Clarke and Dr Robin Hanley.

## **24/19 CHAIRMAN'S ANNOUNCEMENTS**

None.

## **25/19 URGENT BUSINESS**

None.

## **26/19 DECLARATION OF INTERESTS**

None.

## **27/19 ANCIENT HOUSE MUSEUM REPORT**

The Curator of Kings Lynn and Thetford Museums, Oliver Bone, presented the report to Members that covered the period from July 2019 to September 2019.

### **Action By**

**Action By**

He explained that the Arts Council provided funding to support their exhibition programme at The Ancient House which allowed them to change the exhibitions once or twice a year and with the use of some Lottery funding they had been able to create a room for the exhibitions.

The current exhibition Studio Ceramics: Materials, Makers and Meanings which presented the best in Norfolk Museums Service's collection of British studio and art pottery, would run from 21<sup>st</sup> September 2019 until 28<sup>th</sup> March 2020. Dating from the 1870s to the present day many of the items on display were from a recent donation and were seen here for the first time. The Curator praised the efforts of Paula Murphy, The Ancient House Museum Trainee, who had worked on the exhibition to make it more highly illustrated than it had been before on previous exhibitions.

The Ancient House Museum had created and displayed a new pop-up exhibition in the Hall of The Ancient House about Princess Sophia Duleep Singh who was a leading suffragette. The exhibition had also featured a touch screen exhibition lent by the Sikh Museum Initiative and a display of Indian miniatures. It was thought that the pop-up exhibition would be a useful long-term resource for learning events.

Feasibility work continued with thoughts to create a new and more permanent display to make more of the unusual connections between the Museum and the Maharajah Duleep Singh and his family. Good links were being formed with the Sikh Museum Initiative and the Centre for Punjab Studies. The Museum also planned to submit a bid to the National Lottery Heritage Fund and have a target date of 2024 to tie in with the 100<sup>th</sup> anniversary of the opening of the museum.

The Curator of Kings Lynn and Thetford Museums explained that The Ancient House Museum had also been involved with a project on the First World War, which was assisted by funding from the National Lottery Heritage Fund, to mark the forgotten soldiers and their families who had been affected by the war in various ways yet perhaps not been commemorated on any war memorial thus far. There were also plans for two First World War themed interpretation boards to be installed at Thetford Cemetery.

The Ancient House would also be part of the Brecks River and Fen Edge landscape project which had succeeded in a bid for National Lottery Heritage Fund support. It was hoped the project would engage local communities and schools to understand and protect heritage of the Brecks' Fen Edge & Rivers over the next five years. The Ancient House Museum would receive funding as a partner organisation to produce exhibitions and activities on the theme of Vikings in 2021-22 and Riverside Heritage in 2022-23.

The Curator of Kings Lynn and Thetford Museums said they continued to promote and develop social media to share information and attract people to events which would be shared through Twitter and Facebook and the Learning Officer, Melissa Hawker now had a regular slot on History Corner, a feature on Radio Norfolk.

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A team of volunteers met at the museum on a weekly basis to help where needed and were currently busy cataloguing some recent acquisitions. The volunteers had also been contributing to the work of the Learning Team through the delivery of the Mini Museum Club for the under 5's. The Curator of Kings Lynn and Thetford Museums took the opportunity to thank the volunteers for their hard work and contribution which had been invaluable.

The Friends of the Museum continued to support the Museum through fundraising, Dr Keith Robinson said they were hoping to raise funds to assist with the purchase of a postcard collection previously owned and collated by the late David Osborne, a very highly regarded, published local historian of Thetford.

The Curator of Kings Lynn and Thetford Museums said The Ancient House continued to host a twelve month paid traineeship provided through the NMS Teaching Museum programme, he introduced the current trainee, Paula Murphy who explained a little of her role working with the volunteers and the afterschool club, joining in with the teenagers on pride events and the pop-up exhibition and had been fortunate to work on the de-installation of the Olive Edis exhibition.

The Ancient House Museum staff had been notified of a proposal to undertake building works to the former King's Head public house next door to the Museum. The Curator had written in objection to the proximity of the building works because of concerns over access to future maintenance of the Ancient House building. The Chairman would investigate this further with the Strategic Property Manager at Breckland Council, as The Ancient House building was on the Community Asset Register with Breckland Council.

The reported was duly noted.

**Councillor  
Robert  
Kybird**

**28/19 GRESSENHALL FARM & WORKHOUSE REPORT**

The Operations Manager for East and West, Andrew Smith presented the report to Members that covered the period from July 2019 to September 2019. He explained that the events programme at Gressenhall was a massive undertaking and extremely complex as organising learning events for both indoor and outdoor spaces with large farming machinery involved was convoluted.

The events programme continued to offer as broad a range of activities as possible with special events days going down very well with Apple Day the most recent event on Sunday 13<sup>th</sup> October. This included exhibits from local organisations, a working apple press and green woodwork demonstrations and chainsaw carving creating masterpieces from wood. Visitors could also view the collection of vintage tractors and old combustion engines. There had been special events dedicated to children with circus skills, campfire cooking and children had a chance to meet the Bubble Fairy at one of her short shows. Further events in the courtyard included stalls in the marquee,

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crafts in the learning centre and lots of exciting events on the farm. Although the weather had not been fantastic they had not been defeated and the Morris Dancers performed in the Chapel.

The Operations Manager for East and West advised that Gressenhall Farm and Workhouse had also participated in a number of national programmes offering free admission and had worked in conjunction with the Borough Council of Kings Lynn & West Norfolk to assist the development and delivery of the Forties Lynn: Life on the Home Front event day on Sunday 21<sup>st</sup> July 2019.

A new Events Officer was welcomed to Gressenhall at the end of August and as part of their role a review of the events offered over the past year would be undertaken to assist in planning for next year's event programme which was already underway with a fresh focus on family fun and engagement.

The Farmers' Foundry steam engine restoration project which was funded through Arts Council England now had a revised and approved timetable. The steam engine would be returned to Gressenhall and made fully operational again which would be an opportunity to train and engage with a new and diverse audience and volunteer team. Partnership working with the county-wide youth engagement project was planned which would look at working with learning officers and younger people to attend a training day followed by a six week placement on how to maintain and look after a steam engine of that magnitude which would enhance and expand the skill set.

The plans for the re-development of the Adventure Playground at Gressenhall Farm and Workhouse continued and was now at the main contractor tendering stage, hoped to be completed ready for the start of the 2020 season.

The Friends of Gressenhall remained very active and supportive having helped with funding to restore the Foundry Engine and support and investment for the Suffolk Punch horses with a pair of bridles.

The report was duly noted.

**29/19 PRESENTATION - LEARNING PROGRAMME AND SCHOOL ENGAGEMENT**

The Learning Manager from Gressenhall Farm & Workhouse Museum, Jan Pitman, gave a presentation on the Learning Programme and School Engagement including School Visitor Numbers 2018-19.

The programme had been mainly dedicated to Reception, Key Stage 1 and Key Stage 2 pupils but also included Key Stages 3 and 4 and special schools. The programme was produced once a year and mailed out twice, once in half term and again in wintertime. Previous history had shown the leaflet produced was the most efficient way of getting the information out to schools. In keeping with the Norfolk

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School Services they engaged with young people, providing mainly costume characters and period settings.

He described a typical Victorian day for Key Stage 2 pupils which included encouragement to dress up and then divided into groups and were encouraged to meet Victorian characters in period costume. They would experience work on the farm with both hands on events and listening to stories of what it was like for a farmer's wife or a washer woman. They would also have experience of the Workhouse and meet the Master of the Workhouse and a typical inmate of the time. Lots of different learning styles were accommodated and pupils were encouraged to look at attitudes appropriate today against attitudes appropriate in the past and discuss the difference.

The Learning Manager explained the Once Upon A time event which was a literacy focus day which started around 5 years ago that had become very successful. It encouraged children to think about life through stories in Victorian times, recently with a mystery. Candlesticks were stolen from the Chapel and the children had to work out who stole them and a murder mystery where the children had to work how who did it. They also had an exhibition in the museum with fairy tales where the children were encouraged to meet characters with a witch turned to stone that stimulated another object of discussion.

The Learning Manager stated for Key Stage 3 pupils they focussed on homes and habitats with contemporary characters with a scenario of a property developer wanting to build homes on the Gressenhall Museum site, the children were invited to meet all parties concerned and discuss at the end of the day and make a decision as to whether the homes should be built or not.

The Learning Manager also stated that the majority of the work they did was programmed but it could also be bespoke when requested, for example; they recently held a Beatrix Potter day and a witches and wizards day with links to Harry Potter. He went on to explain they had three different groups and lots of learning volunteers who assisted with delivery, he said they were a fantastic group of people and it was important to get involved with the education of young children and it was important to remain current with the topics. He further stated the pressure on teachers had changed over time with financial and time constraints and had little time for planning such visits. The Learning Manager went through the statistics of the school visits from April 2018 to March 2019 along with a selection of feedback from teaching staff.

After the report the Learning Manger answered questions on the presentation after which Councillor Eagle congratulated the Learning Manager on the approach taken and effort involved complimenting the amount of time, planning and energy involved to deliver the events.

**Action By**

**30/19 TOUR OF STUDIO CERAMICS EXHIBITION**

After the meeting Members of the Committee were invited on a tour of the Studio Ceramics Exhibition at Ancient House, which was on display from 21<sup>st</sup> September 2019 to 28<sup>th</sup> March 2020.

Many of the items on display were from a recent donation and now could be seen at Ancient House together for the first time. Dating from the 1880s to the present day, the exhibition featured 39 pieces made by around 30 different makers including some of the leading names in ceramics over the past 100 years such as Bernard Leach, Lucie Rie, Edmund de Waal and Kate Malone.

**31/19 NEXT MEETING**

The arrangements for the next meeting on Wednesday 15<sup>th</sup> January 2020 at 10:00am at Gressenhall Farm & Workhouse Museum were noted.

The meeting closed at 11.45 am

CHAIRMAN

# Area Museums Committee

## Item 6

Tuesday, 24 September 2019 at 10:00

PRESENT:

Councillor Lawn (in the Chair); Councillors Jeal, Mogford, Scott-Greenard & Thompson.

Councillor Hacon attended as a substitute for Councillor Freeman.

County Councillor Thirtle.

Mrs C Webb (Executive Services Officer GYBC)

Mr A Smith, Mr C Stott, Dr R Hanley & Ms C Marsden (Norfolk Museums Service).

### **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Cordiner-Achenbach, Freeman, Robinson-Payne & Smith-Clare.



Councillor Hacon attended as a substitute for Councillor Freeman.

## **2 DECLARATIONS OF INTEREST**

There were no declarations of interest declared at the meeting.

## **3 MINUTES**

The minutes of the meeting held on 2 July 2019 were confirmed.

## **4 MATTERS ARISING**

The Chairman reported that there were no matters arising from the above minutes which were not covered elsewhere on the agenda.

## **5 GREAT YARMOUTH AREA MUSEUMS REPORT JULY 2019-SEPTEMBER 2019**

The Committee received & considered the report from the Operations Manager.

