

Norfolk Joint Museums Committee

Date: **Friday 5 July 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 Margaret Stone
Cllr Martin Storey
Cllr John Ward

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

Breckland District Council

Cllr Robert Kybird

Great Yarmouth Borough Council

Cllr Geoffrey Freeman

South Norfolk District Council

Cllr Robert Savage

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

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A g e n d a

1 Election of Chairman

To elect a Chairman for the ensuing Council year.

2 Election of Vice Chairman

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

3 To receive the minutes of the previous meeting held on 5 April 2019 (Page 5)

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

5. 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.

6. To receive any items of business which the Chairman decides should be considered as a matter of urgency

7. Political Representation on the Joint Museums Committee (Page 12)

8. Breckland Area Museums Committee (Page 15)

9. Great Yarmouth Area Museums Committee (Page 40)

10. Norwich Area Museums Committee Minutes (Page 49)

11. Performance and Strategic update report

(Page 55)

Report by the Assistant Director, Culture and Heritage

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

(Page 65)

Report by the Assistant Director, Culture and Heritage

13. Risk Management

(Page 70)

Report by the Assistant Director, Culture and Heritage

Group Meeting


Conservative

1 pm

Colman Room

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

Date Agenda Published: 27 June 2019



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held at County Hall, Norwich on 5 April 2019 at 2.00pm

Present:

Norfolk County Council

Mr P Duigan
Mr H Humphrey
Mr B Iles
Mr G Nobbs
Mr T Smith
Mr M Storey
Mr J Ward (Chairman)

Norwich City Council

Dr E Fulton-McAlister

North Norfolk District Council

Ms V Gay

Great Yarmouth Borough Council

Mr B Lawn

Borough Council of King's Lynn and West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck

Breckland District Council

Mr R Kybird

South Norfolk District Council

Mr R Savage

Co-opted Member (Non-Voting)

Museum Friends

Mrs F Devonshire

1 Apologies for Absence

- 1.1** Apologies for absence were received from Ms K Fawcett, Mr D Harrison, Dr J Huntley, Ms R Trevor and Ms C Rumsby.

2. Minutes

- 2.1** The minutes of the previous meeting held on 11 January 2019 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

- 3.1** There were no declarations of interest.

4A Matters of Urgent Business

- 4A.1** There were no matters of urgent business.

4B Chairman's Comments- NMS Workforce Diversity and Governance

- 4B.1** The Joint Committee's attention was drawn to a diversity monitoring form from Arts Council England that was laid on the table.
- 4B.2** The Chairman said that Arts Council England required each organisation that it funded to demonstrate how they promoted diversity in their leadership, workforce, programming and audiences. The equalities data that was requested of Members would support the current reporting requirements of Arts Council England and help to support future Arts Council England applications. Members were asked to complete and return the form to NMS officers at the end of the meeting.

5 Breckland Area Committee

- 5.1** The annexed report of the Breckland Area Museums Committee meeting held on 18 March 2019 was presented by Mr R Kybird.
- 5.2** It was noted that the minutes of the Area Committee meeting held on 8th October 2018 had not been presented to the JMC and would be sent to JMC Members by email.
- 5.3** In introducing the report, Mr R Kybird drew the Joint Committee's attention to the re-development of the adventure playground at Gressenhall Farm and Workhouse for which funding had been agreed. The adventure playground would play a key part in attracting families to visit the museum.
- 5.4** The Joint Committee's attention was also drawn to a wellbeing day that had been planned with the Gypsy Roma Traveller (GRT) community. This included free entry to Gressenhall Farm and Workhouse for the GRT community to engage in a series of family-friendly activities delivered by NMS and local providers. Members asked to be sent details about this event.
- 5.5** It was **RESOLVED** to note the report.

6 Great Yarmouth Area Committee

- 6.1** The annexed report of the Great Yarmouth Area Museums Committee meeting held on 29 January 2019 was presented by Mr B Lawn.
- 6.2** In introducing the report, Mr B Lawn drew the Committee's attention to *Medieval Medicine*, a touring exhibition which ran at Time and Tide until 22 September 2019. It was pointed out that while this exhibition was curated by the York Archaeological Trust and the Jorvik Viking Centre there were strong links and themes to the history of Great Yarmouth.
- 6.3** Members were pleased to hear that there had been an increase in the number of children who had joined the Little Kippers under 5s sessions since they were restarted at Time and Tide Museum in the Autumn. These sessions provided a fun introduction to Time and Tide Museum.
- 6.4** It was **RESOLVED** to note the report.

7 King's Lynn and West Norfolk Area Committee

- 7.1 The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 4 March 2019 was presented by Mrs E Nockolds.
- 7.2 Mrs E Nockolds drew the Committee's attention to the summer 2019 exhibition at Lynn Museum, *Journeys, People, Place and Pilgrimage*, which would draw upon the museum's rich collections relating to West Norfolk including the nationally significant historic collection of pilgrim badges found in King's Lynn's River Purfleet. These badges included medieval lead souvenirs from the shrine at Walsingham. Additional pilgrim badges would be loaned from the Peter Sibley Collection at Walsingham and Oscott College, Birmingham.
- 7.3 It was **RESOLVED** to note the report.

8 Norwich Area Committee

- 8.1 The annexed report of the Norwich Area Museums Committee meeting held on 5 March 2019 was presented by Dr E Fulton-McAlister.
- 8.2 In introducing the report, Dr E Fulton-McAlister said that Members of the Area Committee had received a presentation on the Kick the Dust Norfolk Project. Dr E Fulton-McAlister also referred to the events programme and activities for schools that complemented *The Viking Rediscover the Legend* exhibition which opened at the Castle Museum on 9 February 2019.
- 8.3 A discussion was held amongst Members about the ability to offer NMS admission to organised school groups at no charge and how this was a great asset to schools. Just under 90% of all schools in Norfolk engaged with NMS regularly and most school children in Norfolk visited a museum at some point whilst at school. NMS kept detailed statistical information on school engagement which could be shared with JMC/Area Committee Members on request. A lack of suitable school transport, particularly in hard to reach rural areas, and a requirement for school groups to be supervised by confident and experienced teachers were cited as the main reasons why a small minority of schools had not participated in organised visits. Bursaries were available to schools struggling to meet transport costs. Schools were made aware of how to apply.
- 8.4 In reply to comments about the good working relationship that NMS staff had developed over many years with groups of metal detectorists, it was pointed out that NMS worked closely with the Historic Environment Service at the County Council, the District Councils and other partners, to ensure appropriate investigation, recording and preservation of objects found by metal detectorists and to advise on legal reporting responsibilities.
- 8.5 In view of the forthcoming District Council elections, the Chairman and the other Party Spokespersons placed on record their appreciation of the work of Mr Danny Buck and Ms Rachael Trevor who had served on the Joint Committee and on Area Committee(s) but were no longer standing for election. Members also placed on record their appreciation of the work of Mr David Bradford who was a former member of the Joint Committee and had for many years been a Member of the Norwich Area Committee but was no longer standing for election.
- 8.6 It was **RESOLVED** to note the report.

9 Norfolk Museums Service - Finance Monitoring Report for 2018/19

- 9.1** The annexed report (9) by the Assistant Executive Director, Community and Environmental Services was received.
- 9.2** The Joint Committee received a report that covered the forecast Norfolk Museums Service (NMS) budget out-turn for 2018/19 as at 28 February 2019 including the revenue budget, reserves and provisions and the capital programme.
- 9.3** It was noted that since the end of February 2019 the over-spend on the revenue budget had continued to reduce and NMS anticipated a final period of trading that would reduce the remaining small over-spend even further.
- 9.4** The Joint Committee asked for the periodic reporting of the NMS capital programme to be more forward looking and to provide an outline of planned expenditure on capital schemes in future years.
- 9.5 The Joint Committee resolved:**
- 1. To note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2018/19.**
 - 2. To ask that the periodic reporting of the capital programme provide an outline of planned expenditure on capital schemes in future years.**

10 Norfolk Museums Service - Risk Management Report

- 10.1** The annexed report (10) by the Assistant Director, Community and Environmental Services was received.
- 10.2** The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at 1st April 2019.
- 10.3** Members were informed about two recent changes to the risk register. The first of these changes was the addition of a significant new risk about managing the Norwich Castle: Gateway to Medieval England project within the agreed budget and to agreed timescales for the lifetime of the project or until suitably mitigated. The second change was about the introduction of a reduction in impact scoring for centralised support services because the NMS had become more self-sufficient and less reliant on other centralised support services.
- 10.4** The Joint Committee noted that the evidence showed that all the risks on the register were being managed to an appropriate level and that there were no risks rated Red.
- 10.5 The Joint Committee resolved to agree to the following:**
- 1. The introduction of a new risk RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England project within agreed budget, and to agreed timescales.**
 - 2. The change in scores to risk RM14286 – Reduction of centralised support services.**
 - 3. The active and dormant risks included in appendices A and B to the**

report.

11 Norfolk Museums Service – Performance & Strategic Update Report

11.1 The annexed report (11) by the Assistant Director, Community and Environmental Services was received.

11.2 The Joint Committee received a report that provided progress with performance over the current financial year 2018/19, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other strategic developments, NMS fundraising and delivery against the Arts Council England and Heritage Lottery Fund programmes.

11.3 During discussion, the following key points were noted:

- The Joint Committee was informed that the NMS had successfully delivered its Service Plan priorities for 2018/19 and was set to deliver a balanced budget at year end. Going forward, the Service remained on track to deliver its key priorities in terms of programmes and events for 2019/20.
- It was pointed out that the Castle Museum was the venue for over 600 weddings in the last year. Wedding bookings for 2018/19 had continued to exceed the year-to-date figure in comparison to the previous year's bookings and to have a positive impact on attendance figures and on the use of museum facilities. This positive picture about weddings at the Castle Museum was also the case at the other NMS sites that were available for weddings.
- The Joint Committee was pleased to hear that following a crowdfunding campaign and almost four years of conservation work the 17th century oak statue of Samson had gone on display at the Museum of Norwich at the Bridewell.
- It was noted that at their next meeting Members would be introduced to museums trainees from the 2019-20 cohort who had recently started their training programmes.
- During a questions and answers session that followed a verbal update on progress with the Keep Project, it was pointed out that the construction phase remained on target to commence in the summer of 2019 and to be completed in phases during 2020. The official opening of the Keep was expected to take place by Easter 2021. A wide range of learning engagement projects meant that work on the Keep project would continue into 2023.
- Members were assured that any issues about public access to the Keep during the development period would be kept under close review and regular reports would come to both the Norwich Area Museums Committee and the Joint Committee.
- A NMS voucher scheme was being developed for when the Keep was not open to visitors or visitors to the Castle Museum had restricted access. This would be a competitive offer that signposted visitors to the Castle Museum to other NMS museums. Details about the voucher scheme would be shared with Members of the Area Museums Committees.
- The Joint Committee placed on record thanks to the Friends of Norwich Museums for supporting the embroidered tapestry that was being made for the Castle Keep.
- It was noted that the National Lottery Heritage Fund project 'Kick the Dust Norfolk' was the subject of a separate presentation to JMC Members at the end

of this meeting.

11.4 The Joint Committee resolved:

- 1. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 2. To note the position for the current financial year 2018/19, including delivery against our Arts Council England and National Lottery Heritage Fund programmes.**
- 3. To note the good progress regarding the National Lottery Heritage Fund project 'Kick the Dust Norfolk'.**

12 Collections Review and Rationalisation Programme

12.1 The annexed report (12) by the Assistant Director, Community and Environmental Services was received.

12.2 The report detailed NMS ongoing collection rationalisation programme whereby collections were assessed on a regular basis and those that were not suitable for future display or study needs were found alternative homes.

