

# Norfolk Joint Museums Committee

Date: **Friday, 11 January 2019**

Time: **14:00**

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

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

## **Membership**

### **Norfolk County Council**

Mr P Duigan  
Mr D Harrison  
Mr H Humphrey  
Mr B Iles  
Mr G Nobbs  
Ms C Rumsby  
Mr T Smith  
Mr M Storey  
Mr J Ward

### **Norwich City Council**

Dr E Fulton-McAlister  
Dr J Huntley  
Ms R Trevor

### **Borough Council of King's Lynn & West Norfolk**

Mrs E Nockolds

### **Broadland District Council**

Mr D Buck

### **Breckland District Council**

Mr R Kybird

### **Great Yarmouth Borough Council**

Mr B Lawn

### **South Norfolk District Council**

Mr R Savage

### **North Norfolk District Council**

Ms V Gay

### **Co-opted members (Non-Voting)**

#### **Arts Council**

Ms K Fawcett

#### **Museum Friends**

Mrs F Devonshire

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

Tim Shaw on 01603 222948 or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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## **A g e n d a**

1. **To receive apologies and details of any substitute members attending**

2. **JMC minutes of 2 Nov 2018**

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3. **Declarations of Interest**

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
  - Exercising functions of a public nature.
  - Directed to charitable purposes; or
  - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management. If that is the case then you must declare such an interest but can speak and vote on the matter.

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

5. **Gt Yarmouth area minutes - 8 October 2018**

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6. **Kings Lynn and West Norfolk Area minutes - 3 December 2018**

**Page 22**

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|--|----------------|
| <b>7. Norwich Area Museums minutes -11 December 2018</b>   | <b>Page 26</b> |
| <b>8. Finance monitoring</b><br>Report by Assistant Director, Culture and Heritage   | <b>Page 30</b> |
| <b>9. Risk monitoring</b><br>Report by Assistant Director, Culture and Heritage  | <b>Page 35</b> |
| <b>10. Performance and Strategic update</b><br>Report by Assistant Director, Culture and Heritage  | <b>Page 44</b> |
| <b>11. To receive a presentation from Dr Robin Hanley updating Members on progress with the Norwich Castle Gateway to Medieval England Project</b> | <b>Page</b>    |

### **Group Meeting**

Conservative 1 pm Colman Room, Ground Floor

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

Date Agenda Published: 03 January 2019



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## NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held at County Hall, Norwich on 2 November 2018 at 2.00pm <sup>Item 2</sup>

### Present:

#### Norfolk County Council

Mr R Brame (substitute for Mr T Smith)  
Mr P Duigan  
Mr D Harrison  
Mr H Humphrey  
Mr G Nobbs  
Mr M Storey  
Mr J Ward (Chairman elected during meeting)

#### Norwich City Council

Dr E Fulton-McAlister  
Dr J Huntley  
Ms R Taylor

#### 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 The Chairman welcomed to the Committee Mr R Brame who was attending his first meeting of the Committee as a substitute for Mr T Smith.
- 1.2 Apologies for absence were also received from Mr B Lawn, Ms K Fawcett and Ms C Rumsby.

## 2. Minutes

- 2.1 The minutes of the previous meeting held on 26 July 2018 were confirmed by the Joint Committee and signed by the Chairman.
- 2.2 **Matter Arising:** With reference to minute 7.3, Dr E Fulton-McAlister agreed to fill the Labour vacancy on the Joint Museums Urgent Business Sub-Committee.

## 3 Declarations of Interest

- 3.1 There were no declarations of interest.

#### **4 Matters of Urgent Business**

- 4.1 There were no matters of urgent business.

#### **5 King's Lynn and West Norfolk Area Committee**

- 5.1 The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 3 September 2018 was presented by Mrs E Nockolds.
- 5.2 In introducing the report, Mrs E Nockolds drew the Committee's attention to the latest programme of museum activities at the Lynn Museum that were aimed at attracting a young and diverse audience.
- 5.3 It was **RESOLVED** to note the report.

#### **6 Norwich Area Committee**

- 6.1 The annexed report of the Norwich Area Museums Committee meeting held on 11 September 2018 was presented by Dr E Fulton-McAlister.
- 6.2 In introducing the report, Dr E Fulton-McAlister referred to the success of *The Paston Treasure: Riches and Rarities of the Known World* exhibition at the Castle Museum which was now closed and to the *Armistice: Legacy of the Great War in Norfolk*, a major centenary exhibition commemorating the end of the First World War, which runs until 6 January 2019.
- 6.3 Members were introduced to the 2018-19 cohort of museums trainees who delivered a huge range of impressive projects and programmes across the county. Each of the trainees explained the wide range of work that they undertook for the NMS.
- 6.4 Members spoke about the untapped commercial opportunities that might be available to the NMS from the recording and showing on film of major exhibitions. In reply, the Assistant Director Community and Environmental Services (Culture & Heritage), said that producing DVD film recordings of major exhibitions was now standard practice within the NMS. A film recording of the Paston Treasure would be entered into a national competition for a prestigious award. The NMS would be happy to consider further how film recordings of major exhibitions could be made more widely available to the public and to report back to a future meeting of the Committee on this matter.
- 6.5 The Committee's attention was drawn to the work of Dr John Davies, Chief Curator and Project Director and Angela Riley, Project Manager, who had successfully led the Heritage Lottery Fund application for the *Norwich Castle: Gateway to Medieval England* project, which brought the total funding for the project from the National Lottery to £9.2m (see minute 9.3).
- 6.6 Members were informed that Dr John Davies would be retiring from the museums service at the end of November 2018 after 27 years of service and that Dr Robin Hanley, Assistant Head of Museums would be stepping into the role of leading the *Norwich Castle: Gateway to Medieval England* project.
- 6.7 The Committee placed on record their thanks to Dr Davies for his support and

contribution to the NMS and praised both him and Colly Mudie, Norwich Learning Manager and others who were also retiring from the NMS for their contribution to the work of the Committee, the Norfolk Museums Service and the Castle Keep Project.

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

## **7 Finance Monitoring Report for 2018/19**

**7.1** The annexed report (7) by the Assistant Executive Director, Community and Environmental Services was received.

**7.2** The Committee was informed that the NMS had anticipated underspends from salary budgets due to turnover of staff and changes in posts that were necessary to achieve overall control of the NMS budget. As part of the overall recruitment approach in the Community and Environmental Services Department, the NMS actively reviewed vacancies and, where they arose, took opportunities to test out new ways of working, including alternative ways to structure and manage work allocation within teams. The County Council's Communities Committee received regular reports on this matter.

**7.3** Members suggested that in adapting to climatic change the NMS should not only give careful thought to the environmental conditions required for the display of museum objects but should also consider the impact on admission policies and approaches to museum attendances. Evidence from elsewhere suggested that climatic change had started to impact on visitor patterns for a wide range of cultural activities.

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

**The latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2018/19.**

## **8 Risk Management Report**

**8.1** The annexed report (8) by the Assistant Director, Community and Environmental Services was received.

**8.2** The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at October 2018.

**8.3** Members were given an update on progress with the management of risk within the NMS. Members were informed of the positive progress that had been made against the risks on the register and of a new risk that was added to the register to stress the importance of the NMS successfully delivering Arts Council England business plans, including the Arts Council's requirements around the Creative Case for Diversity which was the subject of a presentation at the end of the meeting.

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

- 1. The new risk RM14364 - Failure to deliver Arts Council England business plan 2018-22 (see Appendix A to the report).**
- 2. That risks have been split into active risks (Appendix A to the report) and dormant risks (Appendix B to the report).**

## **9 Norfolk Museums Service – Performance & Strategic Update Report**

- 9.1** The annexed report (9) by the Assistant Director, Community and Environmental Services was received.
- 9.2** 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.
- 9.3** During discussion, the following key points were noted:
- The Joint Committee was pleased to hear that the NMS had secured the second round Heritage Lottery Fund support for the Norwich Castle: Gateway to Medieval England project which brought the total funding for the project from the National Lottery to £9.2m.
  - Securing this level of funding had required a strong team effort from staff, volunteers and partners.
  - As well as major National Lottery funding, the Castle Keep project had received funds from a wide range of partners and from the public who had raised money through the ‘Keep Giving’ campaign and an ‘Adopt an Object’ scheme. The NMS remained deeply grateful to many other funders and stakeholders including the additional support from the Norwich Freeman’s Charity as well as the support of the University of East Anglia— the project’s new official Academic Partner.
  - The developed Keep was expected to open to the public in 2020.
  - The summer of 2018 was particularly challenging because the hot weather had made outdoor activities more attractive than visiting a museum. This was reflected in the visitor figures that were included in the report. The NMS remained hopeful of achieving c 400,000 visitors across the 10 museum for 2018/19 and of mainlining school visits at around the 45,000+ level.
  - It was suggested that attendances might be increased by developing links between local history subjects (such as the life of Thomas Paine) and the curriculum of American schools and by targeting publicity material of interest to Americans at Norfolk Parish Councils that were close to American military bases. This approach had worked well when it was done in the past.
  - The Committee’s attention was drawn to a major national Summit that would be hosted by The New Anglia Cultural Board in Norwich on 8/9 November 2018, supported by Arts Council England and the New Anglia LEP.
- 9.4** 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 the Arts Council England and Heritage Lottery Fund programmes.**
  - 3. To note that Members of the Committee would be invited to attend a formal leaving event at the Castle Museum on Friday 30 November 2018 for Dr John Davies.**