Mr Smith, Operations Manager, reported the following:-

Medieval Medicine (30 March 2019 – 22 September 2019)

The Medieval Medicine exhibition has continued its run over the school holidays and has supported a strong summer programme of family events which have been themed around the exhibition. The exhibition has also attracted the attention of BBC Radio Norfolk with Mike Hicks from the Tea Time show recording an hour-long piece on the show, which featured doctor, Mark Newstead from Taverham GP surgery, who was invited to the museum to look at the treatments available in medieval times and compare them to those available today, using resources available in the exhibition.

In September the Norfolk and Norwich Association for the Blind visited the exhibition for a tour, making use of the multi-sensory elements of the show from medieval smells on the Apothecary table to the sounds of the Barber Surgeon using his tools.

The museum welcomed the Head of Public Programmes from the Beaney Gallery in Canterbury during August as part of a fact-finding visit, ahead of their hosting the exhibition at their venue within the next few years. This

meeting also proved to be fruitful as the Beaney were the first venue to host the May the Toys be With You exhibition, scheduled to be held at Time and Tide in March 2020. The exhibition proved very successful at the Beaney and their feedback has been very useful for planning the layout and design of the exhibition in Great Yarmouth.

Based on the visitor feedback and evaluation data which is still being gathered, the Medieval Medicine show is still scoring highly at Time and Tide with regards to visitor satisfaction ratings, averaging 8.8 out of 10. This feedback also gauges the response from visitors on whether they feel the display of human remains has been appropriate. Human remains have not been shown in an exhibition in Time and Tide museum to this extent previously. With this being the first stop on the nationwide tour for this exhibition, there were some concerns over the robustness of the displays to stand up to the wear and tear generated by heavy use of the interactives over the summer. Thankfully the main exhibition content has performed well, with no damage or failure occurring to the interactives or digital content within the show.

The Medieval Medicine exhibition is based around the stories of five key medical practitioners from the medieval period. The skeletal remains of five individuals form part of the exhibition and it also includes an exclusive film A Touch of Plague written by Terry Deary, author of the Horrible Histories books.

#### Forthcoming Exhibitions

Tattoo: British Tattoo Art Revealed (19 October 2019 – 8 March 2020)

Private viewing date: Friday 18 October 2019

Preparation continues for the forthcoming Tattoo: British Tattoo Art Revealed exhibition which opens in October. The exhibition is on a UK-wide tour and has been produced by the National Maritime Museum Cornwall. We are in the final layout and planning phase for the exhibition and are liaising with their lead curators. This is one of the largest temporary exhibitions booked to appear at the museum, with over 300 individual loaned items and artworks making up the display. This exhibition looks at the history of tattooing in the UK but with a strong focus on the tattoo today as a contemporary artform. One of the largest elements in the exhibition is a wall of '100 hands' created by 100 leading UK tattoo artists. Classed as a single 'artwork' this will be one of the more complicated installations to feature within the show but also one of the most eye-catching.

We are hoping to engage with local tattoo studios and artists as part of this exhibition to create a film similar to the one produced by the Museum of London called Tattoo London. This film would be entitled Tattoo Yarmouth and be featured in the exhibition to add a local element to the show. This film will

be created by our Young Communicators group of local students and be supported by a youth group from the local YMCA. Great Yarmouth collections will also be included in the show, such as a Scrimshaw from our maritime collection and other engraved objects collected by sailors when travelling the southern oceans.

At the recent Great Yarmouth Maritime Festival, the team from Time and Tide handed out literature about the tattoo exhibition to interested visitors, receiving a positive response which is encouraging. As the only venue in the East of England and Midlands to host the show, we are hoping that it will have a wide-reach. The exhibition has just finished a run at Ayr in Scotland and continues onto Chatham Historic Dockyard in Kent after appearing in here in Great Yarmouth from October 2019 to March 2020.

May the Toys Be With You (28 March 2020 to 13 September 2020)

Private viewing date: Friday 27 March 2020

One of the UK's finest collections of vintage Star Wars toys and original cinema posters will be going on display in an exhibition at Time and Tide Museum, opening on Saturday 28 March 2020 and running throughout the summer period until 13 September 2020.

May the Toys Be With You is currently on display at Worcester City Art Gallery & Museum as it continues its successful UK tour. It has previously been hosted by various museums including the New Walk Museum in Leicester, The Beaney in Canterbury and the Gosport Discovery Centre.

Back when the movie Star Wars broke box office records in 1977 no one could have predicted that the merchandising would go on to earn even more than the film itself. The toys of Star Wars took the world by storm and became the must-have playthings for an entire generation. From 1977 to 1985 an estimated 300 million action figures were sold, allowing children to re-enact the adventures of Luke Skywalker, Princess Leia and Han Solo.

Collector Matt Fox says: "May the Toys Be With You is both a celebration of the now highly collectable vintage toy line and also of the iconic design work and art of the Star Wars movies. From X-Wing Fighters to lightsabers, these fantastical designs have fired our imaginations and stamped their place on our cultural landscape".

For little kids and big kids alike, this is an unmissable opportunity to view many rarely seen Star Wars treasures. This touring exhibition has broken visitor attendance records at a host of museums around the country, and this will be its first time in the East of England.

Events

Summer events

The first event this summer was our annual Seaside Family Fun Day on 31 July (286 visitors). The day celebrated everything great about the British seaside from the classic Punch and Judy show with Professor Jingles, face painting through to our looney lollipop craft activity. The Punch and Judy shows proved as popular as ever with the courtyard full for each performance and even a light drizzle did not deter people.

“Wonderful! Lots of fun for all ages with the arts, crafts and the Punch & Judy loved by the children” Rebecca

“A great event, kids loved the Punch & Judy and making the lollipops” Michelle  
Visitors also enjoyed other events inspired by our maritime heritage, using craft skills to make some wonderful collage coastline pictures during Coastline Creations on 21 August (105 visitors). They were also encouraged to design their own mini monuments to the British seaside whilst enjoying the Seaside Sand Sculptures event day on 2 August (91 visitors).

The grisly world of our current exhibition Medieval Medicine was also explored. We dared visitors to take a spin on our Wheel of Misfortune on the 28 August and 130 visitors discovered what grisly disease or awful ailment pained them before seeing if at least one of our Medieval “medical specialists” could find the best cure for them. We were joined by a cunning woman, an apothecary and everyone’s favourite the barber surgeon. Each one had their own unique method of treatment, as visitors soon found out, after calling in on each one. Family members were diagnosed with Black Death, an arrow to the leg or even death.

“Educational. Enjoyed all the Medieval activities!” Millie

Science Day on the 7 August (161 visitors) was all about Boils, Bones and Body Bits; exploring some of the gross facts about the human body with the Mad Science team, finding out about the gory life of a medieval battlefield surgeon and figuring out how the body fits together by making dancing skeletons.

“Bundles of fun!” Oliver

We also explored Medieval manuscripts as we looked into the art of book making with our Illuminated Letter and Bookish Binders event on 14 August (200 visitors). Many families signed up to our beginners book binding workshops, creating their own mini notebooks and having a go at marbling their own paper to put inside. The Medieval Monsters craft activity gave visitors the chance to bring dragons to life from the page with mini 3D sculptures.

At the Elizabethan House and Tolhouse Gaol Museums we held our special twinned event Double Bumper History Days. Visitors could explore both museums for a single discounted price to try their hand at the everyday chores of a maid in a grand household in an Elizabethan House’s kitchen and see how prisoner reform worked in Victorian times in the Heighning Chamber at the Tolhouse Gaol.

The cook at Elizabethan House put together a fabulous feast from around the

world with Culinary Conquests. The cook explained about the exotic flavours that would have been imported into Victorian Britain and asked visitors to spot some familiar recipes amongst some of the unusual combinations. Visitors could take a peek into the house's secret past with A Civil War Conspiracy. This explored the lives of common soldiers from that time as well as discovering the interesting link between the Elizabethan House and Oliver Cromwell in the Conspiracy room.

Overall another successful summer at our three museums in Great Yarmouth celebrating the rich history of our town through our full event programme. These event days delivered a 18% increase in visitors compared to the summer period last year (1823 in 2019 with 1579 in 2018).

Great Yarmouth Maritime Festival – Saturday 7 & Sunday 8 September 2019

Great Yarmouth Museums were also represented at this year's Maritime Festival. We were part of the Heritage Quarter Tent alongside the Heritage Guides telling visitors about this year's theme, which was Fishing. We offered costumes for people to try on, maritime themed handling objects from our Herring House Trust collection boxes and our enthusiastic team helped visitors to make signal flags and origami boats.

Other museum projects and developments

Time and Tide play boat repairs

The Time and Tide 'playboat' was constructed some 15 years ago as part of the original Time and Tide redevelopment project. During that time it has seen many thousands of children playing on board. It has also been exposed to the elements in the external courtyard of the museum and subsequently has started to show signs of wear and tear and decay on some of the woodwork. (see image below). This summer in time for the school holidays the boat has been refurbished, turning it from a sailboat to something similar to the Steam Drifters which would have worked out of Yarmouth and the present day off-shore windfarm vessels often moored up on the South Quay. The colour scheme matches these modern boats with a hint of heritage red on the hull. The boat has been fitted with a balustrade, funnels and a new storage area for the learning team to use for their school workshop kit. It has also been designed to allow clip-on graphic panels to the front and sides which will enable the boat to be changed into a pirate ship, navy boat, fishing boat and other designs so that it can blend in with relevant school workshops and holiday activities or events making it much more versatile.

New displays for Time & Tide.

We are currently working with the Norfolk Titanic Association and private

lenders to recreate a small gallery display near our Wreck and Rescue gallery which will commemorate the Norfolk survivors of the Titanic. The display will include White Star Line objects and stories of all the crew and passengers from Norfolk. We are also working closely with Royal Museums Greenwich to agree the loan of Titanic objects from their collection, including potentially another pocket-watch.

The second space to be refreshed this year will be a section of our Maritime Trades gallery. The Withy Arts Basketry Project - Catching the Memories is inspired by Great Yarmouth's Basket Making heritage and the project is funded by the National Lottery Heritage Fund.

In the past there were many basket makers working in the town supplying their baskets to the herring fishing industry. This project aims to capture some of the memories from those times by talking to the people who experienced them, and to pass on some basket-making skills to local people to keep the craft alive. The Time & Tide team is working with Withy Arts to create new displays of baskets at the museum this winter and this will be complemented by engaging digital interactions and oral histories from project participants that relate to basket-making along with outreach work with various groups.

All the members of the Catching the Memories team received a day's training in gathering oral history recordings delivered by Colin Stott from Time and Tide and Jackie Tierney from the Acorn Centre who advised on how to work with people living with dementia.

It was an enjoyable and enlightening day and much was learnt by participants. It was also a chance for everyone working on the project to meet one another. Participants practiced interviewing each other with the digital recording equipment and interview techniques.

#### Making Waves – Seaside Heritage project

At the Time and Tide Museum, residents from Herring House Trust, initially recruited to co-curate a seaside handling collection, continue to play an active role at the museum. Several residents from the Trust (a halfway house for recovering addicts) volunteered to speak about their involvement with the handling boxes project on BBC Radio Norfolk and gave a very personal account of their experiences during an interview with Patricia Day (our Making Waves – Seaside Heritage project officer) and Jack Jay (from the Hippodrome).