12.3 Members noted that if the Joint Committee was to agree to de-accession the items listed in Annex 2 then priority would be given to retaining the items within the public domain. This could include schools and other public bodies as well as museums. The objects would, however, be offered in the first instance to other Accredited Museums likely to be interested in their acquisition. They would then be offered to the museum community at large or any other suitable public body.

12.4 The Joint Committee resolved to approve the rationalisation of:

- The Norwich Social History items listed in Appendix 5 of the report.**
- The Gressenhall Farm & Workhouse objects listed in Appendix 6 of the report.**
- The Great Yarmouth Museums objects listed in Appendix 7 of the report.**

13 To Receive a presentation updating Members on progress with the Kick the Dust Norfolk Project

13.1 Dr Robin Hanley, Assistant Head of Museums (Head of Service Delivery), gave the Joint Committee a power point presentation on progress with the Kick the Dust Norfolk Project.

13.2 The Joint Committee noted the following:

- This was an innovative four-year project being delivered in partnership with YMCA Norfolk and Creative Collisions which aimed to engage young people in a range of structured heritage activities that developed their skills, experience and confidence.
- The project was designed to deliver a three-stage journey of active participation for young people aged 11 – 25 years old as well as to look at how they could influence the future direction of the NMS.
- The specific focus was on young people who faced significant barriers to participation in heritage and arts activities including harder to reach groups of

- young people.
- The aim was to work with 8,000 young people up to the end of May 2022 working in consortium with Creative Collisions (Great Yarmouth) and YMCA (county-wide).
- Numbers to mid-March 2019:
 - 1462 young people had engaged in high quality activities across the county.
 - 18% aged 11-13; 29% aged 14-15; 36% aged 16-18; 12% aged 19-21; 4% aged 22-25.
 - 54% female and 46% male.
 - 192 interventions had been with YMCA clients.
 - 18% of target number.
- The Partnership approach was building on existing good practice and developing new partnerships for example:
 - Norwich and Norfolk Festival
 - Norfolk Youth Offending team,
 - Children's Services,
 - Norwich City College, East Coast College,
 - Norfolk Library Service,
 - UEA,
 - MAP;
- Working with District Council Partners to identify young people who would benefit from participating in 'Kick the Dust'.
- Signposting young people to appropriate opportunities – seamless transition for every young person.
- The presentation given to the Joint Committee can be found on the County Council's Committee pages website.

13.3 The Joint Committee resolved:

- 1. To support the good progress regarding the National Lottery Heritage Fund project 'Kick the Dust Norfolk'.**
- 2. To place on record thanks to Dr Robin Hanley, Assistant Head of Museums (Head of Service Delivery) on his detailed presentation.**

The meeting concluded at 4.10 pm.

Chairman

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Political Representation on the Joint Museums Committee

Appointments to Urgent Business Sub-Committee

Report by Secretary of the Joint Committee

Summary

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

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

(a) Conservative Group

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

<u>Name</u>	<u>Council</u>
Cllr P Duigan	Norfolk County Council
Cllr D King	Broadland District Council
Cllr R Kybird	Breckland District Council
Cllr G Freeman	Great Yarmouth Borough Council
Cllr H Humphrey	Norfolk County Council
Cllr T Smith	Norfolk County Council
Cllr M Stone	Norfolk County Council
Cllr M Storey	Norfolk County Council
Cllr E Nockolds	King's Lynn & West Norfolk Borough Council
Cllr J Ward	Norfolk County Council
Cllr R Savage	South Norfolk District Council

(b) Labour

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

<u>Name</u>	<u>Council</u>
Cllr J Brociek-Coulton	Norfolk County Council
Cllr G Nobbs	Norfolk County Council
Cllr J Huntley	Norwich City Council
Cllr L McCartney-Gray	Norwich City Council

(c) Liberal Democrats

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

<u>Name</u>	<u>Council</u>
Cllr D Harrison	Norfolk County Council
Cllr V Gay	North Norfolk District Council

(d) Green Party

The following Member is associated with the Green Party on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Cllr N Utton	Norwich City Council

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

	<u>Seats</u>
Conservative	11
Labour	4
Liberal Democrat	2
Green Party	1
	<hr/>
Total	18

- 3 The Joint Committee are asked to appoint Members of the Joint Committee for the ensuing year to the Sub-Committee listed below:
- 4 Norfolk Joint Museums Urgent Business Sub-Committee (7 Members)

5 Recommendations

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

Conservative	4
Labour	2
Liberal Democrat	1

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



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BRECKLAND COUNCIL

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

Held on Monday, 18 March 2019 at 10.30 am in
Ancient House Museum, 27 Whitehart St, Thetford, IP24 1AA

PRESENT

Councillor C. Bowes

Mr R. F. W. Brame

Mr P. R. W. Darby

Mr R.G. Kybird (Chairman)

Mr P.J. Duigan (Vice-Chairman)

Mr F. Eagle

Mr W. R. J. Richmond

Mr M. Kiddle-Morris

Also Present

Mr J Ward

Mr D. Blackburn

Mr Bill Rhodes

In Attendance

Mr Oliver Bone

Dr Robin Hanley

Andrew Smith

Teresa Smith

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

Action By

1/19 MINUTES

Mr Ward was present at the meeting of the 8 October which had not been recorded.

Subject to this amendment, the minutes of the meeting held on 8 October 2018 were confirmed as a correct record and signed by the Chairman.

2/19 APOLOGIES

An apology had been received from Councillor Clarke.

3/19 CHAIRMAN'S ANNOUNCEMENTS

None.

4/19 URGENT BUSINESS

None.

5/19 DECLARATION OF INTERESTS

None.

Action By

6/19 GRESSENHALL FARM AND WORKHOUSE REPORT

Andrew Smith, the Operations Manager for East and West presented the report to Members that covered the period from August 2018 to February 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 2019 events programme had been finalised and included firm favourites such as 'Horse Power' and Apple Day, and a new event devoted to birds entitled 'Winging It' had been introduced.

As part of the new Collections Gallery, a dedicated temporary exhibition space had been created to house an annual show. The 2018 season exhibition 'Beer and Brewing' proved very popular and included a real bar and objects relating to beer and brewing in Norfolk. The 2019 Exhibition entitled 'Once upon a Time' had opened on the 10 March and focused on favourite Children's books past and present.

The use of the cutting-edge technology in the new Voices from the Workhouse galleries have been well received, however, for some, it can have the potential to cause sensory overload. Early bird opening sessions delivered in partnership with Autism Anglia were introduced in 2018 and were very successful. Building on this success, further dates have been scheduled for 2019.

Gressenhall continued to develop a range of commercial activities and hosted five weddings during 2018 which were organised by the Events partner, The Norfolk Events Company. The Company had now launched a promotional campaign across social media sites to develop the offer further.

Members heard that funding had been agreed for the re-development of the adventure playground which had been a key part for the visitors of the museum.

The Friends of Gressenhall had agreed to support the project to restore the Farmers' Foundary Engine Boiler back to working use. Initial conservation work identified that additional resources were required to make the engine fully operational and an application to the Arts Council England Investment Fund had been successful.

A day had been planned with the Gypsy Roma Traveller (GRT) community to offer a wellbeing day. The day would offer free entry to the museum to engage in a series of family-friendly activities delivered by museum and local providers.

Visitor numbers were circulated which showed Gressenhall Farm and Workhouse had seen over 53,500 visitors year to date (March 2019 figures were yet to be added).

Councillor Ward asked what the museum would be doing to enhance

Action By

the play area. Dr Hanley responded that the core elements of the playground had been installed 10-years ago and after regular inspections it was felt that some areas should be replaced. A funding application to Norfolk County Council capital funding scheme had been successful and a further brief was being developed to create an appropriate themed play area. It was hoped the works would be completed ahead of the summer school holidays, and appropriate communication would be issued to inform visitors ahead of any closure of the playground.

Councillor Bowes asked how many bookings had been received for 2019, particularly for weddings. Members were informed that whilst there had been some strong leads there were no firm bookings as yet.

The Chairman asked if there had been any constrictions made as a result of Norfolk County budget constraints. Dr Hanley informed Members that as part of the reductions it did result in a redundancy of the assistant curator at Gressenhall however ways of mitigating the loss had been put in place.

The Chairman thanked Mr Smith for the detailed report.

Members noted the report as recommended.

7/19 REPORT OF ANCIENT HOUSE

The Curator of Kings Lynn and Thetford Museums, Oliver Bone, presented the report to Members that covered the period from August 2018 to January 2019.

The current exhibition at Ancient House displayed the life and work of pioneering British photographer Olive Edis and was proving popular with visitors. It would be on display at the museum until 14 September 2019.

The Teenage History Club curated an exhibition at the end of 2018 on Pride in People: Helping history out of the closet. It had provoked interest from visitors and the teenage club were working on a pop-up version of the exhibition to take the tour to various sites across Norfolk and would make a film.

Forthcoming displays would include an exhibition on studio ceramics featuring highlights from the decorative art collections, including recent acquisitions and items not previously on public display.

Ancient House applied to be part of the Brecks River and Fen Edge landscape project to focus on conservation and interpretation of the Brecks Area. If successful, the museum would produce exhibitions on themes of Vikings and Riverside Industrial Heritage.

The visitor numbers showed an increase during April 2018 to March 2019 which was seen as a great achievement.

Councillor Duigan asked if the weather had an impact on the visitor

Action By

numbers as Ancient House was predominately an inside venue and therefore not affected as other museums across the county. The Curator agreed, and added the regular community groups that make use of the museum also steadied the visitor numbers.

Councillor Darby asked if the museum had made links with the site at Desert Rats could be a vast amount of history at the venue that could be shared. The Curator would track down the organiser for the annual mid-summer event, to see if links could be developed.

Sam Parker, a trainee at the museum, provided Members with an overview on the experience she was gaining whilst working at Ancient House.

The Chairman thanked Mr Bone for the detailed report.

Members noted the report as recommended.

8/19 COLLECTIONS RATIONALISATION REPORT

The Assistant Head of Museums, Samantha Johns, presented the collections report to Members.

Councillor Kiddle-Morris asked what would happen if the objects were not acquired. It was confirmed that the object would be returned to store, or alternatively, if beyond repair would be disposed of, however that would come back to the Committee for decision.

Councillor Darby asked if independent museums received letters to inform them of collections that were being released. Members were informed that if museums belonged to the Museum Association, they would receive a copy of the Museum Journal of which the collections would be advertised in. Following discussion, it was also agreed that the information would be shared with SHARE to rehome objects.

RESOLVED that Members agree that the objects listed in Appendix 3 of the report be deaccessioned.

9/19 SHARE MUSEUMS EAST AND SUPPORT FOR INDEPENDENT MUSEUMS IN NORFOLK

Members received a presentation from Jamie Everitt, Regional Museums Development Manager and Su Booth Norfolk Museums Development Officer.

Mr Everitt explained how the Share Museums East supported museums in the East of England, providing advice and training on programmes such as Collections Care, audience development and resilience.

Ms Booth worked closely with the museums across Norfolk supporting independent museums by offering advice on how to enhance their audience and improve visitor numbers, as well as being the conduit for allowing museums to share knowledge with each other.

Action By

The Chairman thanked the Officers for their comprehensive presentation.

10/19NEXT MEETING

The meeting dates were agreed, subject to County Councillor Members not required to attend a meeting on the 17 July.