## **10 The Arts Council England Creative Case for Diversity**

- 14.1** Jo Warr, Head of Development, NMS, gave the Joint Committee a PowerPoint presentation on the Arts Council England Creative Case for Diversity.
- 14.2** The Creative Case for Diversity was Arts Council England's new approach to diversity and equality; a way of exploring how organisations such as the NMS could enrich the work they did by embracing a wide range of influences and practices.
- 14.3** Members were informed that this represented a major shift in perspective from Arts Council England, from regarding diversity as an aspect of equality legislation to understanding its creative potential and the ways in which it could promote long-term organisational resilience.
- 14.4** The Arts Council England definition of diversity encompassed responding to issues around race, ethnicity, faith, disability, age, gender, sexuality, class and economic disadvantage and any social and institutional barriers that prevented people from participating in and enjoying cultural activities.
- 14.5** Members spoke about how the NMS could respond positively to this new approach by using collections to tell new museum stories that gave a greater understanding of issues linked to diversity and in so doing attract a wider audience of visitors.

**The meeting concluded at 3.50 pm.**

**Chairman**

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# Area Museums Committee

Item 5

## Minutes

Monday, 08 October 2018 at 14:30

Present :

Councillor Mavroudis (in the Chair); Councillors Cordiner-Acenbach, Drewitt, Lawn, Walch.

County Councillor Smith-Clare

Mr A Smith (Area Operations Manager); Mr R Hanly (Assistant Head of Museums), Mrs J Jones (Curator), Mr C Stott (Learning Manager) and Mrs S Wintle (Member Services Officer).

### **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Jeal, K Grey and Robinson-Payne.

### **2 DECLARATIONS OF INTEREST**

There were no declarations of interest declared at the meeting.

### **3 MINUTES**

The minutes of the meeting held on the 23 January 2018 were confirmed.

### **4 GREAT YARMOUTH MUSEUMS BRIEFING**

The Operations Manager reported on the Museums Briefing for the period February 2018 to September 2018.

#### **Exhibitions at Time and Tide**

##### **1.1 Drawn to the Coast: Turner, Constable, Cotman (26 May 2018 – 9 September 2018)**

The major summer exhibition, Drawn to the Coast: Turner, Constable, Cotman, was on display until the end of the summer holidays at Time and Tide Museum. This exhibition marked the culmination of the Sea History Differently project, funded by the Esmée Fairbairn Collections Fund and administered by the Museums Association. The project's aim was to transform engagement with maritime collections through the heritage and cultural history of Great Yarmouth through working with local people. An active group of eight local Community Curators worked with individuals, groups and organisations including East Norfolk Sixth Form College students, from across the local area to co-curate this exhibition. These Curators played an influential part in the selection and placement of more than 70 artworks, which charted how our coastal town has been depicted by British artists over the last 200 years.

The Norfolk, Suffolk and Essex Sketchbook by J.M.W Turner was a key item, on loan from Tate Britain for the first time since its creation. The exhibition was also supported with loans from the Fitzwilliam Museum, Colchester & Ipswich Museums Service and the East Anglian Traditional Art Centre, reinforcing Time & Tide Museum's position as a leading exhibition venue in the East of England. The exhibition also featured works from the NMS Norwich School collection held at Norwich Castle and local paintings and objects from our vibrant Great Yarmouth collection.

##### **1.2 Forthcoming Exhibitions**

##### **Circus! Show of Shows (6 October 2018 – 3 March 2019)**

Our next exhibition, Circus! Show of Shows, is a collaboration between Museums Sheffield, Tyne and Wear Archives and Museums and the National Fairground and Circus archive at the University of Sheffield. This partnership project has been funded by the Heritage Lottery Fund (HLF). Opening on 6th October, our exhibition will be the second of three themed exhibitions held in the UK to mark the 250th anniversary of modern circus. The partnership is creating an inspirational exhibition and engaging events programme throughout 2018 that will take place in Sheffield in the first instance, then at Time & Tide museum, and finally Tyne & Wear. Great Yarmouth has strong

links with circus tradition which continue to the present day, and as such it is the ideal venue for this exhibition.

Circus! Show of Shows was co-curated with one of the UK's foremost experts in circus, Professor Vanessa Toulmin from the University of Sheffield's School of English as well as leading local figures in the history of Circus in Great Yarmouth, including Peter Jay at the Great Yarmouth Hippodrome.

The exhibition will feature loaned posters from the NFCA in Sheffield, a series of loans from private lenders and objects drawn from our own collections to celebrate this important national anniversary. As well as working collaboratively with external partners the museums have also linked up with other teams from across the county, including the Norfolk Record Office and the Norfolk Heritage Centre within the Library service.

### **Medieval Medicine (30 March 2019 – 22 September 2019)**

Medieval Medicine will run through the 2019 summer season and is a touring exhibition from the Jorvik group in York. We are the first venue to host the exhibition, which is based around some key medical characters of the period.

There will be interactive family friendly activities throughout the exhibition. Other additions such as audio and atmospheric smells will be included where appropriate. There will be skeletal material and replica items relevant to each character displayed alongside them. The themes will be plague, leprosy and poverty.

## **2. Events**

### **2.1 Easter and summer events**

Easter marked the final weeks of the Only in England exhibition and the theme of British eccentricity was carried on with the Egg-cellent Easter Fair events on Wednesday 4th and 11th April. The fairs attracted 372 visitors across the two event days with classic activities like Easter bonnet making, egg decorating and face painting. There was also an Easter Chick Arcade with a wide range of games; test your strength, elastic band shooter, skittles and a labyrinth game - all with a poultry theme.

The summer holidays started off with an annual Seaside Family Fun Day on the 1st August which celebrated everything great about the British seaside. From the classic Punch and Judy show playing every hour, face painting to our classic fairground games, the Coconut Shy and Tin-can Alley, for visitors to try. The courtyard was full for all of the Punch and Judy shows and 163 people attended the event day.

Teaching Museum Trainees Ruth and Nicole helped visitors create some amazing flags and fish to take away as souvenirs. The good summer weather ensured all our event activities could take place in the courtyard.

Another highlight of the summer programme was the Drawn to the Coast day on the 8th August (154 visitors). This was one of the exhibition themed events exploring the local landscape through the mediums of drawing and painting.

Summer events finished with Become Turner for the Day drawing on the Drawn to the Coast theme again. This was the most popular and best attended event day of the season (258 visitors) and not even the rain on the 29<sup>th</sup> August could stop the budding artists. They explored the world and work of this famous artist by learning how to create a 'Turner-esque' landscape with colour pastels, making beautiful markings and shading.

Giant landscapes were created for those who wanted to produce art on a large scale and the Great Yarmouth Teaching Museum Trainees, Nicole and Ruth, delivered activities making herring and other sea creatures from the sea.

## **2.1 Heritage Open Days and Maritime Festival**

Heritage Open Days ran from Thursday 6<sup>th</sup> to Sunday 9<sup>th</sup> September at Elizabethan House and the Tolhouse Gaol again this year, whilst the Time and Tide museum held an open day on the Sunday. This national initiative runs every year in September. Venues across the country open their doors to celebrate their heritage, community and history. It's an opportunity for people to visit museums for free and try out new experiences. Across the four days 2,971 visitors enjoyed our museums, an increase of 13%.

Great Yarmouth Museums was also represented, for the second year running, at the Maritime Festival within the Heritage Quarter Tent alongside the Norfolk Record Office and Heritage Guides.

## **3. Other museum developments**

### **3.1 Record year 2017/18**

The Time & Tide attracted a record 45,219 people in 2017/18, an increase of 22 per cent on the previous year, boosted by the *Titanic* show and also *Only in England*, a photographic touring exhibition from the Science & Media Museum Group. Visitor numbers have increased by 48 per cent over the last five years, demonstrating a strong programme of activities that have been developed and delivered by the NMS team in the museum. Admissions income was equally as strong for the museum with a 37 per cent uplift whilst retail income posted 18 per cent on the previous year. The Learning team at Time and Tide has also achieved a record for school visits in the last year with 10,226 school pupils taking part in the learning offer from across Norfolk and beyond.

### **3.2 Only in the East Photography competition.**

The competition, which had two age categories, was inspired by the *Only in England* exhibition which featured the work of two of Britain's most influential photographers, Tony Ray-Jones and Martin Parr. The competition attracted

over 500 entries across the age groups, with the top two entries in these categories – adult (17+) and young person (16 and under) chosen from a shortlist by none other than Martin Parr himself. The first prize winning entries from each category are on temporary display at Time and Tide Museum. All twelve shortlisted finalists were invited to a competition prize giving on 14 April 2018.