They listed the welcoming attitude of museum staff, research opportunities and public engagement activities as adding significantly to their confidence, sense of place and general well-being. The group have also presented their Seaside Suitcases to the public in Great Yarmouth town centre which went very well. They have been inspired by the project, often working and researching in their

own time and even purchasing artefacts for the collection on eBay. In addition, unusually for this client group, the number of participants increased as they brought friends along to the workshops. Many of the Herring House Trust members have subsequently volunteered in other areas of the museum, including documenting material from the archive.

Seaside Suitcases has provided the opportunity for participants to engage with culture and heritage, many for the first time, and has inspired pride in themselves and their community.

The resilience of the Time and Tide Museum and the collections it houses has been enhanced with this increase in our volunteer base and these Herring House Trust handling collections, along with the Great Yarmouth Mind Maritime handling boxes, have provided quality resources for long term use. We continue to run our collections handling object sessions with these local groups. The Handling History Hour, which runs every Tuesday for an hour at Time & Tide Museum, is part of the project's community engagement outcomes. This informal hour is especially for local people who enjoy chatting about Great Yarmouth. Each session focuses on one selected object and explores the town's history.

The Operations Manager reported that Seaside Suitcases project had been nominated for two awards. It had been highly commended in one of the award categories for one national award and was also shortlisted for an award from the National Museums Association and representatives from Herring House Trust would be attending the Conference in Brighton in October with Patricia to be present at the Awards Evening. The Chairman reported that this was excellent news for the Time & Tide Museum.

## Learning

### Schools

Following a very busy summer term the school team have been preparing for the new academic year. We were very excited to discover that we have a pair of skis in our collection that were used on one of Captain Scott's polar expeditions. These will be the centre piece of a revamped KS2 Explorers event which will now focus on how to survive as an arctic explorer. To coincide with the installation of a new Titanic Norfolk Stories display we will also be re-launching our Titanic schools event and already have two bookings in the diary for October. We have also been working with designers to refresh our schools marketing materials and our Young Comms group took part in a photoshoot at the museum to provide some new pictures for this.

## Kick the Dust – Norfolk

The Kick the Dust project - which is funded by the National Lottery Heritage Fund – is continuing to develop in Great Yarmouth.

YMCA - We have been working with a group of young people from project partners YMCA. In August, the group looked at boats and boat-building. They visited Lydia Eva with the newly-appointed YMCA worker, Leanne. The following week, they visited Time and Tide and worked with freelancer Elizabeth Brandon-Jones to build their own wooden model boats, based on model boats in the museum collections. The group had the opportunity to look at and handle (with gloves) some boats that curator Jo had taken out of the store for them to see. They then selected a boat to work from- either one from the store or the displays - and practiced measured drawing techniques to generate scaled plans of the boats on squared paper, from a front and top elevation. They used these measured drawings to scale the plans down and used these to cut their wood to the correct dimensions. They also met Events Officer Emma, who was preparing for a family event the following day and were able to ask her questions about her work. As a result, four young people have signed up to volunteer with Emma on a stand to promoting the museum at the GY Maritime Festival.

## Suffragettes

We have been working on a project with St Georges Theatre with young people researching, devising and performing a drama piece based on the stories of Suffragettes in Great Yarmouth. This will be performed during Heritage Open Days in September. 11 young people from ENSF took part in a workshop where they found out about the history of the women's suffrage movement, both locally and nationally. They were able to look at local historical materials, such as photographs, copies of pages from the Great Yarmouth Women's Suffrage Society minute book, images and footage from the arson attack on the Britannia Pier, almost certainly carried out by Suffragettes. They also saw a newspaper article about Ethel Leach, suffragist and first female Mayor of Great Yarmouth, whose portrait hangs in the sixth form college, which was formerly known as Alderman Leach high school. The students were surprised to hear that Alderman Leach had, in fact, been a woman- having presumed that she was male. This led to a discussion of the roles of women in popular society- and extended to their views on 'Love Island' and whether the programme was sexist. Seven young people took part in drama workshops with writer Helen Vine, where they used historical source materials to develop characters and dialogue based on the settings and stories they were interested in. They were encouraged to try performing characters of different genders and perspectives from their own. These scenes were written down, and Helen has integrated the output of the workshops into



a finished script, which was also informed by the young people's thoughts on the roles of women in 2019. This project is also being supported by a grant from the Norwich Freeman's Society to the Theatre. There will be an open rehearsal of the drama piece at St Georges Theatre on the 14th September and the final performance will take place on the 21st September.

### Imagining History project

Following on from the success of the Oceans of Waste project, we are continuing to work with young people from Horatio House short stay school supported by local writer Elizabeth Ferretti. The group has identified that they would like to visit Time & Tide, Tolhouse and Cromer museum and have selected schools' sessions on World War I, Crime and Punishment and Fossils to take part in at each venue. These will be followed up with creative writing sessions including things like storyboarding and comic strips, scripts, stories or poems to encourage engagement in history and writing in a fun way. We are planning to have a third session devised by the group based on their experiences and then showcase the work they have created in a final exhibition.

### Games Design

A group of Level 4 Games designers from East Norfolk Sixth Form have installed their games in Great Yarmouth museums. Student Lochlan Morrison said. 'It was a great experience to get a game out in the world like that and work with the museum'.

The games were installed for their final course showcase until the end of June. Students launched the games and celebrated their success with their families, college and museum staff. The project is an example of how we can work with young people to shape our displays whilst giving them valuable real-world experience. It is a project that both partners are keen to repeat and share with colleagues across the county.

Course leader Demetrios Symeou said 'Game Development is the fastest growing media sector in the UK and to have our students create and publish their own games has been an excellent learning experience for them. It is a fantastic showcase for local students to demonstrate their Creative Computing skills in a time where many schools are cutting these types of subject from the curriculum'.

### The Young Communicators group

This group was originally set up in partnership with young Norfolk Arts Trust with funding from Arts Council England. Now funded by the NLHF Kick the

Dust project, the group is being re-shaped to have a greater focus on heritage. The young people held a celebration and taster day for prospective new members at Ex Marks the Spot in June. Four young people came to find out more about the group and five existing members took part in a recorded evaluation conversation with the Kick the Dust project worker. The whole group worked alongside professional photographer Wayne Pilgrim and film maker Phil Bury to document a presentation by the Library Service LGBTQI+ lead Jo Foster Murdoch. Then they went on a tour of Great Yarmouth to look for sites of importance in local queer history. Four young people attended the first ever GY Pride March on June 29th and captured the occasion in photography and film. Some of this material will contribute towards contemporary collecting at Time and Tide as well as be exhibited as part of LGBTQ month in February 2020. To date we have worked with a total of 28 young people aged 17 – 21. Of those 27 were in further education and 1 was in work. 25 took part in training.

The project did attract a diverse group of young people who identify as BAME, LGBT+ ESOL and members with disabilities, learning disabilities and mental health issues. We were able to use the personal access budget to enable a blind student to attend regularly and build her independence skills. Team member and ESOL student Ricardo commented: 'I'm more out there I think; I was very introvert, I still think I am, but now I have better communication skills, I have more initiative. I used to stay at home a lot, I used to do nothing really, when I was at home, and now I can go out and meet people and interview people and do all these projects, and I never thought I would be doing something like this – (using) my sense of initiative, creating things, getting involved in activities, creating activities, and getting to know more people.'

### Make Yarmouth

Creative Collisions and Original Projects continue to deliver weekly art & design workshops for Young People referred through Children's Services (Prospects & Early Help Hub). In June the group worked with artist Elizabeth Brandon Jones to plan and make model boats. Nine young people visited the South Quay and chose a boat to measure with their feet and to plot onto graph paper. This formed the plan for making scale models using a range of tools. Five members of the group also visited Time and Tide Museum to test the games installations, reactions were mixed and honest. One girl who has been excluded from main stream school and attends a pupil referral unit has completed a Bronze Arts Award.

### Saturday Art Club

We had a fantastic Summer Show at Somerset House in June which was the best show so far and exciting in terms of both ideas and outcomes.

This year we are very pleased that East Norfolk Sixth Form will be helping to deliver the club alongside Time and Tide and East Coast College. We are starting our fourth year of the programme on September 21st which will be the re-scheduled Great Yarmouth carnival parade, showcasing our windsocks from last term. We will then move on to workshops centred around our upcoming Tattoo exhibition and the theme of self-portrait given by the Sat Club Trust; studio photography at East Norfolk 6th form college, illustration and tattoo design with a local artist as well as graphic design and surface pattern sessions, plus our first trip to London for the pop-up 'self-portrait' exhibition.

### Making Waves Together

Culture Schools - St George's Primary School: Discussions have taken place and this school would like to continue as a culture school, focusing more on visual art to match their new curriculum approach of 'concepts'. This autumn we will run an after-school art club with an artist focusing on discovery and the power of colour. We will build in Arts Award for this art club. The school will also be working with the Time and Tide Museum on a literacy intervention project in the autumn term – funded by Arts Council England (ACE) as part of the Stories from the Sea programme. If successful, this package will be offered to other local schools.

St Mary St Peter Primary: discussions have taken place and they would like to continue as a culture school focussing on dance in the autumn term and then film in the spring. Planning is on-going.

St Nicholas Priory: St George's Theatre delivered an after-school club this term that ran alongside the circus-skills club delivered by SeaChange Arts. Children experienced both clubs and worked towards a wonderful end of term showcase that was seen by many parents and families. The staff have all commented on how the children's confidence and resilience has improved since the clubs – in particular one child who did not join in and barely spoke now works well in a team and introduced the showcase performance to a large audience. They are very keen to continue the clubs and discussions are on-going as to the next steps.

Edward Worlledge Primary: Will be working with East Coast College tutors with CPD taking place in the autumn term looking at visual art for half the teaching staff at Edward Worlledge who will then share with their counterparts.

Caister Academy: The academy has just finished a 5-week project looking at 3D work. This included a trip to SCVA and workshops with artist Tricia Hall. Up to 12 students attended each session as well as 2-3 members of staff. Staff who participated commented that they feel like they have lots of ideas of how to use the ideas shown by Tricia and they would love to repeat the project next year. They also commented on the value of having practitioners visit the school as they get another level of work from the students. The school is also leading an ACE Projects consortium funding bid for an orchestral project for Creative Education Trust schools in 2020. We are looking for ways to support this bid and project delivery with Orchestras Live, Norfolk Music Hub, Creative

Collisions and St Georges Theatre.

Peterhouse Primary: This school will be pursuing a focus of dance and heritage in the autumn term with a project that will link with Dance East, Historic England and Time and Tide Museum.

Discussions are taking place with two more schools who have expressed interest in the culture schools programme since taking part in the dance CPD, Northgate Primary and Great Yarmouth Primary Academy. This will bring the total to nine schools formally engaged with the partnership.

#### Under 5s activity

We are working with Acorn East on an Arts Council England project funding bid. If successful, this would see artist-led activities taking place in museums and other cultural venues. This follows on from a pilot project in 2018.