The next meeting would be held on 17 July at Gressenhall Farm & Workhouse Museum. Time to be confirmed.

The meeting closed at 11.50 am

CHAIRMAN



SHARE Museums East
a network of know how

Support for Independent Museums in Norfolk

Jamie Everitt

Regional Museums Development Manager

Su Booth

Norfolk Museum Development Officer

SHARE Museums East



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

Our mission:

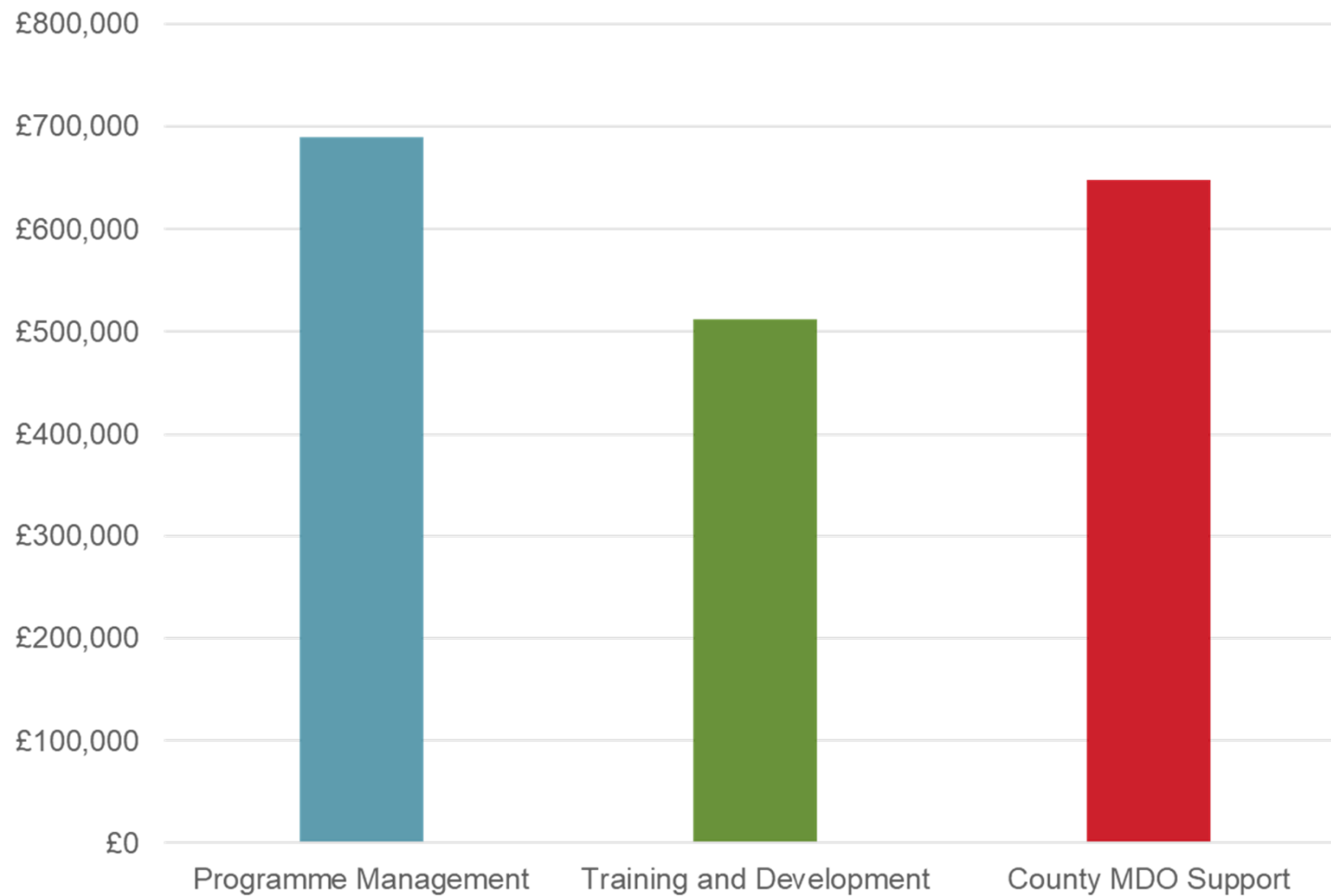
To support excellence, resilience and cooperative working in museums in the East of England.

- One of 9 regional providers in England
- Supporting 175+ museums
- £1.745m for 2018–22 (4.7% increase)



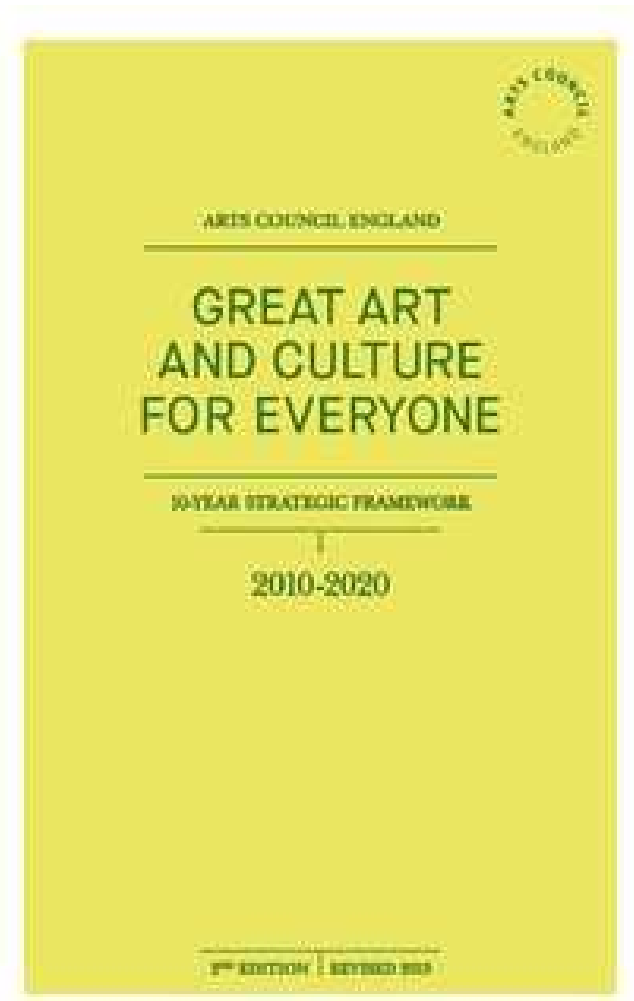
Expenditure (total £1.74m)

∞



Our Programmes

- Collections care & interpretation
- Audience development
- Resilience
- Skills & diversity
- Children & young people



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

Excellence

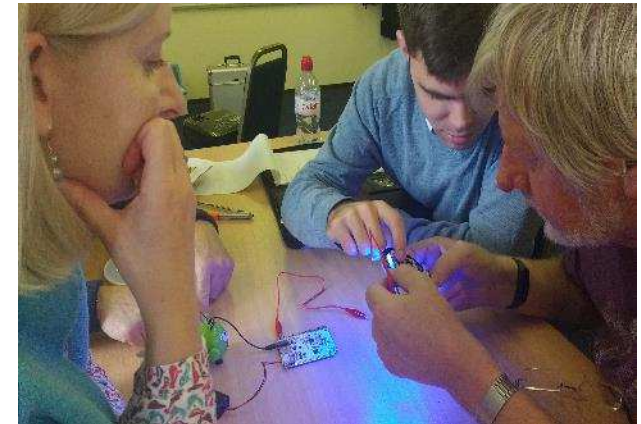
- Collections care training
- Collections review and rationalisation
- 'Hidden Histories' – stories from the stores
- Support for regional collections networks

10



Audiences

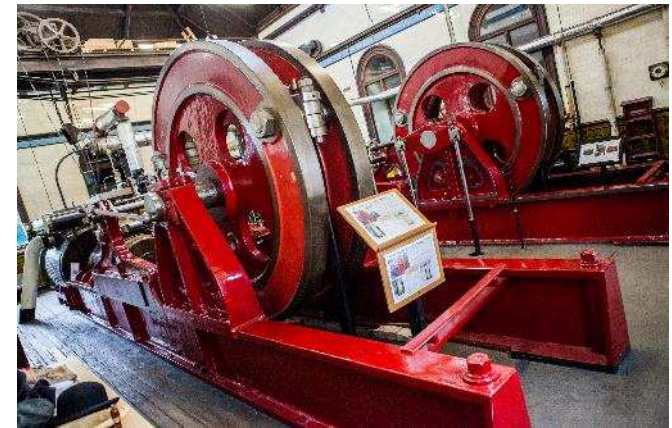
- Using audience data to reach new audiences
- Reducing barriers to engagement
- Improving the visitor offer – Mystery Shopper Scheme
- Developing digital technologies in museums



Resilience

- ‘Think Like a Business’ – business-like ways of working
- Converting museums to incorporated trusts
- Fundraising training
- Sustainable and ‘green’ technologies
- Accreditation advice (175+ museums)

12



Diversity & Skills

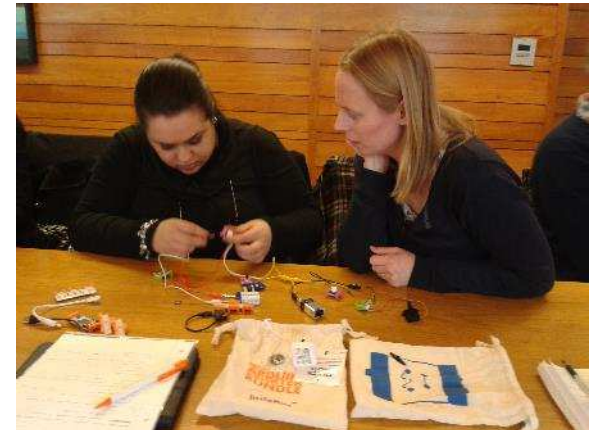
- SHARE Training Calendar – reaching 80% of museums
- Trustee skills development
- Volunteer recruitment and development
- SHARE Annual Conference
- Annual data survey – £80m of economic impacts



Children & Young People

- Family-friendly museums
- Improving formal and informal learning offers
- National leadership role for MD provision
- Developing young volunteers

14



Supporting museums to develop their skills across a range of topics including collections management, audience development, leadership, learning, and economic sustainability



Support

We support museums to develop their skills across a range of topics including collections management, audience development, leadership, learning, and economic sustainability.

VISIT Support



Training

At SHARE Museums East we run a comprehensive programme of development opportunities and events for museums of all sizes and types.

VISIT Training



Resources

Welcome to our growing library of free museum resources; reports, presentations, papers, sample documents and more.

VISIT Resources

Training Calendar

month	week	October 2018						
		<	>	today				
Mon	Tue	Wed	Thu	Fri	Sat	Sun		
1	2	3 9:15 am Museum Managers Network: Understandi ng Finance: the basics	4	5	6	7		
8	9 10:00 am WordPress Training	10	11	12 10:00 am Applying for grant funding – Who might fund your project and how best to apply to them.	13	14		
15	16	17	18 10:30 am Keeping Green: Reducing Your Energy Use	19 10:00 am Handle with Care 10:00 am Retail Forum: Inspiring teamwork through Retail	20	21		
22	23	24	25	26	27	28		
29	30 10:00 am Basic Display Techniques	31	1	2 10:00 am Logging on to Digital Fundraising 10:15 am Object Labelling & Marking	3	4		

Events Agenda

September

- 18th Heritage Engineering Net...
- 18th Kids in Museums Training
- 20th Volunteer Coordinators Fo...