The winning entry in the young person's category was '*Washed up at Waxham*' by Rebekah Turner, whilst the adult category winner was John Thompson with '*Points of View*'. They both received a prize of a digital camera. The prizes were kindly donated by the London Camera Exchange shop in Norwich as sponsors of the competition.

On Monday 20th August, an official Heritage Lottery Fund visit to the Time & Tide Museum was hosted. Sir Peter Luff (HLF Chairman), Drew Bennellick (Head of Landscape and Natural Heritage) and Robyn Llewellyn (East of England Head of HLF) met with members of the NMS team for a tour the site. They learnt more about our vibrant programme of learning activities, events and exhibitions in Great Yarmouth and were joined by representatives from Great Yarmouth Borough Council, including Cllr. Graham Plant (Council Leader) and Sheila Oxtoby (Chief Executive), along with Cllr. John Ward, who attended in his capacity as the chair of the Joint Museums Committee.

### **3.4 British Museum Delegates Visit**

The *Drawn to the Coast* exhibition was also a highlight for visitors to Time and Tide from the British Museum's International Development Programme. The three delegates, joined by the NMS Teaching Museum Manager, had a go at dressing up in our "selfie station" section of the exhibition and learnt more about the how the exhibition was curated by the community.

### **3.5 Sea History Differently project – Esmee Fairbairn Collections Fund**

The *Sea History Differently* project extended its community outreach work to Norwich and delivered a pop-up museum at Intu Chapelfield over the first May Bank Holiday weekend. Despite very warm weather across the weekend, the team were able to engage with more than 300 individuals to promote the *Drawn to the Coast* exhibition and the more unique objects within the collections, including smoked red herring from the 1960's.

### **3.6 Making Waves – Seaside Heritage project**

The Seaside Heritage project, based at the Time and Tide museum, is part of the larger *Great Places Making Waves Together* project. This is a 3 year project funded by Arts Council England and Heritage Lottery Fund and is led jointly by Great Yarmouth Borough Council and Waveney District Council.

The project will raise the profile of coastal community heritage in Great Yarmouth and Lowestoft and create interpretation points for key sites in both towns using museum collections as a starting point. The project will enable

young people and volunteers to co-curate events and activities inspired by museum collections and the stories they hold.

A feasibility study to investigate the viability for co-curated content to be displayed in the Lowestoft partner museums, as well as designating the Time and Tide Museum as a centre for collecting, conserving and studying the material culture of coastal community heritage in all its forms will be undertaken. The feasibility study would result in outline plans to reconfigure displays and galleries across several areas within Time and Tide.

With, Patricia Day, the dedicated HLF funded Seaside Heritage project officer was now in post, themed collection boxes for outreach events or group visits to Time and Tide or Lowestoft Museums are being created. These are being co-curated by community members and potentially available for their use to deliver to peers (which will involve structured training and then shadowing during initial delivery). The themes might include: Maritime, Seaside Entertainment, Man's East Coast Journey or Trade and Travel. We are currently consulting with groups from Great Yarmouth Mind, Age Connected, Norfolk and Norwich Association for the Blind and GYROS to focus on the favoured themes. Discussions have taken place with Kaavous Clayton from *Great Yarmouth Makes* to agree initial plans for a Time and Tide heritage display within Great Yarmouth railway station with a potential to showcase artefacts to station users.

#### **4.1 Learning**

#### **4.2 Schools**

The **Learning** Manager reported on the following :-

The Time and Tide Museum has had another strong year for school pupil visits. An incredible 10,299 young people visited the museum in 2017-18, with the large majority taking part in one of our immersive workshops. The summer term was also very busy at the museum with 3881 students visiting between April and July.

#### **4.3 Stories from the Sea**

**Pop Up Projects** - In the spring term we teamed up with Pop Up Projects, a national organisation that works to inspire a love of reading in children by sending writers out to work in schools. We worked with the years 2 & 4 classes from St Georges Primary school to bring to life the Swashbuckle Lil stories created by writer Eli Woolard. When the children came to Time and Tide Museum they teamed up with the books' heroine Swashbuckle Lil who enlisted them to help her foil a plot by the loathsome Captain Stinkbeard to steal valuable artefacts from the museum. Needless to say the children saved the day and the villainous pirate left empty handed. The day's adventure gave the children a wealth of material to turn into their own stories and poems with help from Eli. It was clear that the children had gained a lot from their visit and this was confirmed by pupil and teachers surveys which demonstrated a marked improvement in their engagement with writing.

**National Conference** - In March learning staff worked with partners from Royal Museums Greenwich to stage a conference at the National Maritime Museum to explore ways in which museums are working to support schools literacy teaching. Over sixty delegates from museums and schools across the country came to take part in a full day of workshops showcasing work by Time and Tide Museum, Royal Museums Greenwich, National Literacy Trust, National Portrait Gallery and Tees Valley Museums as well as soap box presentations from Emergency Exit Arts & Corelli College, Linton Mead Primary, Goldsmiths University, Bradford Museums and Engage.

**St Georges Primary** - Work has continued closely with the nearest primary school (St Georges). The school has been actively involved in the project since the start, helping to develop and pilot new events as well as presenting at the recent conference at the National Maritime Museum. The school has now formally integrated regular visits to Time and Tide into their curriculum plans. All of the teaching staff have taken part in a CPD event in June to support them to make independent visits to the museum. This was followed with a history day at the museum involving all of the students at the school visiting throughout the day to take part in workshops co-delivered with their teachers. The partnership work between the museum and the school was also flagged up during a recent OFSTED inspection.

***Drawn to the Coast*** - During the summer term a new event was developed focused on creative responses to the fine art collections at Time and Tide - using the *Drawn to the Coast* temporary exhibition as inspiration.

### ***Requiem Project***

The Creative Collisions & Orchestras Live led *Requiem* project was funded by the Heritage Lottery Fund's Young Roots project and commemorated the experiences of Great Yarmouth people in WWI.

Since January 2018 the *Requiem* project has delivered: One text panel workshop, two creative writing workshops, one steering group meeting, one spoken word rehearsal, ten music workshops, three visual arts workshops with three hundred and six children and young people from local schools and colleges all filmed by students from East Coast College supported by the team at BBC Voices. The *Requiem* project Exhibition has been created and launched at Great Yarmouth library before going on tour to the Time and Tide Museum and participating schools. Unfortunately the commemorative concert that was scheduled to take place at the Hippodrome Circus on the 2<sup>nd</sup> of March had to be cancelled due to the effects of the 'Beast from the East' which led to schools being closed due to adverse weather and the BBC Concert Orchestra stranded in Skegness. Fortunately it was possible to reschedule the event to the 27<sup>th</sup> June so that the young performers got the chance to take part in the project's grand finale, performing alongside world class professional musicians conducted by composer Sarah Freestone who worked with young people to create a bespoke score of entirely original music for the project.

**Project Partners:** Creative Collisions, Orchestras Live, Norfolk Music Hub, BBC Concert Orchestra, Norfolk Youth Orchestra, Norfolk Museums, Norfolk Libraries, Norfolk Record Office, BBC Voices, Norwich Writers Centre, Historic England.

**Schools and Colleges:** East Coast College, East Norfolk Sixth Form, Ormiston Herman Academy, Edward Worlledge Ormiston Academy, Great Yarmouth Primary Academy, Woodlands Primary, St Mary & St Peter's Primary, St George's Primary, Northgate St Andrews Primary, Cliff Park Ormiston Academy, Benjamin Britten High School, Ormiston Victory Academy, Flegg High School, Charter Academy, Trafalgar Academy.

**Saturday Art Club** – Commenced in the New Year in January with a trip to the Sainsbury Centre for Visual Art, Norwich. Led by artist Kate Munro and Head of Learning Alex Woodall, we were inspired with hands-on making activities to explore the *Russia Season* exhibition. The young people worked in the galleries to create instant creative responses through collage. After a visit to the Tatlin's Tower in the SCVA grounds, the group worked in the studio with Kate Munro to create 3D sculptural towers from recycled and unusual.

In the following session, work was undertaken with Kaavous Clayton from Original Projects; Continuing with the Russia theme and introducing a new theme of 'resourcefulness', Kaavous guided the young people through design, construction and branding. The group produced a "multi-functional" and "animal friendly" bench- desk-den, called SKOEBMACKAG, from recycled wood. In February, the young people were awarded their Bronze Arts Award certificates in a ceremony attended by their family and Arts Award Voice Magazine reporters at East Coast College Great Yarmouth. The day was a celebration of all the exciting achievements and creative ideas explored by the Club, and it was fantastic to see them confidently share their newly developed skills with their family too.

The final Saturday sessions were delivered with Time and Tide Museum's *Sea History Differently* project. Local artist Katarzyna Coleman hosted a Club visit to her art studio and guided the young people with observational drawing skills around Nelson's Monument. In the following session, the drawings were translated from charcoal and pencil sketches into acrylic paintings on canvas. The young people picked up lots of useful skills from Katarzyna. The artworks created by the young people were displayed in the community gallery at Time and Tide as part of the *Drawn to the Coast* exhibition.