Word Play took place this term, a pilot project that saw Year 5 pupils from Somerleyton Primary working with two to three year olds at Water Lane YMCA nursery in Lowestoft. The older children read stories to the younger children and all took part in linked singing, music and arts activities. The pilot went well and the nursery are keen to run the project in their other settings. In the autumn term we will explore the project being rolled out to other nurseries.

Little Big Dance: the LCEPs have linked into this early years dance project to be delivered by Dance East. If they are successful with their Arts Council funding bid the project will start in autumn term.

Sing me a Story: Wonderful Beast will deliver a public performance, a nursery performance and a twilight CPD in both Lowestoft and Great Yarmouth in the autumn term.

#### Teachers CPD

On Monday 10th June teaching staff from schools in Great Yarmouth and Lowestoft joined DanceEast tutor, Sam Moss for an afternoon of dance. From warm-ups to cool-downs and everything in between, Sam set about showing the attendees how to link movement with the curriculum and create an original piece of modern dance with primary school children. Twelve teachers and teaching assistants attended representing seven schools from Great Yarmouth and one from Lowestoft. Most of the teaching staff rated the workshop as excellent (83%), with the remainder rating it as good (17%). All attendees would recommend the session to a colleague.

“Excellent learning opportunity with great ideas to use in the work place”.  
“shows a fun and energetic way of demonstrating creative dance”.

The Enjoy Teachers Network has grown to 38 members through participation in projects and the CPD programme. Our next CPD in the autumn term will focus on visual arts.

## Festivals

First Light Festival – supported Suffolk Artlink with activity (over 100 children). Joe Carr delivered musical storytelling sessions to 40 children & families. Time & Tide Museum delivered craft sessions to over 200 children & their families. Bunting & decorations made by Ashley School.

Ness Fest – we have has run youth consultancy sessions with several schools, youth clubs and theatre groups in Lowestoft. This has led to the creation of a youth focus group who are helping to plan the programming and promotion for this year's Youth Arts Festival in October. Discussions are taking place with various practitioners to see what additional workshops could be offered at the festival and an application to Blue Spark is hoped to increase the funding.

Young at Arts – Mancroft Advisory Project have secured funding to support this festival in October. A group of young people are helping to shape the programme which will again be supported by the Making Waves project and Enjoy Cultural partners. We are working to support the young volunteers to achieve their Norfolk Youth Award for volunteering.

Out There – We will have a presence across the two days of the Out There festival in September, running arts activities for children and young people in St Georges Park.

## Grassroots Organisations - St George's Theatre

We are supporting the theatre to develop relationships with the local schools. As a result of campaigning by Mel Fearn (Head of St George's Primary school), ten schools signed up to run dance fundraisers to support the theatre. Our dance CPD in June helped teachers to prepare for this. This activity culminated in a dance celebration event on 24th June which saw 40 children from six schools performing to an audience of 80 other students and 55 parents and family members. The fundraiser has provided several thousand pounds to support the theatre and has helped to build relationships with local primary schools. In addition, we worked with Creative Collisions to organise a teachers' consultation visit on the 8th July to discuss ways in which the Theatre can provide activities over the coming year that could attract a schools audience. We are currently in discussion with the theatre and Great Yarmouth schools regarding a potential Shakespeare festival in the spring term as part of a national programme run by the Shakespeare Schools foundation. Seachange Arts have been working with the theatre to deliver drama and performance club workshops at St Nicholas Priory Junior as part of our Culture Schools programme. St Georges Theatre and Seachange Arts have also successfully bid for ACE Project funding to run a programme of learning and community engagement activities over the next two years.

Migration Heritage and Belonging – We are very pleased to be joining the National Maritime Museum and Bristol Culture to deliver this new project supported by the Esme Fairbairn Collections Fund. Over two years the partners will be researching and sharing stories of migration to and from the UK. In Great Yarmouth we will be carrying out oral history projects with members of local migrant communities. We will also be conducting research into our World Cultures collections to find out more about how our Haida artefacts were created and used and how they were acquired by nineteenth century Christian Missionaries living and working in British Columbia.

### Creative People & Places

We are delighted that Creative Collisions is part of the consortium led by Voluntary Norfolk that has succeeded in bringing substantial Arts Council England funding to Great Yarmouth as part of the Creative People and Places scheme. The other consortium members are Great Yarmouth Borough Council, SeaChange Arts & Jays UK Ltd. The 'Freshly Greated' project will engage our local communities in a fantastic programme of high-quality arts activities and lead to a real culture shift in Great Yarmouth with people from all backgrounds fully engaged as audience members, creators, producers and performers.

### Visitor numbers

	Time and Tide	Elizabethan House	Tolhouse
Gaol			
Admissions YTD	-4%	8%	-3%
Income YTD	2%	3%	-11%
Retail YTD	-8%	1%	-33%

The Operations Manager circulated a report of up-to-date visitor statistics to the Committee.

### Recommendations:

**That the Area Museums Committee notes the report.**

### Dare & Time of next meeting:

**The date for the next Area Museums committee meeting be noted – Wednesday 8 January 2020 at 10 am in the Education Room, Time and Tide Museum.**

**6 PRESENTATION ON NORFOLK MUSEUMS SERVICE KICK THE DUST PROJECT**

Christine Marsden, Project Co-ordinator, gave a presentation on the Kick the Dust project to the Committee.

The Chairman thanked the Project Co-ordinator for her informative presentation.

**7 ANY OTHER BUSINESS**

The Chairman reported that there was no other business of sufficient urgency to warrant consideration at the meeting.

**8 EXCLUSION OF PUBLIC**

The meeting ended at: 12:00

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK KING'S LYNN AND**

**WEST NORFOLK AREA MUSEUMS COMMITTEE ITEM 7**

**Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 30th September, 2019 at 2.15 pm in the Lynn Museum, Market Street, King's Lynn, PE30 1NL**

**PRESENT:** Councillor Mrs E Nockolds (Chair)  
Councillors A Bubb, M Chenery, M de Whalley, A Kemp, A Tyler and  
Mrs S Young  
Mrs S Thompson, Chair of the Friends of Lynn Museum

**1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillors H Humphrey, J Ward and T Smith.

**2 MINUTES**

The minutes of the meeting held on 16 July 2019 were agreed as a correct record, subject to Margery Kemp be amended to read Kempe.

Councillor Kemp stated that at the previous meeting she had advised that the brick kiln had been demolished and the bricks would be incorporated into a structure.

**3 MATTERS ARISING**

Kick the Dust Project

Christine Marsden from NNS Kick the Dust project be invited to attend the next meeting of the Committee to provide an update.

Free Admission Cards for Care Leavers

The Chair confirmed that 100 cards had been issued.

**4 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**5 REPORT OF THE ASSISTANT HEAD OF MUSEUMS**

The Assistant Head of Museums and Curator, Lynn Museums presented the report which provided information on the King's Lynn Museum activities for the period from June 2019 to August 2019.



The Operations Manager, NMS tabled the visitor numbers up to 31 August 2019 and it was highlighted that for Lynn Museum the figures reported were close to the previous year (2% deficit) but it was anticipated that the total visitor number for the end of the current financial year would be promising. The Operations Manager reported that the retail income had increased by 12% and the admission income had increased by 15%.

The Assistant Head of Museums reported that for the year to date, Stories of Lynn (which included school visits), the visitor numbers had increased by 4,000 from 2018.

The Assistant Head of Museums and Curator responded to questions and comments relating to:

- Current exhibition at Lynn Museum – Journeys, People, Place and Pilgrimage.
- Baines Calendar 2020 – the Curator undertook to discuss the opportunity with the NMS Retail Manager.
- The Museum shop. Reference was made to replica Torc bangles previously being on sale and the question asked if it would be possible to source and sell the item in the future. The Curator undertook to discuss the suggestion with the NMS Retail Manager.
- Wednesday afternoon talks. It was confirmed that the talks commenced at 2.15 pm for approximately 45 minutes.
- Norfolk Day 27 July 209 – 107 people visited the museum.
- Review/Inspection of Museums. The Curator explained that the Museums Association had a regular monthly journal which provided an opportunity to invite a reviewer. The Assistant Head of Museums provided an overview of awards which the NMS could be nominated for, together with independent reviews undertaken. The Committee was also confirmed that a mystery shopper exercise was also undertaken at no cost. Feedback was also received from visitors on their experience at the Museum.
- Archaeology – The Committee was advised that archaeological events had been held as part of a roadshow to highlight the importance of archaeology. Officers could examine the potential to hold a future archaeological event. The Chair explained that Norfolk County Council had a strong relationship with metal detectorists. Meetings had been held with metal detectorist clubs and recorded the finds.
- Free admission for children in care/carers. It was explained that the NMS worked with colleagues at NCC to build on existing contacts and link to appropriate projects and develop key priorities.
- Stories of Lynn Learning and Engagement Officer.
- Custom House. The Chair referred to the last Full Council meeting where a response had been given to Councillors.

- Pop-up venue for recitals during the King's Lynn Festival in July each year.
- Promotion of Lynn Museum Gift Shop. The Curator undertook to see if the shop could be promoted by signs displayed on the Museum windows and on the A boards which were placed outside the Museum.

The Chair informed the Committee that she had attended the Green Pilgrimage Interreg project partner visit to Norfolk on 11 September 2019.

Councillor Tyler commented that he had attended one of the coffee mornings with an adult with learning difficulties and explained it was well attended. Councillor Tyler also expressed his thanks to Rachel Williams, Stories of Lynn Learning and Engagement Officer for going the extra mile to support those with learning difficulties.

Councillor Kemp commented that an article be published in the KL magazine advertising gifts for sale, particular for Christmas at the Shop in the Lynn Museum. In response, the Curator undertook to liaise with KL Magazine.

The Chair explained that there was a good working partnership between the Norfolk Museums Service, County Council and the Borough Council, in particular, the Service Level Agreement which offered free admission during the winter period to encourage local people to visit the museum.

Councillor Tyler referred to the Ancient House Museum in Thetford and its connection with TV companies and asked if there was a potential to link King's Lynn to TV companies. The Curator made reference to the filming of David Copperfield in King's Lynn and commented that there may be an opportunity to promote the heritage in King's Lynn.

In response to a question from Councillor Kemp and the Turner painting coming to the town, the Assistant Head of Museums explained that it had been unveiled at Norwich Castle recently and there was a commitment to tour venues. It was highlighted that if the painting came to King's Lynn a supplementary event would be arranged. Further details would be available at the next meeting of the Committee.

#### Learning and Outreach

The Museum Trainee, Paula Murphy provided an overview of the learning and outreach work she had been involved in at both Lynn Museum and Ancient House Museum, Thetford and set out in section 5 of the report.

The Museum Trainee explained that the display case in the reception area currently contained a painting by Samuel Gurney Cresswell.

It was noted that the current Museum Traineeship will come to an end in March 2020.

#### Friends of King's Lynn Museums

The Chair of the Friends of Lynn Museum provided an overview of the activities from the group and highlighted that 2020 was a celebration of 25 years and events would be scheduled for the town and could provide an opportunity to link in an archaeological day via partnership working. The Chair of the Friends informed the Committee that she had attended the recent meeting of the British Association of Friends of Museums at Norwich Castle. As reported at a previous meeting of the Committee, the Chair of the Friends explained that the Friends had been left a legacy. It was noted that the legacy would be used to purchase an item and would therefore be used to purchase a display case and plaque for the Lorenz Beha clock which was in the store at Aickmans Yard. The Curator advised that the Conservator would be assessing the Lorenz Beha clock.