Events List by Venue

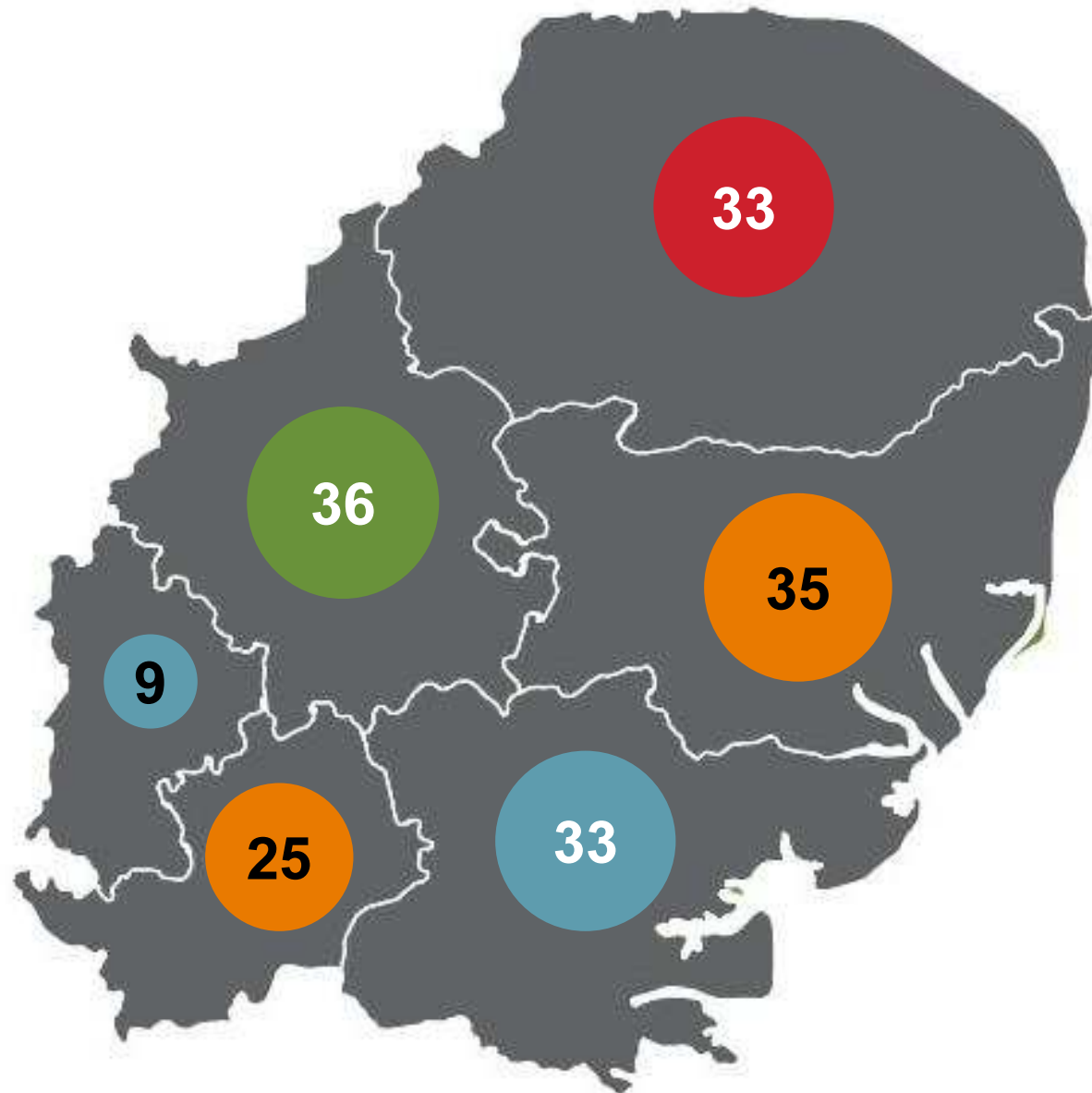
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Events List by Categories

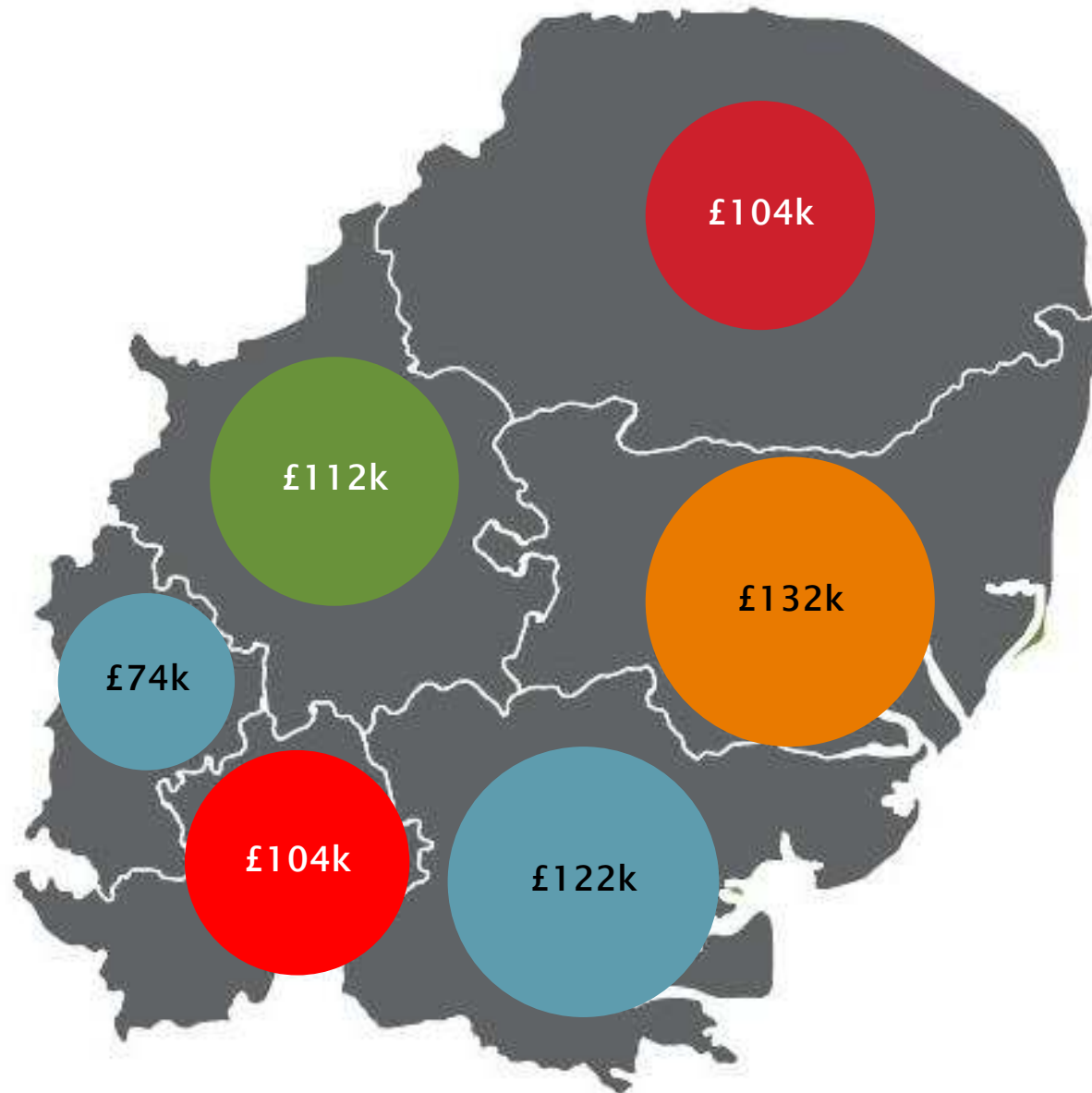
Select Category

Sign Up to SHARE e-News

Accredited Museums 2018



SHARE Funding 2018-22



Support for Norfolk museums

- 22 non-NPO Accredited museums
- County MD budget increased to £26,000 (+63%)
- Reinstatement of Museum Development Officer
- Continue close working with Museums Norfolk Group
- In 2017–18, 37 people from 16 Norfolk museums attended SHARE training events



Museum Development in Breckland

Su Booth

Norfolk Museums
Development Officer



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

Norfolk Museums Development Officer

- Helping to deliver the SHARE activity plan in Norfolk
- Supporting Accredited museums and those who show an interest in meeting Accreditation standards
- ^NSignposting opportunities
- Facilitating joint working
- Working with Museums Norfolk
- Can seek support from within NMS

Museums Norfolk

Museums Norfolk has three overarching aims

- to support their members
- to be a champion for them and the sector
- to act as a catalyst and facilitator

23

- They work with all heritage organisations and are changing their name to Heritage Network Norfolk to reflect this
- Their Board includes volunteers from Swaffham and Watton Museums

Breckland

Swaffham Museum

- Accreditation Mentor from NMS
- Howard Carter exhibition 2022
- 23 • Museums Norfolk audience development project

Watton Museum

- Accreditation advice and finding a Mentor
- Advice from NMS staff for example on archaeology collections

Breckland

Bishop Bonner's Cottage Museum

- New Trustees and volunteers
- Conversion to CIO charitable status
- Exhibition and display support
- Retail advice
- Accreditation Mentor from NMS

24

Charles Burrell Museum and Dad's Army Museum

- Not currently Accredited

Benefits of Museum Development

- More confident museums
- Better visitor experiences
- More resilient museums
 - Rationalisation
 - Improving income generation opportunities
 - Trustee and governance support and development
 - Strengthened relationships between museums and their audiences

25

Area Museums Committee

Minutes

Monday, 08 April 2019 at 10:00

Present:

Councillor Lawn (in the Chair), Councillor Robinson-Payne (Great Yarmouth Borough Council)

Councillor Smith-Claire (Norfolk County Council)

Mr A Smith, Dr R Hanley, Mr C Stott, Mrs J Jones, Ms P Wingate (Norfolk Museum Service)

Karline Smith (Member Services Officer- Great Yarmouth Borough Council).

1 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Cordiner-Achenbach.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

The minutes of the meeting held on 29 January 2019 were confirmed subject to the amendment that the committee did discuss that the Chairman was not attending the JMC and this had not been included.

Concern was also expressed that all three of the Councillors present had stated that they had not received the agenda for this meeting through CMIS and neither had Andrew Smith. Concern was also expressed at the lack of support/attendance of other Councillors on this committee and by the Borough Council.

4 GREAT YARMOUTH AREA MUSEUMS REPORT

The Committee received and considered the Operation Manager's report which presented the Great Yarmouth Museums briefing for the period February 2019 - March 2019.

The Operation Manager's report advised Members of the following exhibitions at the Time and Tide Museum :-

Circus ! Show of Shows (6 October 2018 - 3 March 2019)

After a busy half term, the Circus! Shows of Shows exhibition closed to the public on 3 March. The de-installation process proved to be a spectacle in its own right, with a Kangaroo and Horse departing the museum through the courtyard watched by a small crowd of onlookers. The remaining circus poster loans have now gone to the Norfolk Record Office for conservation work, prior to their return to the National FAirground and Circus Archive at Sheffield. Staff were pleased to work with key local lenders as well as the national lender, with loans from Eva Howkins of the Museum of Memories and Peter Jay at the Hippodrome also now returned to their respective homes.