**Young Communicators** - A grant from Arts Council England to develop a new team of Young Communicators in Great Yarmouth has been received. Creative Collisions will collaborate with project partners Young Norfolk Arts Trust who have run a Youth Communications team in Norwich for five years. They'll work closely with local further education colleges and youth workers to organise training for a team of 16 – 25yr olds in photography, writing for blog, podcasting and designing a zine. A team of student film makers will be led by the East Coast College. The team will work with artists and high profile

creative organisations, National Centre for Writing & BBC Voices, before reporting on Enjoy – Cultural Education Partnership activities for children and young people. The team will also work with local arts organisation Original Projects to curate a pop up exhibition using a variety of art forms to showcase their work and celebrate the diverse cultural offer for children & young people in the town. This seven month project will act as a pilot and a consultation for a more permanent team.

**Make Yarmouth** - NEACO funding has been received for a project to encourage young people into higher education. Collaborations with Original Projects have been ongoing since June on a project consisting of 5 design modules introduced by inspirational speakers followed with practical sessions that will include skill-sharing and production (portfolio preparation, making) and presentations of the work. Each project has been designed to take place over a month on Saturdays and Wednesday evenings. Projects focus on; Fashion & Wearable Technology, Furniture, Architecture, Product Design and Graphic Design. The project will culminate with an exhibition at the Original Projects studio on King Street in October.

#### 4.5 Enjoy - Great Yarmouth

A King's Ransom - Enjoy provided funding to support a King's Ransom, a collaboration between Into Opera and four Norfolk primary Schools.

A King's Ransom provided a great introduction to opera for the participants; over 15 weeks key stage two pupils worked regularly with the composer, librettist, orchestra, stage director, designer and choreographer, and then performed the opera at OPEN, in Norwich on the 1st and 2nd of February.

In addition, the schools taking part (Avenue Junior School, St George's Primary, Sprowston Junior and St. Francis of Assisi Catholic Primary) were able to use this experience to contribute to their Arts Mark and Arts Awards. Children from St Georges Primary also took part in a celebration event in Norwich in July as well as a summer school in August.

Part funding for a second project with Into Opera to turn the children's story booked 'Gobollino the Witch's Cat into an opera. Children from St Georges Primary and St Mary and St Peter Primary will work with writers and composers throughout the autumn and spring terms. During this development phase further funding will be sought to enable performances to be staged during the summer term.

**Making Waves Together** – Enjoy is taking part in an ambitious project using Heritage Lottery funding from the new Great Places scheme. The *Making Waves Together* project is being led by Great Yarmouth Borough Council and Waveney District Council supported by local cultural organisations who will work together on linked project to re-imagine a brighter future for the Seaside Towns of Great Yarmouth and Lowestoft. Arts and cultural activities will be used to engage communities, support regeneration and raise aspirations.

Enjoy is working closely with Lowestoft Rising to use project funds to develop the two Local Cultural Education Partnerships and foster more collaborative working between them. A central ambition in Great Yarmouth is to grow the network of schools linked to Enjoy and we are very pleased that we have already signed up five primary schools and one high school to our new 'Culture Schools' program with strong interest from several others. Culture Schools will work with us to identify aspects of the cultural provision that they would like to develop with our support. They will also appoint 'Cultural Champions' to work closely with us and will be able to benefit from regular CPD sessions for teaching staff. We started with a workshop in June to promote schools engagement with the HLF Funded Venetian Waterways restoration project. This was delivered in partnership with Ali Fisher from the project team and Kate Argyle from Historic England.

Project Officer Phoebe Wingate is currently working with partners to organise one day youth arts festivals during the October half term. 'Ness Fest' will happen in Lowestoft on the 23rd October and 'Young at Arts' will take place in Great Yarmouth on 24th October.

The Area and Operations Manager reported on the total Visitor Numbers, income and Retail across the Time and Tide, Elizabethan House and Tolhouse Goal.

RESOLVED :

That the Committee note the contents of the Area Museums for the period February to September 2018.

## **5 PRESENTATION - SEA HISTORY DIFFERENTLY AND DRAWN TO THE COAST**

Johanna Jones, Curator provided the Committee with a presentation that had been created by Students on the Sea History Differently Project. The short video showed works that were being undertaken on the project.

Members were advised of the community outreach work that had been undertaken in respect of the project and it was hoped that the event showed how museums could become more mobile and adventurous. It was reported that the exhibition was amended during the period it was on show in light of community comments.

## **6 HANDLING COLLECTIONS AND COLLECTIONS MANAGEMENT RATIONALISATION OVERVIEW**

Members were given opportunity to look at some of the Museums handling collections which included :-

- Coral

- Eel trapper
- Illustrations
- Manby trailer

The Curator reported that a collections rationalisation programme would be brought to future meetings of the Committee where certain collections would be brought forward for rationalising, it was suggested that if Members had questions prior to the rationalising these be submitted prior to the meeting.

Members discussed ideas around rationalisation such as swapping items with other museums and insurance that is held by the museum for collections. Members were advised that a Collections Care Policy was available on the Museums website.

## **7 TOUR OF NEWLY OPENED CIRCUS ! SHOW OF SHOWS EXHIBITION.**

Members were invited to view the newly opened Circus Exhibition.

The meeting ended at: 15:55

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**  
**KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE** <sup>Item 6</sup>

**Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 3rd December, 2018 at 2.15 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor Mrs E Nockolds (Chairman)  
 Councillors A Bubb, Collis, M Chenery of Horsburgh,  
 H Humphrey (Vice-Chairman), T Smith, A Tyler and Mrs S Young  
 Councillor J Ward – Chairman of the Joint Museums Committee  
 Susan Thompson – Friends of Lynn Museum

**Officers:**

Robin Hanley and Dayna Woolbright, Norfolk Museums Service

**1      APOLOGIES FOR ABSENCE**

Apologies for absence were received from O Bone, Councillor D Buck, L Bavin, P Eke, H Jackson and Councillor Mrs J Westrop.

**2      MINUTES**

The notes from the meeting held on 3 September 2018 were agreed as a correct record.

**3      MATTERS ARISING**

None.

**4      DECLARATIONS OF INTEREST**

Councillor Chenery declared an interest as a trustee of the Norfolk Records Office Charity.

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

The Assistant Head of Museums tabled a copy of the Norfolk Museums Service Annual Review 2017/2018 which had been circulated to the Committee. The Committee was advised that the Annual Review gave a useful overview of the broad range of activities undertaken across the Norfolk Museums.

The Committee was informed that HLF funding of £8.5m had been awarded to the Keep Project at Norwich Castle. It was noted that match funding was in place and Hannah Jackson, Western Area Manager had been appointed the Project Manager role on a two year

secondment. Andrew Smith would be undertaking the Western Area Manager role. The Assistant Head of Museums advised that regular updates would be received by the Committee.

The Assistant Head of Museums presented the report which provided information on the King's Lynn Museum activities for the period August to October 2018

The visitor numbers audited up to 31 October 2018 were tabled and discussed. The Assistant Head of Museums advised that:

- Heritage Open Day in 2018 – an increase of 593 visitors to the Lynn Museum compared to 2017.
- Across the Norfolk Museums there had been a significant increase in the number of visitors to date on Heritage Open Days in 2018 across the two weekends.
- 1,600 increase in visitors to Lynn Museum from the same period in 2017.

The Assistant Head of Museums responded to questions relating to:

- The bronze and iron age specifically in relation to Seahenge.
- Mini-Museum Club aimed at the under 5s. In response to a question from the Chairman, Councillor Mrs Nockolds regarding consultation with adults on the frequency of the Mini-Museum Club, the Assistant Head of Museums undertook to check if a consultation exercise had been undertaken.
- The potential for a club for the older children. It was noted that as part of the HLF's national Kick in the Dust programme a four year project to encourage participation from young people aged 11 to 25 in museum activities. Examples were given of previous work undertaken with young people (NEET).
- Coffee, Cake and Collections coffee morning – well received and good attendance levels. It was noted that residents from local care homes had attended. Members were informed that as part of the funded outreach programme visits had been made to care homes.
- Seahenge conference 10 November 2018. Sell out event with 67 people attending.
- World War 1 Raids – the Assistant Curator advised that that information was available in the archives.
- Success of the South Gate project. The Assistant Curator explained that a company had been commissioned to supply footage to be available on tablets, app, website or display boards, for those visitors who were not able to go upstairs.
- Arrangements for requesting loan collections from the British Museum.
- Lynn Museum Sunday opening had attracted on average between 20 and 30 visitors each Sunday.

- Rachael Williams, Learning and Engagement Officer – post had been extended for a period of 12 months with funding from the Borough Council..
- Analysis undertaken on the visitor numbers.
- Offer of museum activities to support the national curriculum.