The Committee was advised that the Annual General Meeting of the Friends would be held on 7 October 2019.

At the end of year 2019 it was reported that there were 69 paid members.

A Christmas evening for members would be held on 2 December 2019.

Councillor Bubb suggested that the Friends contact all Parish Councils asking if they would place an article in their parish magazine inviting residents to become a Friend of Lynn Museum.

The Chair thanked officers for presenting the reports.

**AGREED:** Christine Marsden from NMS Kick the Dust project be invited to attend the next meeting of the Committee to provide an update.

#### 6 **DATE OF NEXT MEETING**

Monday 9 December 2019, 2.15 pm, Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 3.46 pm**

**Norwich Area Museums Committee****14:00 to 15:40****10 September 2019**

Present:

**City Councillors:**

Huntley (chair)  
Giles (substitute for Councillor  
McCartney-Gray)  
Maxwell

**County Councillors:**

Clipsham  
Ward  
Watkins

**Co-opted non-voting members:**

Felicity Devonshire (Friends of Norwich Museums) and  
Brenda Ferris (Norfolk Contemporary Art Society), Amanda Geitner (East  
Anglia Arts Fund) and Councillor Hardy (South Norfolk Council)

Apologies:

City Councillors McCartney-Gray, Price, Schmierer and Wright;  
County Councillors Brociek-Coulton (vice chair), Jones and Nobbs

**1. Public questions/petitions**

There were no public questions or petitions.

**2. Declarations of interest**

None.

**3. Minutes**

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 4 June 2019, subject to the following amendments to item 5, Friends of the Norwich Museums, second paragraph, to delete “2012” and replace with “2021”; and to correct the surname reference to “Devonshire”.

**4. Norwich Museums Briefing June to August 2019**

The assistant head of museums presented the report which had been circulated with the agenda for the meeting.

During the presentation the assistant head of museums reported on the success of the exhibitions the *Viking: Rediscover the Legend* exhibition which closed on 8 September 2019 after a seven month run. The number of attendances had not diminished towards the end of the seven month run. The *Lines of Sight: Sebald's East Anglia* had received good reviews. Catalogues for *The Tor Falcon – Rivers of Norfolk*, supported by the East of Anglia Art Fund, were selling well which was a good indication of the success of the exhibition.

*Viking: Rediscover the Legend* exhibition had been a catalyst for a plethora of events and other activities, including the holiday events programme at Norwich Castle branded as *Legend*. These events had made the most of the opportunity of the clear view of the Keep. The *Sheildmaidens* event was a new style of engagement where people moved through the space with the performers. The *Taboo: Colonialism in the Decorative Arts* was a tour of Norwich Castle which presented non-standard, alternative or under-represented narratives as a means of engaging with Art Council England's Creative Case for Diversity. This had been well planned by the learning team and curators. Councillor Maxwell said that she had been asked by one of the organisers of Norwich Pride to pass on to officers that the *Pride: Queering the Collections* LGBT+ tour had been excellent.

The assistant head of museums referred to the report and the activities held at Strangers' Hall, including a *Reinvent, Reuse, Rewear* workshop which encouraged visitors to remake their own garments into something new. The committee noted that there had been an increase in visitor numbers during this year's Norwich Freeman Fortnight, where free admission to the Museum of Norwich at the Bridewell and Stranger's Hall was offered. This was attributed to the fortnight coinciding with the extremely hot weather in 2018, but also to the momentum built over the three years that the Freeman of Norwich had supported this initiative. The assistant head of museums agreed that the exit survey results would be shared with the Norwich Freeman. The operations manager said that last year the Freeman Fortnight had taken place in the last week of July and first week of August. This year it had been held in August. The Museum of Norwich had seen the largest spike in visitor numbers. The exit survey showed that 46 per cent visitors during the Freeman Fortnight had not been before and 15 per cent had attended the previous year. The majority of responses were from Norwich postcodes and this showed that the event was reaching local people who had not previously visited the museums but who would be likely to return or recommend a visit to other people. Members expressed their gratitude to the Norwich Freeman for supporting the event for the third year running.

The *Norwich in 1959* exhibition at the Museum of Norwich at the Bridewell was a temporary exhibition that included celebrations of the 60<sup>th</sup> anniversary of the city's twinning link with Rouen; the launch of Anglia Television and Norwich City Football Club's 1959 FA cup win. The exhibition had included Anglia Television's silver knight. It had also provided a focus for the students recruited to the Kick the Dust: Norfolk project, who had curated a display case of 1950's costumes and leading to one student undertaking three weeks of volunteering, assisting with art workshops. Members noted that that Kick the Dust: Norfolk project engaged young people in hard to reach groups and that the project had also helped university students with issues such as confidence and social engagement. A member said that the students had been very well informed and that the exhibition had been delightful.

The assistant head of museums advised the committee that John Newstead, BEM had died at the end of July. John Newstead had been a pharmacist in Norwich and had been the donor of over 2,500 objects which formed the popular pharmacy display at the Museum of Norwich. Norfolk Museums Service had sent a letter of commiseration to his family and been represented at the funeral.

At the last meeting the committee had noted that the original Samson figure had been restored and was on display at the Museum of Norwich and had asked for

information on *Hercules*. The assistant head of museums reported that unlike the Samson figure, which dated back to 1657, Hercules was a Victorian replica. It was stored in the Collections Centre at Gressenhall where it could be viewed as part of regular tours but there were no immediate plans to display it at the Museum of Norwich.

During discussion members of the committee commented on the Youth Offending Team Castle Project section of the report and the learning team's proposal to hold an introductory session for key workers. In reply to a member's question, the assistant head of museums said that the project was in partnership with the Norfolk Youth Offending Team, and that the support workers provided feedback rather than the participants. The project improved engagement between participants and support workers. Whilst some participants did drop-out, those that engaged were interested in "behind the scenes" activities at the museums and some went on to become volunteers. A report on the project could be made to a future meeting.

The assistant head of museums thanked the East Anglia Art Fund for its continuing support of the ST\*ART Club for children aged 8 to 11 years' old.

Members were also advised that *Kick the Dust* programme was almost at the end of its first year of the four year programme. Partnership working had been successful in engaging with young people. In particular the dedicated project worker embedded in the YMCA had contributed to 485 YMCA clients engaging in the *Kick the Dust* project. Three of the young people engaged in the programme from the YMCA were interested in the museum's Teaching Museum programme.

Members noted that the next Museums at Night event would be held at the Museum of Norwich on Saturday, 2 November 2019. This would be publicised through social media and marketing.

The assistant head of museums said that any member of the committee was welcome to observe school sessions and that he would circulate details of suitable sessions to members. Councillor Ward recommended members to take up the opportunity to attend a session. The committee noted that the third annual conference for teachers had been held in July and that the schools' programme was being developed as part of the Keep redevelopment project.

Dr Francesca Vanke, keeper of art and curator of the decorative arts, presented the section of the report on the *Art Department – Recent Acquisitions*. Members were invited to attend the launch for the "Walton Bridges" painting by JMW Turner on 27 September 2019. It was proposed to ensure that the painting was accessible to as many people as possible and it would be displayed in Great Yarmouth and King's Lynn as well as at Norwich Castle, and in the wider region in partnership with Colchester and Ipswich Museums Services. Norwich Castle had acquired a painting by John Opie, *Double Portrait of Amelia Opie*, when the subject was a young woman. The museums service already had a marble bust of the poet and writer Amelia Opie as an older woman. There was currently a fundraising campaign to acquire the *pietre dure* which had once belonged to the Paston family. There were further acquisitions in the pipe line, including paintings by contemporary artists Eva Rothschild and Maggi Hambling which would be displayed in the Timothy Gurney Gallery.

The assistant head of museums referred to the report and updated the committee on progress on the Norwich Castle: Gateway to Medieval England (Keep redevelopment project. Hannah Jackson, Keep project manager, was introduced to the committee. The operations manager updated the committee on the Wider Impact Group (WIG) and its objective to facilitate the Keep project whilst keeping the museum open to the public. Gemma Rayment had been appointed as the WIG project officer. Members noted the location of the temporary visitor entrance and arrangements for weddings to continue during the construction period; and, the arrangements for catering and conveniences. In reply to a member's question, the operations manager said that bridal parties were advised that with the exception of limousines, mini buses and large vehicles, there was sufficient room for vehicles to turn around on the mound. It was hoped that some parking for disabled people would be maintained during the construction period and further information would be available once the contractor was in place. Exhibitions were currently being decanted from the Egyptology gallery at Norwich Castle because of concern about potential damage to objects from vibrations during construction, with key items from this gallery being redisplayed elsewhere in the museum. Temporary storage was being provided at a site in Norwich.

The operations manager circulated the latest visitor numbers which showed a strong performance over the last five years. Visitor numbers to the Museum of Norwich showed the Samson effect with increased visitors following the display and publicity on the restoration of the Samson figure. During discussion, a member asked whether admission fees would be reduced to reflect the limited offer at the Castle during the construction phase. The assistant head of museums confirmed that Norwich Castle would remain open and that consideration would be made to ensure that every opportunity could be made for people to view the various stages of the Keep redevelopment. The operations manager said that it was expected that visitor numbers would be reduced during the major development phase. School visitor numbers would be monitored. The museums service was keen to retain school visitors during this period. The assistant head of museums said that there would be more robust programming in the galleries, including the Timothy Gurney and Norwich Union galleries, that would be unaffected by the construction works, and there would be good quality temporary exhibitions. In reply to a question, the operations manager said that there were fewer weddings during the winter, with the most being on Fridays and Saturdays, and never on Sundays or Mondays.

The committee was advised of the outcome of the chair and vice chair's letter to the police and crime commissioner about the anti-social behaviour in the Castle Gardens. The police had patrolled the area for two days the previous week but this did not appear to have much impact on the anti-social behaviour. Members and officers expressed their concern about the threat to staff and visitors from people engaged in drinking and drug taking, and exposure to violent behaviour. Officers thanked the committee for their support and said that they would pursue the issue with the police and report back to the next meeting.

**RESOLVED to:**

- (1) note the report;
- (2) ask the chair and vice chair write on behalf of the committee to the Norwich Freeman to thank them for their support of the Freeman Fortnight;

- (3) ask the assistant head of museums to arrange for a report on the Youth Offending Team Castle Project is made to a future meeting of the committee;
- (4) ask the committee officer to circulate details of the school sessions to members;
- (5) note the committee's concerns about anti-social behaviour in Castle Gardens ask the head of operations to liaise with the police and report back on progress to address antisocial behaviour in Castle Gardens to the next meeting.

## **5. Norfolk Contemporary Art Society**

Brenda Ferris, representing the Norfolk Contemporary Art Society (NCAS), gave an oral report to members and circulated copies of the society's most recent programme and newsletter.