Medieval Medicine (30 March 2019 - 22 September 2019)

From 4 March until 29 March the change-over of the temporary exhibition space took place at Time and Tide, transforming the galleries from a Circus layout to a Medieval appearance. The new Medieval Medicine exhibition developed by the Jorvik group (part of York Archaeological Trust), opened on 30 March ready for the Easter Holidays. Great Yarmouth is the first stop on this new touring exhibition's nationwide tour. The exhibition is centred around the stories of five key medical practitioners from the medieval period, including the skeletal remains of five individuals from that period. It also includes an exclusive film A touch of Plague written by Terry Deary, author of the Horrible Histories books. The effect of the plague on Great Yarmouth is covered in detail in the exhibition using a skull from the museum's own collections, recovered in the 1970's from beneath the current Fire Station where a plague burial pit was found. In preparation for the exhibition NMS has updated its

Human Remains policy and staff have designed information signs which will be placed outside the gallery where the human remains are located, to alert visitors who may not wish to see the skeletons. Despite the serious nature of the content of the exhibition it has been designed with families in mind with many interactive elements and a family friendly trail. Terry Deary would be attending on Saturday 29 June.

Skeletal Material:

The exhibition includes three full medieval skeletons from York. There are two sets of information relating to the skeletons displayed in the exhibition; firstly, the case labels look at the pathologies of each skeleton and explain what they tell us about each individual. Secondly, the wall panels consider how each of the five practitioners may have approached treating someone in the medieval period with the same condition. The Leprosy skeleton is also accompanied by a digital facial reconstruction - believed to be the first time this has been attempted.

The skeletal material in the exhibition consists of:

- 1) A man with osteomyelitis from Fishergate, York (a bacterial infection of the bone)
- 2) A severe knee injury from Fishergate, York (leading to arthritis)
- 3) A leprosy sufferer from St Stephen's parish church York (leprosy caused the loss of digits and facial lesions)
- 4) Mandible with neoplasm from Fishergate, York (a type of cancerous tumour)
- 5) Spine with DISH, or Forestier's Disease. From Fishergate, York (additional bone growth on the spine)
- 6) Plague Skull from Blackfriars, Great Yarmouth (Male plague victim aged between 20-30).

Forthcoming Exhibitions

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

Following the Medieval Medicine exhibition, Time and Tide Museum will be hosting Tattoo : British Tattoo Art Revealed. This exhibition is on a UK-wide tour and has been produced by the National Maritime Museum Cornwall. Time and Tide is the only venue in the East of England showing the exhibition, which explores our historical and contemporary relationship with tattoos. Tattoos are a living and uniquely three dimensional form of art and the exhibition has responded to this with an innovative installation. The '100 hands project', curated by Alice Snape of 'Things and Ink' magazine, is based around one hundred silicone arms, each tattooed with an original show, Yarmouth collections will be included, such as a Scrimshaw from our maritime collections and other engraved objects collected by sailors when travelling the southern oceans and brought back to Great Yarmouth as souvenirs.

Events

February Half Term events

As the Circus : The Shows of Shows exhibition was in its last month, we celebrated the theme with a whole Half Term week dedicated to the Circus. Every day featured circus themed craft activities giving visitors the chance to design their own clown or performer using colourful materials. Alongside this visitors could enjoy the Roll Up, Roll Up, trail in the exhibition space itself where they could discover famous circus performers and owners from the last 250 years.

During our highlight days (Monday 18th, Wednesday 20th and Friday 21st) visitors were given the chance to try out some Circus skills with real like circus performers and teacher, Pies and Manos from Seachange Arts. Visitors could also create a circus persona with costume and face painting as well as making miniature tight-rope walkers, highly decorative elephants and clowns. On the Wednesday, print to the People joined the event day offer helping visitors create amazing block printed circus posters inspired by the Victorian broadsheets in the exhibition.

The circus themes week also saw the return of Professor Vanessa Toulmin from the University of Sheffield, who co-curated the exhibition. Professor Toulmin delivered her talk on 'Women in Circus' and we were joined by 'circus royalty' in Vanessa's own words, when Yasmine Smart, granddaughter of Billy Smart and Ringmaster in her own right from Smarts Circus joined the event. The talk explored the lives of woman in circus from the original first woman performer Patty Astley to dazzling lion queens, aerial wonders and amazing equestrians. This was the most popular talk on our winter schedule with tickets selling out quickly and generating a waiting list. A strong February half term week saw over 1200 visitors coming to the event days. The best attendance was the Wednesday with 200 people joining in with the museums events.

Quotes from visitors:

Erin aged 7 "I loved the Circus skills. It (crafts) was very interesting and creative . Excellent Job"

Alice Paulson "The craft, the staff and most of all the circus skills wow! Amazing will be back!"

Zoe and family "Great craft and the children loved the face painting"

Other Museum projects and developments

Curatorial update

Over the last three months, curatorial staff and others have been caring for our buildings and getting the Great Yarmouth museums ready for the new season opening at Easter. A series of intensive deep clean days have taken place at the Tolhouse Gaol and Elizabethan House Museums to make sure that they are looking at their best and ready to open again after the winter period. At Elizabethan House, staff have been working in partnership with colleagues at the National Trust who have provided additional staff and volunteers support, working alongside our dedicated collections care volunteers to look after the

building and collections. This provides a key opportunity to address issues of buildings conservation and maintenance and for the volunteer teams to work together. This year the focus at both museums was on restoring and waxing the floors and wooden panelling. Over the course of a year the floors take the wear and traffic of thousands of visitor's feet whilst they enjoy the museums. The floors have been hand-waxed and this has breathed new life in to the wood which show a remarkable improvement.

We have also taken the opportunity to update displays at the museums so that repeat visitors will appreciate new interactions. At the Tolhouse Gaol we have moved the large Brewery cart in to the centre of the Heighning Chamber so that visitors can access the Troll Cart to the side of the room. We have also moved the beautiful depiction of Butcher's Great Yarmouth Market place and have installed a trail of Phrenological death head plaster casts of notable criminals for 2019. At Elizabethan House Museums a medieval herbal trail has been installed which ties in with our Summer exhibition at Time and Tide, Medieval Medicine.

Making Waves - Seaside Heritage Project

We are continuing to run our collections handling object sessions with local groups including GY MIND and Herring House Trust. The groups have created a new handling box on 'fishing' and are in the middle of creating one on 'seaside'. As part of this project we have delivered a specialist training session on conservation packing which has enhanced the skills of both staff and volunteers. We have launched our Handling History Hour which runs every Tuesday for an hour at Time & Tide museum. 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. We have been working with the social prescribing team and referrals to the service to encourage socially isolated individuals to joining these sessions.

Learning

Schools

Our schools team have had another strong year, with 9,304 pupils visiting Time and Tide between April 2018 and March 2019 while Elizabethan House Museum has been visited by 625 students and the Tolhouse Gaol by 495. This brings the total across all three sites to 10,424.

We recently delivered three Arts Award in a day events for St Mary and St Peter Primary School. 180 pupils took part in four workshops, clay, drawing, musical soundscapes and poetry inspired by paintings and Time & Tide. All of the students will gain Discover Arts Awards and we received this excellent teacher feedback - "The day was thoroughly enjoyable for all. Staff were incredibly friendly and engaging with lots of local knowledge. The day had a real sense of engagement and also contained lots of information for our local history topic." The team have been working with author Ruthie Collins from the National Writers Centre on a project to inspire pupils to write mystery

stories based on historical characters from Great Yarmouth. Pupils in Years 3 & 6 from St George's Primary School visited the Circus exhibition at Time & Tide and took part in a workshop exploring the lives of circus performers from Norfolk. Pupils really enjoyed finding out about the performers, one year 6 pupil commented that "This has been the best trip here we have been on". The students also visited the Tolhouse Gaol and took part in Crime and Punishment workshops which proved to be great inspiration for both characters and evocative story settings.

Kick the Dust - Norfolk

Work has started on the Kick the Dust - Norfolk Project which is funded by the National Lottery Heritage Fund as part of a national action research project. Our county wide project is testing innovative new ways to engage young people in heritage. A Great Yarmouth Museums young people are taking part in work experience with visitor services and curatorial teams. We are also developing new projects with the Youth Offending Team and YMCS Norfolk. We have given a presentation, brokered by the careers team, at East Norfolk Sixth Form and collected expressions of interest from students wanting to get involved in projects, work experience and volunteering which will be supported by a training programme.

Saturday Art Club

Saturday Art have been preparing for the forthcoming Medieval Medicine exhibition at Time and Tide. They have made ceramic Bellarmine Jars or 'Witches Bottles' to be displayed as part of the exhibition. They thought about what they would like to cast a 'spell' on if they had magical powers or something they would like to reverse (e.g Climate Change or Child Poverty). The young people have also worked with glass artist Naomi Linehan to create fused glass tiles on the theme of spells. The group are working towards Bronze and Silver Arts Awards. Highlights for the spring term will be a 'masterclass' run by a high-profile artist, making plans for Great Yarmouth Arts Festival carnival and the Summer Show at Somerset House in London.

Young Communicators Yarmouth

Staff are working closely with East Norfolk Sixth Form, East Coast College, Young Norfolk Arts Trust and local youth workers to engage a team of 16- 25yr olds in photography, writing for blog, podcasting and designing an ezine. The team has been training with high profile creative organisations such as BBC Voices and National Centre for writing. They have been reporting on Enjoy - Cultural Education Partner activities such as the production of Oliver at St Georges Theatre and Circus 250 events at Time and Tide Museums and Seachange Arts.

Make Yarmouth

Make Yarmouth is a kick the Dust funded project which is engaging vulnerable young people in creating heritage inspired products that could be used in the museum, or potentially sold in a museum shop. Four young people attended weekly and are supported by the youth workers from Prospects and the Early Help Hub. They have recently produced Medieval illuminated letter bunting that will be used by Time and Tide schools team to dress their medieval medicine sessions. The workshops take place in the makers space created by Original Projects in a vacant shop on King Street.

Game Design at Great Yarmouth Museums

Time and Tide Museum is working with level 4 games designers at East Norfolk Sixth form to create four new games interactives for Time and Tide, Tolhouse Gaol and Elizabethan House museums plus the forthcoming Medieval Medicine exhibition. Thirteen students continue to progress their ideas and will complete their designs by May 2019.

Circus 250 High School Visits

Year 10 and Year 11 pupils from two high schools have taken part in a museum visit or an outreach session to carry out primary research for their circus-themed course work. They have created posters, observational drawings and circus puppets.

Mancroft Advice Project

Following the success of three creative outreach sessions in the Autumn, the MPA Chill Spot Youth group visited Time and Tide Museum. They took part in a pottery session and explored the galleries.

Making Waves together

Cultural Schools

Cultural School activity is ongoing:

- St George's Primary and St Mary St Peter primary are continuing to work with Into Opera on the project to turn the story book "Gobolino the Witch's Cat" into a new opera for children.
- St Nicholas Priory have completed the pilot phase of their new drama club and we are meeting shortly with St Georges Theatre and Seachange arts to plan the next phase.
- Edward Worlledge have completed their first project with us - working with an artist to support students who have been struggling to engage with learning.
- Caister Academy will be working on a 3D art project in the summer term with

- workshops and CPS for teachers provided by a local artist
- We currently have interest in the programme from two new schools Peterhouse and Caister infants and hope to persuade them to sign up shortly.

Teacher Training

- The literacy CPS we ran in January is still having an impact, with good feedback from attendees as to how they've used the learning in their classrooms.
- We will be running a twilight CPS on Tuesday 30th April from 3.30-5pm held at Lowestoft Maritime Museum. The museums will launch their updated school resource , Ben's Quest, with lots of handling objects and curriculum links introduced by Patricia Day and Poetry People will introduce their linked activity.
- The summer term CPD in Great Yarmouth will be delivered by Dance East on the theme of movement and will link in with a schools dance festival being planned at the end of June/beginning of July.