The Chairman of the Friends of Lynn Museums provided an update, a summary of which is set out below:

- Annual Talk by Dr Jody Joy on 26 September 2018 at Marriott's Warehouse was successful with 77 attendees.
- A Christmas social event will be take place on 10 December 2018 at 3 pm which will include object handling and a chance to see the various important contribution made by the Friends.
- The Friends had been successful in obtaining a grant for a Baines Memorial.
- Legacy been received (£500) which would be ring-fenced to purchase a specific item for the Lynn Museum.

The Chairman, Councillor Nockolds reported that Arts Council England was visiting King's Lynn on 7 December 2018. The Chairman commented that there was a cultural prospectus in place and that NCC was a member of the Cultural Board which demonstrated good partnership working of both education and culture. It was noted working in partnership with a number of organisations including King's Lynn Festival and the Local Enterprise Partnership provide a good culture offer for visitors to King's Lynn.

**AGREED:** 1) That the update report be noted.

2) Christine Marsden, Kick the Dust Project Co-ordinator be invited to attend.

3) On behalf of the Committee, thanks be passed onto staff for the efforts undertaken to promote the Lynn Museum.

6

## **REPORT OF THE BOROUGH COUNCIL**

The Chairman, Councillor Mrs Nockolds presented the report which provided updates for the Area Museums Committee on tourism marketing and development activities from January to December 2018.

In response to question regarding the digital version of the printed brochure appearing upside down when viewing, the Chairman undertook to take the comment back to the Tourism Officer.

The Committee was informed that the print run had been reduced, but that the importance of having printed copies available was highlighted.

The Chairman, Councillor Mrs Nockolds reminded Members that a Tourism Update was being presented to the Regeneration and Development Panel on 11 December 2018.

**AGREED:** That the report be noted.

## 7 **REPORT FROM TRUE'S YARD MUSEUM**

The Chairman, Councillor Mrs Nockolds presented the report circulated with the Agenda and responded to questions relating to:

- Reference to the display on the first floor of Marriott's Warehouse and reference to older buildings in King's Lynn. The Chairman explained that there was a one-page information sheet available to visitors and that the Stories of Lynn App also promoted Marriott's Warehouse.

**AGREED:** That the report be noted.

## 8 **SCHEDULE OF MEETINGS 2019**

4 March 2019, 2.15 pm, Council Chamber, Town Hall, King's Lynn  
 17 June 2019, 2.15 pm, Council Chamber, Town Hall, King's Lynn  
 23 September 2019, 2.15 pm, Council Chamber, Town Hall, King's Lynn  
 9 December 2019, 2.15 pm, Council Chamber, Town Hall, King's Lynn

## 9 **DATE OF NEXT MEETING**

The next meeting of the King's Lynn and West Norfolk Area Museums Committee would be held on Monday 4 March 2019 at 2.15 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 3.44 pm**



**Norwich Area Museums Committee**

**14:00 to 15:30**

**11 December 2018**

Present:

**City Councillors:**

Fulton-McAlister (E), (chair)  
Bradford  
Huntley  
Maxwell  
Price  
Trevor

**County Councillors:**

Brociek-Coulton (substitute for  
Councillor Jones (B))  
Rumsby  
Ward

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

Brenda Ferris (Norfolk Contemporary Art Society) and County Councillor  
Buck (Broadland District Council)

Apologies:

County Councillors Nobbs (vice chair), Clipsham, Jones (B) and Watkins;  
and, Felicity Devonshire (Friends of Norwich Museums), Amanda Geitner  
(East Anglia Arts Fund) and Councillor Hardy

**1. Public questions/petitions**

There were no public questions or petitions.

**2. Declarations of interest**

None.

**3. Minutes**

**RESOLVED** to agree the accuracy of the minutes of the meeting held on  
11 September 2018.

**4. Norwich Museums briefing: September to November 2018**

Jenni Williams, learning officer Norwich Castle, gave a presentation on the work of the Norfolk Museums Learning Team and its engagement with secondary schools and teachers. As a qualified history teacher, the learning officer had increased the number of school visits to the museums and ensured that events were relevant to the national curriculum at key stages 3, 4 and 5, by liaising with examination boards and teachers. (Copies of the learning programme were circulated at the meeting.)

During discussion members noted that the teachers' conference had been well attended. The costs had been kept to a minimum by hosting the conference at Norwich Castle and the key note speakers kindly giving their time for free. In reply to a member's question, the learning officer said that the teachers' feedback was encouraged after school visits and the learning programme was flexible so it could

be changed to reflect changes to the national curriculum and teachers' recommendations. A member suggested that there should be natural history events for schools. The learning officer explained how the major examination boards had selected places for its historic environments for key stage 4. Norwich Castle (Anglo Saxon and Norman) was the historic environments for the SHP examination board. A lot of schools in East Anglia were already with this board or were switching to it.

The assistant head of museums circulated copies of the Norfolk Museums Service Review 2017-18 to members at the meeting.

The assistant head of museums (head of service delivery) explained that he was now the director of the Keep project following the retirement of Dr Davies. The Heritage Lottery Fund would shortly be confirming permission to start the delivery phase and the project was on target. Recruitment was underway to fill vacant posts in the project team. The project design team would have assembled as much information as possible in the New Year for the next phase, with construction expected to commence in April or May 2019 and completion by the summer of 2020. The assistant head of museums referred to the action plan for the Keep project and said that he would bring further information about outreach work to local communities to the next meeting. This was where members could support the process with their local knowledge and connections and help develop new and existing links to engage the community with the project. The chair said that she would be addressing members of the city council at full council in January 2019 about the project. Discussion ensued on the practicalities of maintaining access to collections and office accommodation during the construction phase. The operations manager would be leading on this aspect of the project and the Viking exhibition would be critical. A member suggested that Norwich Access Group was consulted about the parking arrangements on the mound and access during the construction phase. A member suggested that activities could take place outside the castle during the construction phase but was advised that people attending pilot events on the Castle Green had not necessarily led to visits to the museum. Councillors Maxwell and Bradford said that the city council's planning applications committee had been unanimous in its decision to approve the planning application and listed building consent for the Keep project and that the presentation had been excellent. Members also considered that the televised Children in Need event had been an excellent showcase for the castle keep.

The assistant head of museums presented the report and highlighted areas of specific interest to members. The *Paston Treasure: Riches and Rarities of the Known World* had been one of the most complex exhibitions held at Norwich Castle, bringing together loans from over fifty national and international lenders. It had received critical acclaim and positive media coverage. Eight hundred copies of the affordable exhibition guide (priced at £9.99) written by Dr Francesca Vanke had been sold.

Members were advised that the assistant head of museums had visited the *Viking: Rediscover the Legend* exhibition at Nottingham, where it was a very popular indeed.

During the presentation, a member said that there had been a Girlguiding event to mark the international day of the girl on 13 October and suggested that there was potential for the museums service to coordinate the events in future years.

Members noted that the *Architecture Day: Grand Designs* on 3 November had attracted high levels of engagement and that there was potential to further develop this event in partnership with students and staff at Norwich University of the Arts. The *Could it be Magic* event held during half term in October had been successful. It was themed around magic and had links with the Science Festival, including an activity facilitated by the natural history curator, Dr David Waterhouse, around magic in creatures of the world and a performance by Neil Paris telling the *History of Magic*. The next *Knight Club* would be starting in January. In reply to a member's question, the assistant head of museums said that the learning team did work in partnership with PhD students and used their specific skills, for events like *Crazy Chemistry*, in addition to the existing programme. The Museum of Norwich at the Bridewell had offered a range of science-based activities during the October half term week.

Members welcomed the news that the Town Close Estate Charities would be funding the ST\*ART club for the next three years. Members appreciated that the Freeman's charity had also funded the free open days at Strangers' Hall and the Museum of Norwich at the Bridewell in the summer.

The assistant head of museums said that Councillor Trevor had met with Christine Marsden, the project coordinator, to discuss engagement of young people with the *Kick the Dust* programme through her connections with community groups in her ward and city college. He suggested that the project coordinator be invited to the future meeting of the committee to update members on development of the project.

A member said that she had seen the statue of Samson at Gressenhall and considered that its restoration was "amazing". The assistant head of museums said that a case was being created so that the statue could be exhibited.

The operations manager presented the remainder of the report. He reported that the number of weddings held at Norwich Castle in the period September to November had plateaued at 139, but was still at a greater number than performed by the Registrar's service at its former venue, Churchman House. Weddings would continue to be offered at Norwich Castle during the construction phase of the Keep project and would include an enhanced offer which included a new entrance and facilities for wedding parties and guests. Members noted that the *History Mystery Escape Room* games at the Museum of Norwich now included sessions on Friday evenings and that it was about to introduce sessions on Sundays. In reply to a member's suggestion that merchandise associated with the museum or escape games be available to purchase, the operations manager said that there was potential to develop the partnership with Mystery History. Players were currently offered 15 per cent off museum admission and the games were linked to the museum's collections. The chair said that people liked dressing up and that this could also be considered. He said that he would take on board members' comments.