During her presentation, Brenda Ferris said that the society was making its events programme available to Norwich University of the Arts and providing free membership for students who registered their details with the society. In October, a brace of exhibitions *Port-2-Port* at Great Yarmouth and Kings Lynn, supported by Norfolk County Council and the East Anglia Art Fund, and curated by NCAS. She outlined recent the programme of recent and forthcoming talks. She also advised members that the biennial auction would be held in the Council Chamber on Friday, 1 November 2019 and that they would be welcome to attend this fundraising event.

**RESOLVED** to thank Brenda Ferris for her report.

(Following the conclusion of the meeting, members undertook an informal tour of the proposed construction areas in the scope of the Norwich Castle, Gateway to Medieval England (Keep) project.)

CHAIR



# Joint Museums Committee

Item No 9

<b>Decision making report title:</b>	<b>Norfolk Museums Service – Finance Monitoring Report for 2019/20</b>
<b>Date of meeting:</b>	<b>08 November 2019</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Assistant Director, Culture and Heritage)</b>
<b>Is this a key decision?</b>	<b>No</b>
<b>Executive summary</b> This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2019/20 and details the latest monitoring position of the revenue budget, capital programme, reserves and provisions.  The main issues for consideration by this Committee are: <ul style="list-style-type: none"><li>• Monitoring of the NMS Revenue budget indicates that the Service is currently projecting an over-spend position at year-end.</li><li>• Latest monitoring position of NMS Capital Budgets.</li><li>• Movements of NMS Reserves &amp; Provisions.</li></ul> <b>Recommendations:</b> Committee Members are asked to consider and comment on: <ul style="list-style-type: none"><li>• <b>The latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2019/20.</b></li></ul>	

## 1. Proposal (or options)

### 1.1 Revenue Budget 2019/20

- 1.1.1 NMS is currently projecting an over-spend of £0.150m on the revenue budget.
- 1.1.2 NMS is currently projecting a shortfall of -£0.151m on Admissions income, which is 10.93% below target. The projection is mainly due to a forecast shortfall in income when the planned closure and Final Delivery Phase of Norwich Castle: Gateway to Medieval England Project commences in Autumn. It is difficult to predict the real impact that this will have, however we have estimated a 45% reduction in visitor numbers at Norwich Castle for the remainder of the year with a more limited offer available, combined

with a reduction in ticket price, bringing the price broadly in line with the Museum of Norwich.

It should be noted however, that Income performance has made a good start to the year and is currently showing a 4.72% increase on last year. The exhibition Vikings: Rediscover the Legend has played a key part, combined with the mild weather and good visitor performance across all sites over the summer months.

- 1.1.3 The service is projecting an over-spend of £0.022m on an unplanned Corporate Annual Retainer Fee for the provision of Building Maintenance and other Statutory Services provided by Norfolk Property Services. NMS has not yet joined the Total Facilities Management scheme, which has led to the fee being levied. NMS will join the Total Facilities Management scheme in 2020/21.
- 1.1.4 The Service is continuing to review all non-essential spend and withhold vacancies as appropriate with a view to minimising the projected over-spend.
- 1.1.5 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
Norfolk Museums Service	2.721	2.871	+0.150	+5.513%
<b>NMS Total</b>	<b>2.721</b>	<b>2.871</b>	<b>+0.150</b>	<b>+5.513%</b>

## 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. There are modest NCC supported capital renewal schemes, both currently live and planned, for Norwich Castle in the current 3-year period 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 2019/20 capital programme is detailed in the table below and includes any programme revisions.

## Capital Programme 2019/20 – Norfolk Museums Service

Scheme or programme of work	Approved 2019/20 Capital Budget £m	2019/20 Capital Outturn £m	Slippage	Reasons
<b>Schemes in Progress</b>				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 19/20
Seahenge	0.007	0.007	0	Ongoing conservation
Strangers' Hall Replacement Lighting	0.002	0.002	0	Project complete – final payment outstanding
Norwich Castle Critical M&E Services	0.855	0.855	0	Project estimated to be completed in 19/20
Norwich Castle Access Improvements	0.050	0.050	0	Project estimated to be completed in 19/20
NLHF Keep Delivery Phase	3.635	3.635	0	Project will be ongoing over the next 4 years
Gressenhall Playground Improvements	0.400	0.400	0	Project estimated to be completed in 19/20
Gateway to Medieval England Project Management	0.165	0.165	0	Project estimated to be completed in 20/21
Museum Acquisitions	2.205	2.205	0	Project estimated to be completed in 19/20
<b>Total</b>	<b>7.322</b>	<b>7.322</b>	<b>0</b>	

### Funding of the NMS Capital Programme

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

- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle Site M&E infrastructure during 2017-20, including the systems that control the temperature in the exhibition galleries and improve the reliability of the external lift, addressing a key requirement of the Equalities Act 2010.
- 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 Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18. The Norwich Castle: Gateway to Medieval England has now

entered its delivery phase, with all capital works expected to be completed by 2021.

- Policy & Resources Committee approved the funding of £0.400m to replace the existing woodland adventure playground at Gressenhall Farm & Workhouse which has become date and the key structures and equipment have reached the end of their lifespan. The new development is expected to give a substantial return on investment in terms of additional visitors in the next financial year and beyond.
- Policy & Resources Committee have approved the funding of £0.165m 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.
- Museum Acquisitions is a collective project which has been set up to secure the purchase of major assets for NMS. The first item has been the acquisition of a J M W Turner painting 'Walton Bridges' 1806, of which capital grant funding has been received from the National Lottery Heritage Fund £1.996m and the Art Fund £0.209m.

## **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.

<b>Reserves and Provisions 2019/20</b>	<b>Balances at 01Apr19</b>	<b>Balances at 31Mar20</b>	<b>Change</b>
	£m	£m	£m
<b>Norfolk Museums Service</b>			
Museums Income Reserve	0.163	0.163	0.000
Museums Repairs and Renewals Reserve	0.154	0.151	-0.003
Unspent Grants and Contributions Reserve	0.526	0.478	-0.048
Service Total	0.843	0.792	-0.051

## 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, 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:

### Officer Name, Tel No. and Email address:

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# Norfolk Joint Museums Committee

Item No. 10

<b>Decision making report title:</b>	<b>Risk Management</b>
<b>Date of meeting:</b>	<b>08 November 2019</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Assistant Director, Culture and Heritage)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Introduction from Cabinet Member</b></p> <p>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.</p> <p><b>Executive Summary</b></p> <p>This report provides the Committee with the latest Norfolk Museums Service risk register as at October 2019. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.</p> <p>The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in July 2019, and following review in October 2019, there are no significant changes to report.</p> <p><b>Recommendations To consider and agree:</b></p> <ul style="list-style-type: none"> <li>• <b>The active and dormant risks as per appendices A and B</b></li> </ul>	

## 1. Background and Purpose

- 1.1. This report provides Members of this Committee with an insight into the 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 Risk Management Policy.

## **2. Proposals**

- 2.1. The recommendations are included in the Executive Summary above.

## **3. Impact of the Proposal**

- 3.1. The current risks are those identified against departmental objectives for 2019/20 and are included in Appendices A and B.

The register currently contains seven risks. Of these, three risks are actively being managed, as presented in Appendix A, with the remaining four risks having already met their target score by the target date but maintained on the risk register as low and continuous risks in their nature, as shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring.

- 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.

There are no risks of which the risk owner has identified the 'prospects of meeting the target score by the target date' as Red.

## **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 risk owners to ensure that the risk scores and target dates reflect the current position against current service objectives. Risks are reviewed and challenged appropriately by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

## **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 are no significant financial implications arising from the Risk Management report. Any variances will be identified through continued financial monitoring and reported appropriately.

## **7. Resource Implications**

- 7.1. **Staff:** There are no staffing implications to report.

- 7.2. **Property:** There are no property implications to report.

- 7.3. **IT:** There are no IT implications to report.

## **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. **Health and Safety implications** (where appropriate)  
There are no specific health and safety implications to report. Health and Safety procedures continue to be followed and routinely monitored at all Norfolk Museums sites.

- 8.5. **Sustainability implications** (where appropriate)  
There are no sustainability implications to report.

- 8.6. **Any other implications**  
There are no other implications to report.

## **9. Risk Implications/Assessment**

- 9.1. There are no other significant risks or issues not already covered within this report.

## **10. Select Committee comments**

10.1. There are no Select Committee comments to report.

## **11. Recommendations**

11.1. To consider and agree:

- The active and dormant risks as per appendices A and B

## **12. Background Papers**

12.1. Not applicable.

### **Officer Contact**

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

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<b>Risk Number</b>	RM14381					<b>Date of update</b>		24 October 2019		
<b>Risk Name</b>	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			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,										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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	Apr-21	Amber
<b>Tasks to mitigate the risk</b>										
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.										
<b>Progress update</b>										
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.										

<b>Risk Number</b>	RM14286				<b>Date of update</b>				24 October 2019	
<b>Risk Name</b>	Reduction of centralised support services									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>				21 March 2014	
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.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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	Mar-20	Amber
<b>Tasks to mitigate the risk</b>										
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.										
<b>Progress update</b>										
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.										

<b>Risk Number</b>	RM14364				<b>Date of update</b>			24 October 2019		
<b>Risk Name</b>	Failure to deliver Arts Council England business plan 2018-22									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			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.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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	Mar-20	Amber
<b>Tasks to mitigate the risk</b>										
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.										
<b>Progress update</b>										
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 maintained and monitored.										

<b>Risk Number</b>	RM14162					<b>Date of update</b>		24 October 2019		
<b>Risk Name</b>	Failure to generate additional income streams in 2019 in accordance with service plan.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			21 March 2014		
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
<b>Original</b>			<b>Current</b>			<b>Target</b>				
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-20	Met
<b>Tasks to mitigate the risk</b>										
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										
<b>Progress update</b>										
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 end of March 2020.										

<b>Risk Number</b>	RM14027					<b>Date of update</b>		24 October 2019		
<b>Risk Name</b>	Theft of museum objects									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			22 March 2012		
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
<b>Original</b>			<b>Current</b>			<b>Target</b>				
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-20	Met
<b>Tasks to mitigate the risk</b>										
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										
<b>Progress update</b>										
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. 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 on-going basis, the target date has been amended to end of March 2020.										

<b>Risk Number</b>	RM13947					<b>Date of update</b>		24 October 2019		
<b>Risk Name</b>	Failure to maintain historic buildings									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			30 June 2011		
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.										
<b>Original</b>			<b>Current</b>			<b>Target</b>				
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-20	Met
<b>Tasks to mitigate the risk</b>										
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										
<b>Progress update</b>										
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 on-going basis, the target date has been amended to end of March 2020.										



<b>Risk Number</b>	RM13948					<b>Date of update</b>			14 June 2019	
<b>Risk Name</b>	Significant flooding at any of the Museum sites.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			30 June 2011		
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
<b>Original</b>			<b>Current</b>			<b>Target</b>				
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-20	Met
<b>Tasks to mitigate the risk</b>										
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										
<b>Progress update</b>										
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 a risk to be managed on an on-going basis, the target date has been amended to end of March 2020.										