St George's Theatre

- We are working with colleagues at St George's Theatre to develop the programme for children and young people. We are supporting drama workshops in school holidays and investigating the potential for volunteering opportunities at the Theatre.
- We are in discussion around funding for a schools Shakespeare festival in the next academic year.

Visitor Numbers

Time and Tide - Admissions -18% Income -20% Retail -24%
 Elizabethan Museums Admissions - 6% Income -10% Retail -4%
 Tolhouse Gaol - Admissions 9% Income 13% Retail 13%

RESOLVED:

That the Area Museums Committee noted the report.

5 PRESENTATION - MAKING WAVES TOGETHER

(1) Making Waves Together Cultural Education Partnership Project - Phoebe Wingate (Cultural Learning Officer - Making Waves Together)

- Young Arts Festival held in Great Yarmouth - 12- people participated, 22 different workshops, 11 venues, 6 young volunteers
- Culture Schools - 7 schools , Into Opera at St Georges' Theatre, Workshops

- and CPD
- Teacher Training - 118 teachers trained, 7+ schools, 84% rated workshop with top marks.

(2) Making Waves together Seaside Heritage Project - Patricia Day (Project Officer - Making Waves Together)

Working on a handling box which was shown. Also working on a MOD's and Rockers projects. Working with Voluntary Norfolk and Neighbourhoods that Work. Handling History Hour.

Access Packs - magnifying glass, torch and highlights trail, ear defenders.

6 ANY OTHER BUSINESS

There was no other business.

The meeting ended at: 12:00



MINUTES

Norwich Area Museums Committee

14:00 to 16:10

4 June 2019

Present: **City Councillors:**
Huntley (chair, following election)
Maxwell
McCartney-Gray
Price
Wright

County Councillors:
Brociek-Coulton (vice chair following election)
Clipsham
Jones
Nobbs
Ward
Watkins

Co-opted non-voting members:
Felicity Devonshire (Friends of Norwich Museums) and
Brenda Ferris (Norfolk Contemporary Art Society)

Apologies: City Councillor Schmierer; and, co-opted non-voting members, Amanda Geitner (East Anglia Arts Fund) and Councillor Hardy (South Norfolk Council)

1. Appointment of chair

RESOLVED to appoint Councillor Huntley to the chair for the ensuing civic year.

2. Appointment of vice chair

RESOLVED to appoint Councillor Brociek-Coulton as vice chair for the ensuing civic year.

3. Public questions/petitions

There were no public questions or petitions.

4. Declarations of interest

None.

5. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 5 March 2019.

6. Norwich Museums Briefing February to May 2019

Visitor profiling

Charles Wilde, NMS marketing manager, gave a presentation on visitor profiling. It was a condition of Arts Council for England funding agreements that visitor profiling through one to one surveys was carried out. It did not include the visitors to the museums through the work of the learning team and other outreach work. The data was collated by the Audience Agency and comparative data was available. Members were interested in the audience spectrum used by the agency (<https://www.theaudienceagency.org/audience-spectrum>) A third of museum visitors were first time visitors, with a high proportion of tourists or people who have moved into the area, and two-thirds were repeat visitors (with half of these being regular visitors). The visitor profile broadly matched the population with a slight bias to over 65s and more female visitors than males. In relation to geographical location, 28 per cent of visitors to the Norwich museums lived within the city boundaries followed by 16 per cent from the Greater Norwich area, and 22 per cent within 30 minutes' drive of the city. The percentages then dropped down to the rural areas of the surrounding counties and clusters in the Midlands and London areas. Data for Norwich Castle was closest in comparison to the Fitzwilliam Museum in Cambridge, although the latter had a higher number of student visitors.) Data showed that 78 per cent of visitors would recommend a visit to the museum to other people and this coincided with comments on Trip Advisor. There were around 3 per cent of detractors who had not enjoyed their visits. The NMS marketing manager said that the museums service was doing very well in comparison with other museums.

During discussion members considered the data response and noted that the museums service followed up Trip Advisor comments. A member said that he considered that there should be research into why people did not visit the museums. All Norfolk County Council tax payers contributed to the running of the service and he considered that the entrance fees deterred people from visiting the museums. The NMS marketing manager advised members that whilst the admission price for an adult was £9.95, the average entrance fee was £3.37 when various discounts had been applied. There were events where museum entrance was free and people were good at passing on information through social media. The price of museum admission was low in comparison to other visitor attractions such as the National Trust properties. The museums service received a third of its funding from income and reducing entrance fees or making it free would impact on the resources available for the service.

Discussion ensued in which members noted that the improvements to the entrance of Norwich Castle would ensure that all visitors had a valid admissions sticker, and that consideration was given to tightening up the use of museums passes, such as photographs, to ensure that the passes were not used by their owners.

Lord Mayor's Coach

Sarah Norcross-Robinson, senior conservator, gave a short presentation on the conservation work on the Lord Mayor's coach. The coach which was kept at Strangers' Hall was built in 1850. Its upholstery was prone to infestation from the clothes moth, particularly as it was stuffed with horse hair. In 2007, the coach had

been fumigated using CO² to suffocate the moths and this had been repeated on a five to six year cycle. However, this meant that there was damage to the upholstery within these periods and it was not a sustainable means of addressing the problem. In November 2018, the coach was taken off site for restoration and because of the risk of further infestation, the original upholstery had been removed so that it could be deep frozen and stored at Gressenhall. Members had an opportunity to view the materials that would be used for the replacement upholstery, replicating the original colours and using foam instead of horse hair. It was noted that these furnishings, including external trims, would be removable and could be treated in the walk-in-freezers at Gressenhall. The city council had indicated that it had no plans to use the coach which was last used 8 years' ago. The work was nearing completion and was expected to return to Strangers' Hall in July. No specific publicity was planned around its return but social media would be used to publicise that the coach had been restored.

Briefing report

The operations manager welcomed members to the Court Room (the venue for the meeting) and explained that there was a tunnel linking the castle to the court room which had been used to take prisoners from the castle. (There would be an opportunity for members to see the tunnel after the meeting.)

The operations manager presented the report which had been circulated with the agenda for the meeting, and highlighted the following:

- Viking:Rediscover the Legend – This exhibition featured a number of iconic and significant Viking objects. New members were welcome to attend. The learning and development team had a number of related activities for schools which tied in with key stages.
- Lines of Sight: Sebald's East Anglia – Members were advised that there was a comprehensive programme of talks to complement this exhibition.
- John Sell Cotman in Norwich and London – Members were advised that the exhibition, comprising late the artist's late watercolours and rarely seen drawings, was running to 9 June.
- Tor Falcon – Rivers of Norfolk – This exhibition of drawings of Norfolk rivers would commence on 12 July. This exhibition was the outcome of a three year project funded by the East Anglia Art Fund.
- Norwich Castle events – The committee noted the programme of visitor events at Norwich Castle. This included the "Legend" programme of crafts activities and trails for families during the school holidays and linked to the Viking exhibition; Museums at Night on 18 May, where the museum opened its doors out of hours for free; the Norwich Castle "Knight Club"; the ST*ART Club had an art masterclass facilitated by Karl Foster for children aged 8 to 12 years; Broadening Audiences – Open Doors - There was an event in April as part of the museums service's commitment to broadening participation and access and inclusion for all and had received press attention and a mention on BBC Norfolk on the day of the event;
- Taboo – "Colonialism in the Decorative Arts" would be held in June as part of the programme which addresses issues central to the Arts Council England's Creative Case for Diversity agenda.

- Strangers' Hall - Members were advised about staff changes in that Tracey Mavor had been appointed to the role of building services supervisor and Wednesday Batchelor, the new teaching museum trainee, was working on an audit of the children's toy collection.
- English + Museum Club – This club has been set up for a group from English + to meet in the Norwich museums on a monthly basis to build confidence for people with limited English and to interact with the museum and its staff. Each session commences with an introductory talk.
- Museum of Norwich at the Bridewell – The statue of Samson had been installed in the museum.
- Snap comes to Life – The statue of Snap, on display at the Museum of Norwich, is the latest of the Talking Statues which tell their own stories. An under 16s competition had been held for the script which had been voiced by Joe Darbyshire.
- Norfolk and Norwich Festival – Will Teathers' globes – The artist Will Teathers had produced two globes for the museums services, based on photographs of the Bird Gallery at Norwich Castle and the pharmacy at the Museum of Norwich.
- Summer exhibition – collaboration with Kick the Dust – The summer exhibition at the Museum of Norwich was "Norwich in 1959" and tied in with the 60th anniversary of twinning with Rouen, featuring contemporary photographs taken by Stefan Ebelewicz set against the story of the city now.
- Learning Team activities – "Snaplings", the new learning programme for 0 to 2 year olds at Norwich Castle had been launched, and a new courtroom activity for schools, KS4 Crime and Punishment, where student re-enact how defendants were court and put on trial had been introduced.
- The Norwich learning team had been joined by George Baines, teaching museum learning trainee in April 2019.
- Kick the Dust programme – Members were advised that the report provided an update on the progress of the report to the presentation at the last meeting of the committee. The museums service was grateful to the YMCA for its collaboration in this project.

During discussion a member asked for an update on what had happened to the original Hercules statue. The operations manager undertook to investigate this and report back to the next meeting of the committee.

A member pointed out that the next event for young carers would be held on 14 June 2019.

The operations manager then referred to the Other Developments section of the report and updated members on the venue hire during the February to May period. This included hosting Norfolk County Council's OSCA's awards ceremony. The removal of collections and cases from the Keep as preparation for the development had provided opportunities to share the "clear view Keep" in order to see the architecture. Signs had been erected to explain architectural features.

The committee noted that the Norwich Castle: Gateway to Medieval England project was preparing for the development works to commence and that tenders had been placed for the main build contractors had been placed. The operations manager referred to the report and said that the Keep was being "decanted" of its collections

which had all been carefully packed, recorded and stored. Refurbishment of the external lift and Rotunda and Rotunda toilets had been completed. It was noted that the Keep development would include accessible toilets with facilities designed for small children and changing facilities.

Discussion ensued on concerns about anti-social behaviour in the Castle Gardens. The operations manager advised the committee that the jurisdiction of the museum stopped at the bottom of the gate and at the external lift entrance. The gardens were in the ownership of the city council. Museums staff had reported anti-social behaviour in the gardens to the police around 30 to 40 times. Members concurred with a proposal from Councillor Nobbs that the chair, together with the chairman of the Norfolk Joint Museums committee, wrote to the Police and Crime Commissioner asking that it was given Safer Neighbourhood Action Panel priority.

During discussion, a member said that he was concerned that there had been negative comments about the new furniture in the Rotunda. The operations manager said that he was sorry to hear that but only positive comments had been received. He pointed out that the upholstery would be replaced frequently and therefore would be changed within 3 to 5 years.

The operations manager circulated the visitor numbers for the period February to May 2019, pointing out that last year had been a record breaking year. Members noted that visitor numbers to Strangers Hall were down on the previous year and that the Museum for Norwich at the Bridewell was experiencing the "Samson effect" with increased visitor numbers to see the Samson on display and the success of the History Mystery events. The number of school visits continued to be strong.

RESOLVED to:

- (1) thank Charles Wilde and Sarah Norcross-Robinson for their presentations;
- (2) note the report;
- (3) ask the operations manager to include an update on the Hercules statue at the next meeting;
- (4) ask the chair, together with Councillor Ward, chair of the Norfolk Joint Museums committee, to write to the Police and Crime Commissioner about members' concerns about anti-social behaviour in the Castle Gardens.