Members noted that the external lift would be closed from 11 February 2019 to allow for its refurbishment and was due to reopen on 15 April 2019. Members were reassured that there would be signage to the alternative routes during this period.

The committee also noted that September to November had been a busy period for venue hire and events at Norwich Castle, which had included a private view of the Armistice exhibition by the Royal British Legion following the culmination of the torch

relay on 21 October 2018. Norwich Castle had also hosted the city council's Big Boom fireworks display which had been very well attended. Members were advised that due to the construction works it would not be possible to host the fireworks at Norwich Castle next year. As mentioned earlier in the meeting, Norwich Castle had hosted the BBC Eastern region's live coverage of Children in Need.

The committee noted that a Wider Impact Group had been established to ensure that disruption to the operation of Norwich Castle was kept to a minimum during the construction phase of the Keep project. This group would be chaired by the operations manager, with support from Artelia, the project management consultants working on the Keep project.

The operations manager then circulated copies of visitor numbers to members. The hot summer this year meant that visitor numbers were less than last years. There was an enhanced offer at Strangers' Hall with the *Night Before Christmas* and the *Deck the Halls* events and it was hoped that visits to these popular events would exceed last December's visitor numbers at Strangers' Hall.

**RESOLVED to**

- (1) thank the officers for the report;
- (3) ask the assistant head of museums to invite Christine Marsden, the *Kick the Dust* project coordinator, to a future meeting of the committee.
- (4) note that the assistant head of museums will provide more information on how members can support the outreach element of the Keep project at the next meeting of the committee.
- (5) note that as agreed at the last meeting, the assistant head of museums will invite Charles Wilde, the county council's marketing manager to a future meeting of the committee.

**5. Date of next meeting**

**RESOLVED** to note that the next meeting of the committee will be at 14:00 on 5 March 2018.

(Following the conclusion of the meeting members of the committee took the opportunity to attend an informal tour of the Armistice exhibition facilitated by Jenni Williams, learning officer at Norwich Castle.)

CHAIR

# Norfolk Joint Museums Committee

|  |  |        |
|--|--|--------|
| <b>Report title:</b>   | <b>Finance Monitoring 2018/19</b>                              | Item 8 |
| <b>Date of meeting:</b>  | <b>11 January 2019</b>   |        |
| <b>Responsible Officer:</b>  | <b>Steve Miller – Assistant Director, Culture and Heritage</b> |        |
| <b>Strategic impact</b><br>This report covers the forecast position for the Norfolk Museums Service (NMS) in 2018/19 as at 30 November 2018. |  |        |

## Executive summary

This report covers the forecast Norfolk Museums Service (NMS) budget out-turn for 2018/19. The report details the latest monitoring position for the revenue budget, capital programme, reserves and provisions. The report also details savings proposals applied to the revenue budget for 2019/20.

The main issues for consideration by this Committee are:

- Monitoring of the NMS Revenue budget indicates that the Service is currently projecting an over-spend position at year-end.
- Latest monitoring position of NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.
- Savings proposals for 2019/20.

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

- **The latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2018/19.**
- **Note the proposed budget savings and changes for 2019/20 and beyond.**

## 1. Proposal (or options)

### 1.1. Revenue Budget 2018/19

1.1.1. NMS is currently projecting an over-spend of £0.080m on the revenue budget.

1.1.2. NMS is currently projecting a shortfall of -£0.037m on Admissions income, which is currently 2.66% 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 has continued over the usually busy Summer months with the exceptionally hot weather being the main factor. This has resulted in an overall decrease of £0.090m on the year to date compared to 2017/18. It is anticipated that the Service will see a turnaround in the figures over the coming months with several key exhibitions planned over the Autumn / Winter period, including Armistice, Circus 250 and Viking: Rediscover the Legend, although it is unlikely to meet the very high income generating levels of last year.

- 1.1.3. There is a projected income shortfall of £0.040m on Partnerships income, including undesignated fundraising and sponsorship income.
- 1.1.4. The Service is continuing to review all non-essential spend and withhold vacancies as appropriate with a view to minimizing the projected over-spend.
- 1.1.5. The table below sets out the net revenue service budgets and out-turn for the NMS.

| Service                 | Approved budget<br>£m | Outturn<br>£m | +Over/-Under<br>spend<br>£m | +Over/Under<br>spend as % of<br>budget |
|-------------------------|-----------------------|---------------|-----------------------------|--|
| Norfolk Museums Service | 2.585                 | 2.495         | 0.090                       | 3.48%                                  |
| <b>NMS Total</b>        | <b>2.585</b>          | <b>2.495</b>  | <b>0.090</b>                | <b>3.48%</b>                           |

## 1.2. Capital programme

- 1.2.1. Norfolk County Council's commitment to the county's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2. The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. There are modest NCC supported capital renewal schemes planned for Norwich Castle in the coming 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<br>£m | 2018/19 Forecast Capital Outturn<br>£m | Slippage | Reasons                                    |
|---|---------------------------------------|--|----------|--|
| <b>Schemes in Progress</b>                    |                                       |  |          |  |
| Voices from the Workhouse Project             | 0.075                                 | 0.075                                  | 0        | Project estimated to be completed in 18/19 |
| Castle Keep Improvements                      | 0.295                                 | 0.295                                  | 0        | Stage 1 to be completed on 18/19           |
| Norwich Castle Keep Development Match Funding | 1.950                                 | 1.950                                  | 0        | Project estimated to be completed in 18/19 |
| Strangers Replacement                         | 0.002                                 | 0.002                                  | 0        | Project complete –                         |

|                                      |              |              |          |  |
|--------------------------------------|--------------|--------------|----------|--|
| Lighting                             |              |              |          | final payments due                                 |
| Norwich Castle Critical M&E Services | 0.122        | 0.122        | 0        | Stage 1 Development phase to be completed in 18/19 |
| Norwich Castle Access Improvements   | 0.050        | 0.050        | 0        | Project estimated to be completed in 18/19         |
| Norwich Museums Capital Projects     | 0.009        | 0.009        | 0        | Project estimated to be completed in 18/19         |
| Time & Tide Health & Safety Work     | 0.002        | 0.002        | 0        | Project estimated to be completed in 18/19         |
| <b>Total</b>                         | <b>2.505</b> | <b>2.505</b> | <b>0</b> |  |

### Funding of the NMS Capital Programme

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

- Voices from the Workhouse project is funded by the Heritage Lottery Fund (HLF). £1.800m funding has been 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.
- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the HLF bid. Further development funding of £0.462m was received from the Heritage Lottery Fund for Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18.
- 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 12<sup>th</sup> century Norman royal palace and will develop a new British Museum Gallery of the Medieval Period. A successful bid has been made to the Heritage Lottery Fund for £9.2m accounting for the majority of funding. Additional fundraising is ongoing.
- 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.
- Norwich Castle Access Improvements is funded by NCC to develop a new entrance for immediate use for wedding parties at Norwich Castle. This will address some accessibility issues and support the generation of income.

## 1.3. Reserves and Provisions

1.3.1. There are some changes to reserves and provisions to report. The table

summarising the out-turn position appears below.

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

| Reserves and Provisions 2018/19          | Balances at 01Apr18 | Forecast Outturn at 31Mar19 | Change |
|--|---------------------|-----------------------------|--------|
|  | £m                  | £m                          | £m     |
| <b>Norfolk Museums Service</b>           |                     |                             |        |
| Museums Income Reserve                   | 0.163               | 0.163                       | 0.000  |
| Museums Repairs and Renewals Reserve     | 0.165               | 0.156                       | -0.009 |
| Unspent Grants and Contributions Reserve | 0.399               | 0.395                       | -0.004 |
| Service Total                            | 0.727               | 0.714                       | -0.013 |

#### 1.4. 2019/20 Budget Proposals

1.4.1. The budget savings proposals are summarised below:

| G. Commercialisation                    | 2019/20<br>£m | 2020/21<br>£m | 2021/22<br>£m |
|---|---------------|---------------|---------------|
| CMM043 – Income generation              | 0.000         | -0.400        | 0.000         |
| <b>New 2019-22 Budget Round Savings</b> |               |               |               |
| CMM062 – Restructure of teams           | 0.000         | -0.120        | 0.000         |
| <b>Total</b>                            | <b>0.000</b>  | <b>-0.520</b> | <b>0.000</b>  |