# Norfolk Joint Museums Committee

Item No. 11

<b>Decision making report title:</b>	<b>Performance &amp; Strategic Update Report</b>
<b>Date of meeting:</b>	<b>08 November 2019</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Assistant Director, Culture &amp; Heritage)</b>
<b>Is this a key decision?</b>	<b>No</b>
<b>Executive Summary</b> This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans. <b>Recommendations</b> <ol style="list-style-type: none"> <li><b>To note progress against the key performance indicators for 2019/20 including total visits and school visits.</b></li> <li><b>To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.</b></li> <li><b>To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2019/20.</b></li> </ol>	

## 1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2019/20, including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provides an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the new National Lottery Heritage Fund supported youth development programme, Kick the Dust Norfolk.

## 2. Performance Summary

- 2.1. Total visits across the 10 museum sites for the period 1 April 2019 to 30 September 2019 were 239,078 compared to 233,055 for the period 1 April

2018 to 30 September 2018, a 3% increase overall. The positive year-to-date figures reflect a strong exhibitions and events programme across the 10 museums and more varied weather than during the summer of 2018.

- 2.2. School visits across the 10 sites for the period 1 April 2019 to 30 September 2019 were 19,882 compared to 22,072 for the period 1 April 2018 to 30 September 2018. Whilst still a very creditable performance, this represents a 10% reduction year to date, largely due to the development at Norwich Castle in terms of a planned short-term reduction in spaces for learning programmes.

### **3. Performance/Service Plan highlights**

#### **3.1. Viking: Rediscover the Legend; Norwich Castle**

Some of the most significant Anglian and Viking treasures ever discovered in Britain went on display at Norwich Castle from 9 February 2019 until 8 September 2019.

The exhibition featured star objects from the British Museum and Yorkshire Museum, with the exhibition offering a fresh perspective on how Vikings shaped every aspect of life in Britain.

The exhibition included the Anglian York Helmet, the most outstanding example of its type to survive, as well as the most significant Viking hoards ever found in the UK - the Vale of York Viking Hoard, Cuerdale Hoard and the Bedale Hoard.

These finds were shown alongside highlights from Norwich Castle's collections and were interpreted in new ways which intended to challenge our perceptions of what it means to be Viking.

Exhibition ran 9 February 2019 – 8 September 2019

#### **3.2. Lines of Sight: W.G.Sebald's East Anglia; Norwich Castle**

An exhibition celebrating the work of the author W G Sebald on the 75th anniversary of his birth; in collaboration with The University of East Anglia

This unprecedented exhibition brings together a diverse selection of celebrated artworks, curious objects, archive material and the author's own, unseen photographs to tell the story behind the creation of one of East Anglia's most famous literary masterpieces, *The Rings of Saturn* (1995).

From the mystery of Sir Thomas Browne's skull to the secret landscapes of the Cold War, from the ghostly vessels of the vanished Herring fleets to intricate pattern books of Norwich silk weavers, this exhibition gathers the threads of Sebald's enigmatic text to present a uniquely poetic visual portrait of East Anglia that will appeal to both those familiar and new to his work.

Exhibition runs 10 May 2019 - 5 January 2020

### 3.3. **Journeys; Lynn Museum**

Journeys is a fascinating new exhibition at Lynn Museum which takes visitors on a trip through time. The show looks at the many types of journeys people made and continue to make: journeys of faith, of trade and exploration, migration and settlement and journeys for fun.

King's Lynn has been associated with pilgrimage since medieval times when thousands of pilgrims passed through the town on their way to the Shrine of Our Lady at Walsingham.

Lynn Museum's fine collection of medieval pilgrim badges sits at the heart of the exhibition. Discovered in the mud in the rivers Purfleet and Ouse, the badges were worn by pilgrims as a keepsake and good luck symbol.

Journeys is part of two wider projects – Green Pilgrimage and Coastal Treasures – which see council departments working together to boost green tourism and encourage walking and cycling in north and west Norfolk.

Exhibition runs 22 June 2019 – Summer 2020

### 3.4. **British Tattoo Art Revealed; Time and Tide Museum**

This ground-breaking exhibition celebrates the astonishingly rich heritage of tattooing as an art form in the UK.

There are over 400 original art works, photographs and historic objects on display – some of which have never been seen in public before – and unique commissions from today's leading tattoo artists and studios.

Around one in five people in Britain today are tattooed. This surge of visibility may make tattooing feel like something new, but tattoos and tattoo art have always held a significant place in our history and imagination.

From ruffians to royalty, sailors to socialites, pilgrims to punks, people from all areas of society have been tattooed. The exhibition challenges long-standing myths and pre-conceptions about tattooing, especially in relation to race, gender and class.

A touring exhibition curated by National Maritime Museum Cornwall, in partnership with Arts Council England, National Lottery Heritage Fund, Garfield Weston Foundation, Sir John Fisher Foundation.

Exhibition runs 19 October 2019 - 8 March 2020

### 3.5. **Studio Ceramics; Ancient House Museum**

Studio Ceramics: Materials, Makers and Meanings presents the best in Norfolk Museums Service's collection of British studio and art pottery. Many of the items on display are from a recent donation and are seen here together for the first time.

Dating from the 1880s to the present day, the exhibition features 39 pieces made by around 30 different makers including some of the leading names in ceramics over the past 100 years such as Bernard Leach, Lucie Rie, Edmund de Waal and Kate Malone.

Exhibition runs 21 September 2019 – 28 March 2020

### 3.6. **JMW Turner's 'Walton Bridges'; Norwich Castle**

An early masterpiece by Joseph Mallord William Turner, Walton Bridges, has been saved for the nation following generous grants from The National Lottery Heritage Fund, the Art Fund and an private donor.

Norfolk Museums Service led on the fundraising, partnering with Colchester and Ipswich Museums to create a wide-ranging and imaginative four-year programme of exhibitions, learning and public engagement across the region.

The magnificent oil painting, sold at auction at Sotheby's in July 2018, was subject to a temporary export deferral, in recognition of its immense cultural significance to the country.

The acquisition is the first Turner oil to enter a public collection in the East of England where it will complement existing British landscape paintings by John Constable, Thomas Gainsborough, and artists of the Norwich School, including John Sell Cotman and John Crome.

The fact that Walton Bridges is believed to be the first oil by Turner to be painted in the open air – a practice which was to become an important element of his artistic approach – adds to its significance.

Walton Bridges will be displayed first at Norwich Castle from 28 September 2019 and will then tour the region with exhibitions planned at Kings Lynn, Ipswich, Colchester and Great Yarmouth over the next three years, before going back on permanent display at Norwich Castle in 2023.

### 3.7. **Portrait of Nelson by Sir William Beechey; Norwich Castle**

An evocative portrait of Admiral Lord Nelson by Sir William Beechey has gone on display at Norwich Castle as part of the National Portrait Gallery's 'Coming Home' project, which will see 50 portraits of famous people, past and present, returning to museums and galleries in their home towns and cities over the next two years.

The portrait is displayed next to a temporary display of Nelson-related collections and memorabilia.

The portrait will be on display in the Treasure, Trade and the Exotic Gallery until 26 January 2020.

## 4. **Learning Team highlights**

### 4.1. As part of our major National Lottery Heritage Fund Keep redevelopment project, the Learning Team at Norwich Castle, led by Dr Helen Lunn,

delivered 'Fight or Flight', an ambitious creative dance initiative interpreting the 'fight or flight' response. This ground-breaking performance took place for the first time in the medieval Castle Keep on Saturday 5 October.



This stellar partnership project saw Norwich Castle working with Sadler's Wells NYDCy; Far From The Norm, an Olivier award-winning hip hop theatre collective; Capoeira Communities; Passion Productions; inclusive dance group In Cahoots; and Knight's Tower Medieval Combat Group.

The ground-breaking event also relied upon a strong partnership approach which included: One Voice 4 Travellers, Carers Matter; Cambridge Community services NHS Trust; Norfolk Library and Information Services; Healthwatch Norfolk; NCC Adult Social Services, Early Help & Prevention; Norfolk and Waveney Sustainability and Transformation Partnership, Cancer Communications and Engagement Manager; Wellbeing and NCN Mind; Wellbeing East Norfolk and Waveney; MacMillan Cancer and The Big C.

- 4.2. Following the successes of the National Lottery Heritage Fund and Arts Council England supported 'Great Place' project in Great Yarmouth, the Eastern Area Learning Team have supported a successful £1.1m funding application to Arts Council England to deliver a new Creative People & Places programme (CPP). Freshly Greated aims to increase engagement with the arts among groups of people who are currently least likely to get involved as either audiences or creators. Low participation rates can be due to affordability, accessibility, language or cultural barriers or the fact that some people feel arts 'is not for them'.

The project is a partnership between Voluntary Norfolk, SeaChange Arts, Creative Collisions, Jays Uk Ltd and Great Yarmouth Borough Council, who collectively bring a wealth of expertise, knowledge and experience in community arts and neighbourhood projects.

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

The Great Yarmouth CEP is chaired by Colin Stott, Learning Manager for the Eastern Area and was one of the three original CEP pilots in England. The Norwich CEP has been relaunched with good representation from Norfolk County Council, including Libraries, Arts and Museums. The next meeting of the Norwich CEP is planned for November.

- 4.4. On 3 & 4 October, Gressenhall held what has become our annual days for Virtual School Sensory Support (VSSS) children and their families. The first day was focused on KS1 and Reception children and the second on Key Stage 2 with an estimated 200 children and 100 adults visiting on both days. VSSS colleagues were very pleased with the strong attendance on both days.

The Learning Team ran sessions for children: farmhouse activities on Monday and den building, river dipping and owl pellet dissection on Tuesday. All of these were well received, however, this year, with accessible activities carefully crafted by Katie Smith around the 'Once Upon a Gressenhall' theme, the informal programme also gave families attending on both days a fantastic range of different things to engage with.

## **5. Teaching Museum & Skills**

- 5.1. The 2019/20 Teaching Museum trainees continue to make a significant impact on their various sites and departments:

Emma Price	Learning and Youth Engagement
George Baines	Keep Learning Team
Katie Carter-Street	Costume and Textiles
Wednesday Batchelor	Collections Management
Paula Murphy	Curatorial Western
Tom Beese	Museum Development

A presentation will be given at the meeting by the Trainees on their experiences to date.

Planning for the 2020/21 Teaching Museum recruitment is underway.

- 5.2. Excellent progress is being made with the Norfolk Kick the Dust project, a £750,000 project funded by the National Lottery Heritage Fund. This national project aims to transform how heritage organisations engage with young people and in Norfolk the work is being delivered in partnership with the YMCA Norfolk and other key public and third sector partners.

NMS has worked with 3,138 young people to date, all of whom have faced some barrier to participation in heritage and the results from this clearly demonstrate the impact on the young people. Feedback from the young people involved in the summer programmes, for example, clearly shows that they feel their involvement made a difference to their confidence levels and in developing specific work ready skills such as team working and communication.

This is backed up by the research by the Education and Employers Taskforce 2016 which states that 'where a young person takes part in 4 or more interventions with an employer (NMS) whilst at school, they are 5 times less Likely to become NEET and earn, on average, 16% more than peers who recalled no such activities.'

In the context of children who are looked after this is even more significant. NMS can offer role models in a sector that these young people may not have considered as an option for themselves and one in which they can aspire and achieve.