7. Friends of the Norwich Museums

Felicity Devonshire presented her report which had been circulated at the meeting. At the annual general meeting, the Lord Lieutenant, Mr Richard Jewson, had chaired his last meeting as president of the Friends, and Steve Miller, head of the museums service, gave an address outlining the many activities that the museums had been involved in, including the Friends' assistance in the purchase of the inlaid marble table that had been displayed as part of the Paston Treasure Exhibition. Dr Tim Pestell, curator of archaeology, had provided an update on the Keep project. The Friends were particularly pleased to learn about the progress of the

tapestry/embroidery that the Friends were funding, created by volunteers and would be displayed in the medieval keep. He also highlighted the archaeological finds that have been purchased with the help of the Friends, including the Winfarthing Pendant and coins on display as part of the Viking exhibition. The guest speaker was Andrew Sinclair from BBC East on the “Changing pace of the news”.

She added that the Friends were also preparing for its 100th birthday celebrations in 2012 and would provide updates to the committee during the year.

In conclusion, Felicity Derbyshire said of the illustrated talks in the Town Close Auditorium, Norwich Castle, was on 6 June at 14:30 called “Of Mustard, Boots and Beer – Stories of Norfolk Businessmen of the 19th century”.

RESOLVED to note the report.

Draft

Norfolk Joint Museums Committee

Item No. 11

Report title:	Performance and Strategic update report
Date of meeting:	5 July 2019
Responsible Officer:	Steve Miller, Assistant Director, Culture and Heritage
Strategic impact This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

Executive summary

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

Recommendations:

Members are asked to note:

- **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.**

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 2018 to 31 March 2019 were 388,742 compared to 426,110 for the period 1 April 2017 to 31 March 2018, a 9% decrease overall. Despite the impact of a very hot summer during 2018 and benchmarking against all-time record visitor numbers during 2017/18, the final outturn for 2018/19 was very positive and ranks amongst the best visitor figures seen over the last 20 years.
- 2.2. School visits across the 10 sites for the period 1 April 2018 to 31 March 2019 were 50,568 compared to 49,229 for the period 1 April 2017 to 31 March 2018, an all-time record for schools' visits to the 10 Norfolk Museums Service sites.
- 2.3. Audited figures for the first two months of 2019/20 are not yet available. However, internal records show that total visitor numbers for April and May 2019/20 are 70,695 compared to 68,910, 3% up on the equivalent period for

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 have gone on display at Norwich Castle.

Featuring star objects from the British Museum and Yorkshire Museum, Viking: Rediscover the Legend offers a fresh perspective on how Vikings shaped every aspect of life in Britain.

The exhibition includes 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 are being shown alongside highlights from Norwich Castle's collections and will be interpreted in new ways to challenge our perceptions of what it means to be Viking.

A varied programme of talks and events run alongside the exhibition.

Exhibition runs 9 February 2019 – 8 September 2019

3.2 Lines of Sight: W.G.Se bald's East Anglia

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 Animal ABC; Lynn Museum

From Ammonite to Zebra! This family friendly exhibition looks at the variety of the Lynn Museum collection with a focus on the animal kingdom.

Lynn Museum was founded in 1844. At this time there was a great interest in the natural world. The museum curators collected a wide range of objects from Norfolk and overseas.

Over the years the museum has continued to collect and now has a diverse collection of over 55,000 objects.

Displayed are a range of objects from, or inspired by, nature. These include items from the museum's archaeology, art, social history, textiles and natural history stored collections. Highlights from the display include a 170 million year-old ammonite fossil, a watercolour by Sir Alfred Munnings, RA and a cape made

from ostrich feathers.

Exhibition runs 30 June 2018 - Saturday 8 June 2019

3.4 **Medieval Medicine; Time and Tide Museum**

Explore the methods of five medieval medical practitioners and discover how archaeological science has uncovered more about these individuals and their patients.

Get up close to human skeletons from the period and discover diverse approaches to treatment. Find out about diseases through interpretation; including a facial reconstruction of an unfortunate leprosy sufferer.

Discover medical methods through the barber surgeon's chest of tools, the physician's uroscopy wheel and the apothecary's medicinal ingredients and treatments.

In addition, there will be a chance to see the short film 'A Touch of Plague', written by Horrible Histories author, Terry Deary, exclusively for the exhibition.

Exhibition runs 30 March - 22 September 2019

4. **Learning Team highlights**

- 4.1. Congratulations go to the NMS Learning Teams across the County for achieving all-time record school numbers of more than 50,500 for the year 2018/19. This achievement was made possible thanks to significant support from our major funder Arts Council England, with additional funding secured from the Department for Education and the National Lottery Heritage Fund.

- 4.2. Jan Pitman, Western Area Learning Manager and the Learning Team at Gressenhall hosted a Gypsy Roma Traveller Wellbeing Day at Gressenhall Farm and Workhouse on Saturday 18th May. The inspiration for the day came from partnerships developed from the Young People's Wellbeing Day held last year.

The team were delighted that twenty-eight members of the community attended. NMS ran two art activities during the day local service providers and voluntary organisations offered a range of engaging activities encouraging visitors to access to information about health and wellbeing.

- 4.3. This event was made possible through 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.
- The NMS museums enjoyed strong Easter and May Bank Holidays, with special family events taking place across the 10 museums.

- 4.4. The annual Family Fun Day for Looked After and Adoptive children on Saturday was a great success with a record number of 652 attendees from families across Norfolk. The theme was 'Roll Up to the Circus' with Foolhardy Circus providing circus activities and shows, Jim Carpmael acting as MC fortune teller 'Zoltar the

Magnificent', Mark Taylor making circus masks and visitors helping artist Fred White create a circus crow. Katie Smith was on hand for face painting and temporary tattoos and Rebecca Hale and Beth Eaton ran fairground activities.

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

The project is now in the delivery phase and continues to progress well.

- 4.6. 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.

5. Teaching Museum & Skills

- 5.1. Recruitment for the Teaching Museum's 2019/20 intake has been successfully completed and the new Trainees are as follows:

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

- 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.

A development day has been held with support from consultants Claire Adler and Anna Salaman looking at how the Kick the Dust project can effect real organisational change across Norfolk Museums Service.

Christine Marsden, Project Coordinator for Kick the Dust, led an All-Staff training session to help NMS staff see how they could support the project and get involved.

6. Marketing and PR

- 6.1. Alistair Murphy, Curator of Cromer Museum, appeared on BBC's Antiques Roadshow on Sunday 9 June talking about the Museum's collection of photographs and negatives relating to entrepreneurial photographer, Olive Edis.

- 6.2. Lines of Sight: W.G.Seald's East Anglia', received significant national and international interest when the exhibition opened at Norwich Castle in May. Major articles 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 is 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, including the first phase of the Norwich Castle: Gateway to Medieval England project. A meeting of the key stakeholders took place at County Hall on 27 February and a new campaign brand is currently being developed by partners, led by the New Anglia Cultural Board.
- 6.4. Norfolk Museums Service was shortlisted in the 2019 Museums & Heritage Awards (the 'Oscars' of the museums and heritage world) for the restoration of the historic statue of Samson, led by the Museum's conservation department and Plowden & Smith. The overall winner of the Conservation category was the Painted Hall, Greenwich.

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.Seald exhibitions. Professor David Richardson, Vice-Chancellor of UEA, launched the University's 'Connecting People + Places' report at Norwich Castle and the Museums Service also hosted a number of UEA seminars on Creativity and the Economy.
- 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. Cllr John Ward, Chairman of the Joint Museums Committee, attended the opening on 15 June of the launch of the Festival of Norfolk and Punjab. The Festival is led by the Essex Cultural Diversity Project (ECDP), an Arts Council England National Portfolio Organisation focused on increasing diversity in the arts and bringing partners together. The month-long festival is funded by the National Lottery Heritage Fund and Arts Council England, with additional support from the Norfolk Arts Service, Breckland Council and Thetford Town Council.
- 7.4. 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.

The King's Lynn Festival took place from 12-14 October and included an exhibition of contemporary art from the NMS collections curated by Rosy Gray, Curator of Contemporary & Modern Art. Further developments are being planned for 2019.

- 7.5. Hannah Henderson from the Museum of Norwich at the Bridewell and Rachel Daniel, Project Officer for Kick the Dust, attended the Norfolk Carers' Event at the Forum on Friday 13 June as part of Norfolk's Carers' Week (10-16 June). Cllr John Ward also attended the event to represent the Service.

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

- 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 exceed expectations for the first year of operation and will be joined in the New Year by a second game, run from Shirehall. The Merchants' Vaults has an average '5 Star' Trip Advisor review.

History Mystery, the developers of the game, have created a new game at Buckingham Palace, based on the current exhibition of Leonardo da Vinci drawings. This exciting new game may prove to be an excellent blue-print for further games in Norwich.

8.7. Conclusion

Whilst early in the year, NMS is on track to deliver its key outcomes in terms of programmes, projects and events for 2019/20 and a breakeven budget is expected.

9. Strategic Developments

9.1. Norwich Castle Keep

- 9.1.1. Following the departure of Dr John Davies, Chief Curator and Project Director and Angela Riley, Project Manager, the new team led by Dr Robin Hanley and Hannah Jackson, is now in place. Additional recruitment for the remaining project posts took place in May.
- 9.1.2. The Project Board 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.

Construction work is expected to begin in the Autumn.

- 9.1.3. Planning for the Partnership Gallery with the British Museum is progressing very well. A meeting with Jonathan Williams, Deputy Director of the British Museum, took place in January 2019 and continuing positive planning meetings are being held with the British Museum's curators. The final lay-out of the new gallery has been approved.

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

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.

- 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. A new initiative, Adopt an Object, allows members of the public to adopt a museum object connected with Norwich Castle. For more details, visit www.adoptanobject.co.uk

- 9.2.4. 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 is currently with the Museum's designers.

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 recently submitted its annual statement and feedback on this will be brought to the next Joint Museums Committee.

- 9.4.3. A key focus for the Arts Council over the current period continues to be the *Creative Case for Diversity* and Jo Warr has recently led an all-staff training initiative to help staff to understand how they can contribute to this vital goal.

- 9.4.4. NMS is delighted that Liam Wiseman has been appointed as our new Arts

Council England Relationship Manager following Kathy Fawcett's move to a new role within the Arts Council team. Liam has visited NMS twice and is getting to know the Service.

9.5. **Deep History Coast Project**

- 9.5.1. NMS curatorial staff continue to progress the *Deep History Coast* Project initiative which has recently moved into full delivery mode.
- 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. A very successful stakeholders' event took place in March and a major launch of the new branding and interpretive material is planned for later in the summer.
- 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.

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>

9.7. **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 are working together to expand the very successful London Creativity and Wellbeing Week into an annual national event from 2019. Building on our long-standing collaborative arts and health partnership working, Norfolk Arts Service is initiating an inaugural Norfolk Creativity and Wellbeing Week in June 2019. This presents an exciting opportunity to work together to promote the many ways in which arts and culture contribute to health and wellbeing in Norfolk. 46 partners, organisations and creative practitioners have already signed up and further information will be circulated in the New Year. NMS will work with the Arts Service on this exciting programme.

- 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".

- 9.7.4. The Strategy was officially launched at a conference at the King's Centre in Norwich on 5 December.

9.8. **Volunteering**

- 9.8.1. With support from Arts Council England, NMS have appointed Michelle Gaskin to the role of Volunteer Coordinator. Updates on our development work with volunteers will follow in future meetings.