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

| Description            | 2019/20 Budget (starting point)<br>£m | Additional Costs (Inflation)<br>2019/20<br>£m | Savings 2019/20<br>£m | Growth / Cost Neutral Adjustment / Virements 2019/20<br>£m | Proposed 2019/20 Budget<br>£m | Savings Reference |
|------------------------|---------------------------------------|---|-----------------------|--|-------------------------------|-------------------|
| Employee related costs | 4.443                                 | 0.064   | 0.000                 | 0.042  | 4.549                         |                   |
| Premises               | 0.867                                 | 0.052   | 0.000                 | 0.000  | 0.919                         |                   |
| Transport              | 0.039                                 | 0.000   | 0.000                 | 0.000  | 0.039                         |                   |
| Supplies &             | 2.114                                 | 0.009   | 0.000                 | -0.033   | 2.090                         |                   |

|                           |              |              |              |               |              |  |
|---------------------------|--------------|--------------|--------------|---------------|--------------|--|
| Services                  |              |              |              |               |              |  |
| Third Party Payments      | 0.004        | 0.000        | 0.000        | 0.000         | 0.004        |  |
| Support Services          | 0.082        | 0.000        | 0.000        | 0.000         | 0.082        |  |
| Depreciation & Impairment | 0.377        | 0.000        | 0.000        | -0.006        | 0.371        |  |
| Income                    | -5.308       | 0.000        | 0.000        | -0.005        | -5.313       |  |
| <b>Total</b>              | <b>2.618</b> | <b>0.125</b> | <b>0.000</b> | <b>-0.002</b> | <b>2.741</b> |  |

## 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 take into account.

## 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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# Norfolk Joint Museums Committee

Item 9

|   |  |
|---|--|
| <b>Report title:</b>  | <b>Risk Management</b>   |
| <b>Date of meeting:</b>   | <b>11 January 2019</b>   |
| <b>Responsible Officer:</b>   | <b>Steve Miller – Assistant Director, Culture and Heritage</b> |
| <b>Strategic impact</b><br>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 January 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 November 2018, and following review in December 2018, there are no significant changes in this report;

**Recommendations:** Committee Members are asked to:

- **Note the active and dormant risks as they stand, as per appendices A and B.**

### 1. Proposal

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 2018/19 and are included in **Appendices A and B**.
- 2.3 The register currently contains six risks. Of these, two risks are assessed as having an amber prospect of meeting the target score by the target date (as shown 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 are continuous risks in their nature (as shown in Appendix B). An explanation of the

criteria for judging prospects scores can be found in paragraph 2.5 below.

Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- 2.4
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
  - Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
  - Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

- 2.5
- The prospects of meeting target scores by the target date reflect how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the 'Prospects of meeting the target score by the target date' column as follows:

- Met – the target score has been achieved by the target date
- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date
- Amber – one or more of the mitigation tasks are falling behind and/or there are some concerns that the target score may not be achievable by the target date unless mitigations are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and shortcomings must be addressed and/or new tasks introduced.

- 2.6
- There are no risks of which the risk owner has identified the 'prospects of meeting the target score by the target date' as Red.

- 2.7
- The evidence is that risks are being managed to an appropriate level with the mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that the risk scores and target dates reflect the current position against current service objectives. Risks are reviewed and challenged appropriately by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

- 2.8
- There are no risks of which the risk owner has identified the 'prospects of meeting the target score by the target date' as Red.

- 2.9
- 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. This Committee will continue to be notified of any changes to this position.

### 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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|   |   |            |                                      |        |                  |                         |        |            |             |   |
|---|---|------------|--------------------------------------|--------|------------------|-------------------------|--------|------------|-------------|---|
| <b>Risk Number</b>  | RM14286                                   |            | <b>Date of update</b>                |        | 06 December 2018 |                         |        |            |             |   |
| <b>Risk Name</b>  | Reduction of centralised support services |            |                                      |        |                  |                         |        |            |             |   |
| <b>Risk Owner</b>   | Steve Miller                              |            | <b>Date entered on risk register</b> |        | 21 March 2014    |                         |        |            |             |   |
| <b>Risk Description</b>   |   |            |                                      |        |                  | Item 9                  |        |            |             |   |
| Impact on NMS from reducing resources within County Hall including finance, HR, ICT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.                                       |   |            |                                      |        |                  |                         |        |            |             |   |
| <b>Original</b>   |   |            | <b>Current</b>                       |        |                  | <b>Tolerance Target</b> |        |            |             |   |
| Likelihood  | Impact                                    | Risk score | Likelihood                           | Impact | Risk score       | Likelihood              | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2   | 4   | 8          | 2                                    | 4      | 8                | 1                       | 4      | 4          | Apr-19      | Amber   |
| <b>Tasks to mitigate the risk</b>   |   |            |                                      |        |                  |                         |        |            |             |   |
| Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution. |   |            |                                      |        |                  |                         |        |            |             |   |
| <b>Progress update</b>  |   |            |                                      |        |                  |                         |        |            |             |   |
| Regularly reviewed by SMT - ongoing concerns in the reduction and quality of central services and continuing impact from cost pressures being applied centrally and impacting at the level of the Service.                    |   |            |                                      |        |                  |                         |        |            |             |   |

|   |   |            |                |        |                                      |                         |        |                  |             |   |
|---|---|------------|----------------|--------|--------------------------------------|-------------------------|--------|------------------|-------------|---|
| <b>Risk Number</b>  | RM14364   |            |                |        | <b>Date of update</b>                |                         |        | 06 December 2018 |             |   |
| <b>Risk Name</b>  | Failure to deliver Arts Council England business plan 2018-22 |            |                |        |                                      |                         |        |                  |             |   |
| <b>Risk Owner</b>   | Steve Miller  |            |                |        | <b>Date entered on risk register</b> |                         |        | 03 October 2018  |             |   |
| <b>Risk Description</b>   |   |            |                |        |                                      |                         |        |                  |             |   |
| Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service. |   |            |                |        |                                      |                         |        |                  |             |   |
| <b>Original</b>   |   |            | <b>Current</b> |        |                                      | <b>Tolerance Target</b> |        |                  |             |   |
| Likelihood  | Impact  | Risk score | Likelihood     | Impact | Risk score                           | Likelihood              | Impact | Risk score       | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3   | 3   | 9          | 3              | 3      | 9                                    | 2                       | 3      | 6                | Apr-19      | Amber   |
| <b>Tasks to mitigate the risk</b>   |   |            |                |        |                                      |                         |        |                  |             |   |
| Close liaison with Arts Council England Careful delivery of programmes and activities   |   |            |                |        |                                      |                         |        |                  |             |   |
| Regular reporting to Joint Museums Committee  |   |            |                |        |                                      |                         |        |                  |             |   |
| Maintenance of Local Authority funding support and other revenue streams.   |   |            |                |        |                                      |                         |        |                  |             |   |
| <b>Progress update</b>  |   |            |                |        |                                      |                         |        |                  |             |   |
| Continued close liaison with Arts Council England.  |   |            |                |        |                                      |                         |        |                  |             |   |
| A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest.  |   |            |                |        |                                      |                         |        |                  |             |   |
| Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery.   |   |            |                |        |                                      |                         |        |                  |             |   |
| Revenue streams continue to be maintained and monitored.  |   |            |                |        |                                      |                         |        |                  |             |   |

|   |  |            |                |        |            |                                      |        |                  |             |   |
|---|--|------------|----------------|--------|------------|--------------------------------------|--------|------------------|-------------|---|
| <b>Risk Number</b>  | RM14162  |            |                |        |            | <b>Date of update</b>                |        | 06 December 2018 |             |   |
| <b>Risk Name</b>  | Failure to generate additional income streams in 2018 in accordance with service plan. |            |                |        |            |                                      |        |                  |             |   |
| <b>Risk Owner</b>   | Steve Miller   |            |                |        |            | <b>Date entered on risk register</b> |        | 21 March 2014    |             |   |
| <b>Risk Description</b>   |  |            |                |        |            |                                      |        |                  |             |   |
| Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.  |  |            |                |        |            |                                      |        |                  |             |   |
| <b>Original</b>   |  |            | <b>Current</b> |        |            | <b>Tolerance Target</b>              |        |                  |             |   |
| Likelihood  | Impact   | Risk score | Likelihood     | Impact | Risk score | Likelihood                           | Impact | Risk score       | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3   | 5  | 15         | 1              | 2      | 2          | 1                                    | 2      | 2                | Apr-19      | Met   |
| <b>Tasks to mitigate the risk</b>   |  |            |                |        |            |                                      |        |                  |             |   |
| Commercial Strategy in place<br>Staff will be trained and supported in the delivery of key goals<br>Wedding licences obtained and in place<br>New conference and banqueting offer in place<br>External income generation for Conservation and Design underway   |  |            |                |        |            |                                      |        |                  |             |   |
| <b>Progress update</b>  |  |            |                |        |            |                                      |        |                  |             |   |
| Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. Despite significant reductions in staffing as a result of funding reductions, revenue generation is progressing well.<br>The likelihood score has been reduced to 1 as we aren't forecasting a significant variance on externally generated income, The impact score has been reduced to 2 as we are not forecasting any variance greater than £100k. |  |            |                |        |            |                                      |        |                  |             |   |
| As this is a risk to be managed on an on-going basis, the target date has been amended to April 2019.   |  |            |                |        |            |                                      |        |                  |             |   |