- 5.3. NMS once again hosted a cohort of international colleagues as part of the British Museum's International Training Programme (ITP).

The British Museum's International Training Programme works to develop a sustainable global network of inspired museum and heritage professionals, through sharing knowledge, skills and experiences.

## **6. Marketing and PR**

- 6.1. NMS received major publicity around the acquisition of the JMW Turner painting 'Walton Bridges' with major coverage from the BBC, the Telegraph and the Guardian. Regional and local news channels were also very supportive of the acquisition as well as the regional touring programme, which will be curated by young people.
- 6.2. Lines of Sight: W.G. Sebald's 'East Anglia', received significant national and international interest when the exhibition opened at Norwich Castle in May and has continued to generate interest internationally. Major articles have appeared in many broadsheet newspapers, including an article in the Spectator and the exhibition opening was attended by Francisco Cantú, an acclaimed writer and blogger from Tucson, Arizona. The exhibition at Norwich Castle was complemented by a show at the Sainsbury Centre, further strengthening the strong partnership working with the University of East Anglia.
- 6.3. Development work is progressing well in terms of 2020, a year in which a series of high-profile Norfolk projects and anniversaries will be delivered with the branding work now completed.
- 6.4. A community history project managed by the Learning Team at Time and Tide Museum in Great Yarmouth, has been shortlisted for two prestigious national



awards including the national 'Museums Change Lives' awards. The 'Seaside Suitcases' project worked with local harder-to-reach organisations including Herring House Trust, a support hostel for recovering addicts, to co-curate a collection of accessible resources for use by, and within, the community. The group produced two Seaside Suitcases packed full of local heritage to take out and share with the community.

- 6.5. Social media engagement continues to develop positively:

#### **Twitter**

Total number of Twitter accounts: **17**

Total number of followers October 2019: **64,441**

Increase of followers from December 2018 – October 2019: **2914**

Percentage increase of followers from December 2018 – October 2019: **4.7%**

#### **Facebook**

Total number of Facebook accounts: **14**

Total number of pages likes October 2019: **31,468**

Increase of page likes from December 2018 – October 2019: **3994**

Percentage increase of page likes from December 2018 – October 2019: **14.5%**

#### **Instagram**

Total number of Instagram accounts: **6**

Total number of followers October 2019: **9717**

Increase of followers from December 2018 – October 2019: **1693**

Percentage increase of followers from December 2018 – October 2019: **21%**

## **7. Partnerships**

- 7.1. The long-term partnership with the University of East Anglia continues to develop well with the current focus being on the W.G. Sebald exhibition. Professor David Richardson, Vice-Chancellor of UEA, launched the University's 'Connecting People + Places' report at Norwich Castle and the Museums Service also hosted the welcome event for UEA's international students.
- 7.2. Norfolk Museums Service continues to work closely with partners in the New Anglia Cultural Board on a range of initiatives, including Start East: Supporting the Creative Economy and the Cultural Tourism project, supported by Arts Council England and the New Anglia Local Enterprise Partnership.
- 7.3. 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 new Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk.
- 7.4. NMS continues to support the NCC focused development of Wensum Lodge as a centre for both Adult Learning and creativity.

## **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.

8.2. Wedding bookings for Norwich Castle for 2019/20 look positive. Across other sites, weddings continue to be delivered at Strangers' Hall, Elizabethan House and Gressenhall and the Museums Service continues to actively work with the Registrar team on the 'Marry in Norfolk' campaign.

8.3. The Museums Service continues to work successfully with Visit East Anglia and a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on characteristically English experiences including the Friendly Invasion campaign which is aimed at the United States' market.

8.4. External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

The Design Team continue to secure new external contracts, across the County and beyond.

For more details visit [www.conserveanddisplay.co.uk](http://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. The Merchants' Vaults escape room game, set in the Undercroft of the Museum of Norwich, continues to perform well.

History Mystery, the developers of the game, created a successful new game at Buckingham Palace for the recent exhibition of Leonardo da Vinci drawings and, based on these experiences, a new game is now being developed for the Museum of Norwich.

### **8.7. Conclusion**

We have seen a strong performance in terms of visitor numbers and other key performance indicators during the first half of the year. However, with the Norwich Castle: Gateway to Medieval England project

## **9. Strategic Developments**

### **9.1. Norwich Castle Keep**

9.1.1. The internal Keep Project team is now at full strength led by Dr Robin Hanley, Project Director, Hannah Jackson, Project Manager and Dr Tim Pestell, Curator of Archaeology. The new members of the team are: Andrew Ferrara,

Project Curator, Alex Mills, Project Manager (Build), Dr Agata Gomolka, Assistant Project Curator and Lucie Molkova, Project Support Officer.

- 9.1.2. The Project Board last met on 4 June 2019. The key items for discussion were the programme schedule and signing off the Stage 4 project designs.

Following approval by Norfolk County Council's Cabinet on Monday 10 June, permission was given to go out to tender for the construction contract. Evaluation of the construction tender returns is currently underway.

- 9.1.3. Planning for the Partnership Gallery with the British Museum continues to progress very well. The final lay-out of the new gallery has been approved and detailed discussions are ongoing between the Project Team, Hayley Sharpe Design and the British Museum's lead curators.

- 9.1.4. Following the successful granting of Planning Permission for the project, the discharge of the planning conditions is currently underway.

- 9.1.5. The public engagement and learning programme is underway, with the first major event, 'Fight or Flight' delivered in the Keep at Norwich Castle on 5 October.

9.2. **Norfolk Museums Development Foundation (NMDF) & Fundraising**

- 9.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well. The website for the Foundation is: <http://nmdf.org.uk/>

- 9.2.2. Current focus for the Foundation remains the Keep development project. The submission of applications to grant-giving trusts and foundations is ongoing. The Foyle Foundation is the latest grant-giving trust to make a significant donation to the project and we are very grateful to the Trustees and Executive of the Foyle Foundation for their vital support. The NMDF is also delighted to welcome the latest Ambassador to the scheme.

- 9.2.3. 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 being redesigned. For more details, visit [www.adoptanobject.co.uk](http://www.adoptanobject.co.uk)

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

9.3. **Norfolk Museums Service – 5 Year Strategic Framework**

- 9.3.1. The new 5 Year Strategy has been completed and work on the new plan is underway.

9.4. **Arts Council England**

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

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

- 9.4.2. The Museums Service has received feedback following its annual assessment. The Arts Council England annual review highlighted the following:

Strengths:

- Keep Project developing well
- Strong partnerships made with other museums, resulting in, for example, the Paston Treasure and Viking: Rediscover the Legend exhibitions
- Push to be more representative with communities with events such as Festival of Norfolk & The Punjab and Pride to the People exhibition
- Teaching Museum programme is increasingly known nationally for its excellence
- Efforts to develop the volunteer programme and diversify our volunteer profile
- Teenage History Club – 'an absolutely first-class example of working closely with young people to ensure their voices are heard and presented within the museum context'
- School visits remain strong and Sandford Award received
- Significant improvement in the quality of social media being created
- Museum of Sanctuary status
- Partner in the British Museum's International Training Programme
- SHARE is an exemplary museum development programme nationally

Areas for development:

- NMS is not a visibly diverse organisation, more effort is needed to diversify the workforce
- Need to ensure a diverse range of community voices at Museums Committee meetings

This last recommendation will be discussed further at the Committee Meeting.

- 9.4.3. A key focus for the Arts Council over the current period continues to be the Creative Case for Diversity and significant development work and staff training continues to in this important area.

- 9.5. **Deep History Coast Project**

- 9.5.1. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019
- 9.5.2. Staff are supporting North Norfolk District Council (NNDC) in the delivery of new external interpretation boards across the North Norfolk Coast along with a digital App which allows visitors to interact with the environment through the use of augmented reality.
- 9.5.3. 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 2020 programme of activities.
- 9.6. **National Lottery Heritage Fund**
  - 9.6.1. The Heritage Lottery Fund has been rebranded as the National Lottery Heritage Fund (NLHF). The NLHF has also launched its new Strategic Funding Framework for the period 2019-24. For further details, visit <https://hlf-live.axis12.com/publications/strategic-funding-framework-2019-2024>
  - 9.6.2. Celebrations for the 25th anniversary of the National Lottery are due to run in October and November 2019. NMS will once again take part in the national #ThanksToYou programme, with special events and free access for players of the National Lottery.
- 9.7. **Health & Wellbeing**
  - 9.7.1. 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.
  - 9.7.2. Norfolk Creativity and Wellbeing Week, 10-16 June 2019  
  
London Arts in Health Forum and the Culture, Health and Wellbeing Alliance worked together with partners to expand the very successful London Creativity and Wellbeing Week into an annual national event. Norfolk Arts Service created a County-wide programme of activities for Norfolk's inaugural Creativity and Wellbeing Week. The event was a great success, with more than 40 organisations from across Norfolk taking part, making Norfolk the biggest event outside of London.
  - 9.7.3. Sir Nicholas Serota, Chairman of Arts Council England, provided the following quote for inclusion in Norfolk's Health & Wellbeing Strategy: "There is growing evidence that engagement in activities like dance, music, drama, painting and reading help ease our minds and heal our bodies. The national Creative Health Inquiry has set a clear mandate and policy framework for the cultural sector to continue its impressive work in improving people's health and wellbeing. It is most encouraging to see just how much potential and ambition there is for joined-up action on this vital work in Norfolk".

## 9.8. **Volunteering**

- 9.8.1. With support from Arts Council England, NMS appointed Michelle Gaskin to the role of Volunteer Coordinator. Since starting with NMS, Michelle has been developing the NMS volunteer offer and has undertaken a number of pieces of important work, including creating a new programme for work experience students.

## 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 c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22. The programme of support is delivered by SHARE Museums East.
- 10.2. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3. Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4. Arts Council England funding has enabled the recruitment of a new museum development officer for Norfolk. Su Booth, the new post-holder, is supporting museums across the County in a variety of ways and is based at Cromer.
- 10.5. The 9th Annual SHARE Museums East conference is due to take place at the North Hertfordshire Museum, Hitchin on 18 November 2019. Speakers include Emma Chaplin, Director AIM; John Orna-Ornstein, Director of Culture & Engagement, National Trust; Anne Jenkins, Director National Lottery Heritage Fund (Midlands & East); Hedley Swain, Area Director South East, Arts Council England; and Venu Dhupa, independent cultural consultant.
- For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: [www.sharemuseumseast.org.uk](http://www.sharemuseumseast.org.uk)

## 11. **Issues, Risks & Innovation**

### 11.1. **Issues**

There are no new issues identified in this report.

### 11.2. **Risks**

There are no new risks identified in this report.

### 11.3. **Innovation**

New initiatives in the Museums Service include the Service's work with the Arts Service on the Health & Wellbeing agenda and the Service's Kick the Dust Programme working with young people across the County.

## 12. Conclusion

- |       |  |
|-------|--|
| 12.1. | Good progress is being made on all programmes and with a continuing focus on new sources of earned income, fundraising and capital developments. |
| 12.2. | The Norwich Castle Gateway to Medieval England project continues to progress positively.   |
| 12.3. | Work on the new Arts Council England business plan for 2018-22 continues progress positively.  |

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