10. **Museum Development across Norfolk**

- 10.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m per annum from Arts Council England to provide professional support, advice and guidance to museums for the three-year period 2015-18. The programme of support is delivered by SHARE Museums East.
- 10.2. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3. Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4. Arts Council England funding 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 8th Annual SHARE Museums East conference took place at the Firstsite Gallery in Colchester on 19 November 2018. The conference dealt with a range of current topics including the new Accreditation standard and delivering major projects. Keynote addresses were given by Isabel Wilson, Senior Manager Museums Development, Arts Council England and Tim Bryan of the British Motor Museum, Gaydon.

For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: 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 plans for 2019/20 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.

Officer Contact

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

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Joint Museums Committee

Item No. 12

Report title:	Norfolk Museums Service – Finance Monitoring Report for 2018/19
Date of meeting:	05 July 2019
Responsible Officer:	Steve Miller, Assistant Director, Culture and Heritage
Strategic impact This report covers the final outturn position for the Norfolk Museums Service (NMS) in 2018/19 as at 31 March 2019.	

Executive summary

This report covers the Norfolk Museums Service (NMS) budget out-turn for 2018/19, including the revenue budget, capital programme, reserves and provisions. The report also provides an early indication of the forecast budget out-turn for 2019-20.

The main issues for consideration by this Committee are:

- NMS Revenue budget position at year-end.
- NMS Capital programme position at year-end.
- Movements within NMS Reserves & Provisions.
- NMS Revenue budget forecast 2019/20

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

- **The final revenue budget, capital programme and reserves and provisions position for 2018/19.**

1. Proposal (or options)

1.1. Revenue Budget 2018/19

- 1.1.1. NMS ended the year with an overall over-spend of £0.038m on the revenue budget. This was a much-reduced figure from the previously reported £0.73m back in November 2018 which was achieved by a more positive final period of trading and through careful monitoring and control of expenditure. The key factors of which, are detailed below.
- 1.1.2. Admissions income ended the year with a shortfall of -£0.056m, which is 4.03% below target. Income performance made a slow start to the year, which was mainly due to the adverse weather conditions in April and May, combined with the impact of planned downtime between exhibitions. Unfortunately, the downward trend continued over the usually busy Summer months with the exceptionally hot weather being the main factor. The Service saw a turnaround in the figures with key exhibitions over the Autumn / Winter period, including Armistice, Circus 250 and Vikings: Rediscover the Legend playing a key part, although it was unable to meet the very high income generating levels of last year.

- 1.1.3. There was an income shortfall of -£0.040m on Partnership income, including undesignated fundraising and sponsorship income.
- 1.1.4. NMS delivered an under-spend of £0.058m on non-essential spend items such as material and equipment. This was achieved through careful monitoring and control throughout the year.
- 1.1.5. It should be noted that the NMS over-spend was contained overall within the Culture & Heritage and Community & Environmental Services budget as a result of under-spends delivered in other Service areas.
- 1.1.6. 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	3.491	3.529	0.038	1.075%
NMS Total	3.491	3.529	0.038	1.075%

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 2018/19 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2018/19 – Norfolk Museums Service

Scheme or programme of work	Approved 2018/19 Capital Budget £m	2018/19 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Norwich Museums Capital Projects	0.006	0.006	0	Project estimated to be completed in 19/20
Castle Keep Improvements	0.286	0.286	0	Project completed in 18/19
Biomass Boiler	-0.002	-0.002	0	Previously completed

CERF				scheme – return of unused funds to centre
Voices from the Workhouse Project	0.047	0.047	0	Project completed in 18/19
Norwich Castle Critical M&E Services	0.018	0.018	0	Stage 1 Development phase commenced in 18/19
HLF Keep Delivery Phase	0.374	0.374	0	Project will be ongoing over the next 4 years
WREN Improvement Works	0.212	0.212	0	Project completed in 18/19
Time & Tide Health & Safety Work	0.002	0.002	0	Project completed in 18/19
Total	0.943	0.943	0	

Funding of the NMS Capital Programme

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

- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the NLHF bid. Further development funding of £0.462m was received from the National Lottery Heritage Fund for 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.
- Voices from the Workhouse project is funded by the National Lottery Heritage Fund (NLHF). The £1.800m funding has been defrayed over 2 years, transforming Gressenhall into a national centre for workhouse interpretation and increasing the role of Gressenhall as a regional centre for heritage tourism.
- 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.
- Policy & Resources Committee approved funding of £1.950m to support the major project to re-develop the Medieval Keep at Norwich Castle Museum. The £13.5m project will re-create the 12th century Norman royal palace and will develop a new British Museum Gallery of the Medieval Period. A successful bid has been made to the National Lottery Heritage Fund for £9.2m accounting for the majority of funding. Additional fundraising is ongoing.
- WREN is a project funded by Waste Recycling Environment Ltd (WREN). NMS were successful in securing £0.212m for Norwich Castle to refurbish the Rotunda toilets, purchase new furniture for the Rotunda along with some items for the Early Years gallery. This important development work was completed by the end of March 2019.

1.3. Reserves and Provisions

- 1.3.1. There are some changes to the reserves and provisions to report. The table summarising the out-turn position appears below.
- The income reserve is maintained to enable the Service to effectively manage pressures on revenue streams and resources, particularly during periods of unfavourable weather conditions that can impact upon visitor numbers.
 - The Museums Repairs and Renewals Reserve includes funds for Gressenhall play area, farm and superstore equipment.
 - The Unspent Grants and Contributions Reserve includes earmarked non-conditional project balances at year end.

Reserves and Provisions 2018/19	Balances at 01Apr18	Balances at 31Mar19	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.163	0.163	0.000
Museums Repairs and Renewals Reserve	0.165	0.154	-0.011
Unspent Grants and Contributions Reserve	0.399	0.526	0.127
Service Total	0.727	0.843	0.116

1.4. Revenue Budget 2019/20

- 1.4.1. The NMS Revenue budget for 2019/20 was approved by Full Council in February 2019
- 1.4.2. The formal budget monitoring process for 2019/20 commenced at the end of May and early indications show that NMS will deliver a break-even budget, although the development at Norwich Castle is likely to result in an atypical performance this year.

2. Financial Implications

- 2.1. 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

- 3.1. 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

- 4.1. There are no other documents to refer to.

Officer Contact

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

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Joint Museums Committee

Item No. 13

Report title:	Risk Management
Date of meeting:	5 July 2019
Responsible Officer:	Steve Miller, Assistant Director, Culture and Heritage
Strategic impact 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.	

Executive summary

This report provides the Committee with the latest Norfolk Museums Service risk register as at June 2019. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.

The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in March 2019, and following review in June 2019, there are no significant changes to report.

Recommendations: Committee Members are asked to consider and agree:

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

1. Proposal

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

2. Evidence

- 2.1. The Norfolk Museums Service (NMS) risk data detailed in this report reflects those key business risks that are managed by the Norfolk Museums Service Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's Risk Management Policy.
- 2.2. The current risks are those identified against departmental objectives for 2019/20 and are included in Appendices A and B.
- 2.3. 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.
- 2.4.
 - Original risk score – the level of risk exposure before any action is taken

to reduce the risk

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

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

2.6. 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.

3. Financial Implications

3.1. There are no significant financial implications arising from the Risk Management report. Any variances to a balanced financial position will be identified through continued financial monitoring and reported appropriately.

4. Issues, risks and innovation

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

Officer Contact

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

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Appendix A

Risk Number	RM14381					Date of update		14 June 2019		
Risk Name	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
Risk Owner	Steve Miller					Date entered on risk register		29 January 2019		
Risk Description										
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Apr-21	Amber
Tasks to mitigate the risk										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the Heritage Lottery Fund, the majority funder of the project.										
Progress update										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place.										

Appendix A

Risk Number	RM14286					Date of update			14 June 2019	
Risk Name	Reduction of centralised support services									
Risk Owner	Steve Miller					Date entered on risk register			21 March 2014	
Risk Description										
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Mar-20	Amber
Tasks to mitigate the risk										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution.										
Strengthening independence of staff through increasing familiarity with central support services that they can use independently.										
Progress update										
Risk regularly reviewed by the Senior Management Team.										
Greater familiarity amongst staff using HR Budget Manager, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools										

Appendix A

Risk Number	RM14364					Date of update		14 June 2019		
Risk Name	Failure to deliver Arts Council England business plan 2018-22									
Risk Owner	Steve Miller					Date entered on risk register		03 October 2018		
Risk Description										
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-20	Amber
Tasks to mitigate the risk										
Close liaison with Arts Council England Careful delivery of programmes and activities										
Regular reporting to Joint Museums Committee										
Maintenance of Local Authority funding support and other revenue streams.										
Progress update										
Continued close liaison with Arts Council England.										
A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest.										
Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery.										
Revenue streams continue to be maintained and monitored.										

Appendix B

Risk Number	RM14162			Date of update			14 June 2019			
Risk Name	Failure to generate additional income streams in 2019 in accordance with service plan.									
Risk Owner	Steve Miller			Date entered on risk register			21 March 2014			
Risk Description										
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	1	2	2	1	2	2	Mar-20	Met
Tasks to mitigate the risk										
Commercial Strategy in place Staff will be trained and supported in the delivery of key goals Wedding licences obtained and in place New conference and banqueting offer in place External income generation for Conservation and Design underway										
Progress update										
Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. Despite significant reductions in staffing as a result of funding reductions, revenue generation is progressing well. The likelihood score has been reduced to 1 as we aren't forecasting a significant variance on externally generated income, The impact score has been reduced to 2 as we are not forecasting any variance greater than £100k. As this is a risk to be managed on an on-going basis, the target date has been amended to end of March 2020										

Appendix B

Risk Number	RM14027			Date of update			14 June 2019			
Risk Name	Theft of museum objects									
Risk Owner	Steve Miller			Date entered on risk register			22 March 2012			
Risk Description										
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	1	3	3	1	3	3	Mar-20	Met
Tasks to mitigate the risk										
Review of display case security undertaken Review of security staffing and systems completed Additional CCTV coverage provided Upgrade of case locks where necessary completed Installation of additional case alarms where necessary completed Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors										
Progress update										
Reviewed by SMT. 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.										

Appendix B

Risk Number		RM13947		Date of update		14 June 2019				
Risk Name		Failure to maintain historic buildings								
Risk Owner		Steve Miller		Date entered on risk register		30 June 2011				
Risk Description										
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	2	3	6	Mar-20	Met
Tasks to mitigate the risk										
Close liaison with NPS and Norwich City Council to identify priorities in building maintenance										
Ensure we include investment in buildings maintenance in all capital projects										
Ensure we foster a good personal and professional relationship between our staff and that of NPS										
Ensure that our building staff are continuously monitoring our buildings to supplement NPS										
Ensure we have appropriate emergency response procedure in place in all premises										
Progress update										
Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard.										
Following a review of this risk's likelihood against risk management likelihood criteria, the likelihood has been reduced to 2.										
As this is a risk to be managed on an on-going basis, the target date has been amended to end of March 2020.										

Appendix B

Risk Number		RM13948		Date of update		14 June 2019				
Risk Name		Significant flooding at any of the Museum sites.								
Risk Owner		Steve Miller		Date entered on risk register		30 June 2011				
Risk Description										
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	1	2	2	1	2	2	Mar-20	Met
Tasks to mitigate the risk										
Emergency plan is in place Regular checks of the store are carried out to check on safety of contents Insurance in place Risk assessment is reviewed regularly High risk items relocated Ensure location records are accurate										
Progress update										
Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.										
As this is a risk to be managed on an on-going basis, the target date has been amended to end of March 2020.										