|   |        |                         |            |                               |            |                  |        |            |             |   |
|---|--------|-------------------------|------------|-------------------------------|------------|------------------|--------|------------|-------------|---|
| Risk Number   |        | RM14027                 |            | Date of update                |            | 06 December 2018 |        |            |             |   |
| Risk Name   |        | Theft of museum objects |            |                               |            |                  |        |            |             |   |
| Risk Owner  |        | John Davies             |            | Date entered on risk register |            | 22 March 2012    |        |            |             |   |
| Risk Description  |        |                         |            |                               |            |                  |        |            |             |   |
| Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.   |        |                         |            |                               |            |                  |        |            |             |   |
| Original  |        |                         | Current    |                               |            | Tolerance Target |        |            |             |   |
| Likelihood  | Impact | Risk score              | Likelihood | Impact                        | Risk score | Likelihood       | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 5   | 5      | 25                      | 1          | 3                             | 3          | 1                | 3      | 3          | Apr-19      | 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 ongoing basis, the target date has been amended to April 2019.  |        |                         |            |                               |            |                  |        |            |             |   |

|   |  |            |                |        |            |                                      |        |                  |             |   |
|---|--|------------|----------------|--------|------------|--------------------------------------|--------|------------------|-------------|---|
| <b>Risk Number</b>  | RM13947                                |            |                |        |            | <b>Date of update</b>                |        | 06 December 2018 |             |   |
| <b>Risk Name</b>  | Failure to maintain historic buildings |            |                |        |            |                                      |        |                  |             |   |
| <b>Risk Owner</b>   | Steve Miller                           |            |                |        |            | <b>Date entered on risk register</b> |        | 30 June 2011     |             |   |
| <b>Risk Description</b>   |  |            |                |        |            |                                      |        |                  |             |   |
| We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.  |  |            |                |        |            |                                      |        |                  |             |   |
| <b>Original</b>   |  |            | <b>Current</b> |        |            | <b>Tolerance Target</b>              |        |                  |             |   |
| Likelihood  | Impact                                 | Risk score | Likelihood     | Impact | Risk score | Likelihood                           | Impact | Risk score       | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3   | 3                                      | 9          | 2              | 3      | 6          | 2                                    | 3      | 6                | Apr-19      | Met   |
| <b>Tasks to mitigate the risk</b>   |  |            |                |        |            |                                      |        |                  |             |   |
| Close liaison with NPS and Norwich City Council to identify priorities in building maintenance<br>Ensure we include investment in buildings maintenance in all capital projects<br>Ensure we foster a good personal and professional relationship between our staff and that of NPS<br>Ensure that our building staff are continuously monitoring our buildings to supplement NPS<br>Ensure we have appropriate emergency response procedure in place in all premises |  |            |                |        |            |                                      |        |                  |             |   |
| <b>Progress update</b>  |  |            |                |        |            |                                      |        |                  |             |   |
| Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard.   |  |            |                |        |            |                                      |        |                  |             |   |
| Following a review of this risk's likelihood against risk management likelihood criteria, the likelihood has been reduced to 2.   |  |            |                |        |            |                                      |        |                  |             |   |
| As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2019.  |  |            |                |        |            |                                      |        |                  |             |   |

|   |  |            |                |        |            |                                      |        |                  |             |   |
|---|--|------------|----------------|--------|------------|--------------------------------------|--------|------------------|-------------|---|
| <b>Risk Number</b>  | RM13948  |            |                |        |            | <b>Date of update</b>                |        | 06 December 2018 |             |   |
| <b>Risk Name</b>  | Significant flooding at any of the Museum sites. |            |                |        |            |                                      |        |                  |             |   |
| <b>Risk Owner</b>   | Steve Miller                                     |            |                |        |            | <b>Date entered on risk register</b> |        | 30 June 2011     |             |   |
| <b>Risk Description</b>   |  |            |                |        |            |                                      |        |                  |             |   |
| There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.  |  |            |                |        |            |                                      |        |                  |             |   |
| <b>Original</b>   |  |            | <b>Current</b> |        |            | <b>Tolerance Target</b>              |        |                  |             |   |
| Likelihood  | Impact   | Risk score | Likelihood     | Impact | Risk score | Likelihood                           | Impact | Risk score       | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3   | 4  | 12         | 1              | 2      | 2          | 1                                    | 2      | 2                | Apr-19      | Met   |
| <b>Tasks to mitigate the risk</b>   |  |            |                |        |            |                                      |        |                  |             |   |
| Emergency plan is in place  |  |            |                |        |            |                                      |        |                  |             |   |
| Regular checks of the store are carried out to check on safety of contents  |  |            |                |        |            |                                      |        |                  |             |   |
| Insurance in place  |  |            |                |        |            |                                      |        |                  |             |   |
| Risk assessment is reviewed regularly   |  |            |                |        |            |                                      |        |                  |             |   |
| High risk items relocated   |  |            |                |        |            |                                      |        |                  |             |   |
| Ensure location records are accurate  |  |            |                |        |            |                                      |        |                  |             |   |
| <b>Progress update</b>  |  |            |                |        |            |                                      |        |                  |             |   |
| Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively. |  |            |                |        |            |                                      |        |                  |             |   |

# Norfolk Joint Museums Committee

|   |  |
|---|--|
| <b>Report title:</b>  | <b>Performance &amp; Strategic Update Report<sup>10</sup></b>  |
| <b>Date of meeting:</b>   | <b>11 January 2019</b>   |
| <b>Responsible Officer:</b>   | <b>Steve Miller – Assistant Director, Culture and Heritage</b> |
| <b>Strategic impact</b><br>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans. |  |

## Executive summary

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

### Recommendations:

- To note progress regarding development of the Norwich Castle: Gateway to Medieval England project
- To note the position for the current financial year 2018/19, including delivery against our Arts Council England and Heritage Lottery Fund programmes.
- To note the requirement of Arts Council England regarding financial reporting and approve the recommendation regarding cash flow (see 9.4.3)

## 1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2018/19, including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provides an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the new Heritage Lottery 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 to 30 September 2018 were 233,005 compared to 266,605 for the period 1 April to 30 September 2017, a 13% decrease on the year to date (although a modest improvement on the year-to-date figure reported at the last Joint Museums Committee). Despite a strong exhibitions and events programme, the extended period of very hot weather earlier in the year impacted across all museum sites.
- 2.2. School visits across the 10 sites for the period 1 April to 30 September 2018 were 21,955 compared to 21,997 for the period 1 April to 20 September 2017, on track against last year's excellent figures.
- 2.3. Despite the current pressures, the Service is still hoping to achieve c.400,000 visits across the 10 museums for 2018/19 and to maintain school visits at around the 45,000+ level.

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

#### **3.1. Armistice: Legacy of the Great War in Norfolk; Norwich Castle**

Armistice: Legacy of the Great War in Norfolk is a major centenary exhibition commemorating the end of the First World War.

The displays explore the breadth and depth of the effect of the War on Norwich and Norfolk. The physical impact on the county, including coastal defences, and changes in agriculture and industry is examined, alongside the stories of communities and individuals whose lives were transformed.

The impact on the county was phenomenal - geographically vulnerable to invasion, large numbers of troops were stationed or passed through Norfolk. By 1917 the primary YMCA centre in Norwich at St Andrews Hall was being used by 25,000 soldiers a week. There were over sixty auxiliary hospitals and forty-seven airfields around the county. Norfolk suffered the first sea bombardment and the first fatal zeppelin air raid of the War. The fishing industry was severely disrupted by U-boats and mines, and many trawlermen were part of the Naval Reserve.

Over 12,000 men of the county did not return, and are commemorated on village memorials and school Rolls of Honour. Many more came back injured or forever changed by their experiences. The exhibition looks at the systems put in place to help these men to cope on their return, including ex-servicemen's organisations, county work schemes, homes for heroes, and soldiers' smallholdings.

Celebrating resilience and adaptability, as well as commemorating loss and remembrance, the rich displays show fine art and textiles alongside locally manufactured goods, such as boots for European armies and wire netting, which made the 'wire road' enabling troops to walk through the Sinai desert.

A series of finely crafted artworks by Paddy Hartley focus on the subject of remembrance and memorialisation.

Posters, photographs, archives and interactive displays complement the diverse objects drawn from around the county, for this uniquely Norfolk exhibition.

Exhibition runs 20 October 2018 – 6 January 2019.

#### **3.2. Circus! Show of Shows; Time and Tide, Great Yarmouth**

This exhibition details the origins of Circus from the Ancient Greek 'Hippodromes' through to the Great Yarmouth 'Hippodrome' of modern day, and will feature a series of loans from private lenders and objects drawn from the Norfolk Museum Service collections.

Many of the pieces featured have not been displayed in public since they were last used in performances and will be themed around animals in circus, women in circus, inspiring future circus performers and key local stories to Norfolk including:

- Pablo Fanque (William Darby), the notable Black Circus owner and Equestrian trainer, who was born in Norwich, a poster advertising his circus was the inspiration for John Lennon when writing the Beatles

- classic “Being for the benefit of Mr. Kite!”
- Clown Roma (Animal trainer, Marcus La Touche) who was from Swaffham in Norfolk and travelled with a Hungarian Circus before retiring back to the county with his dog Viscount
- The Great Yarmouth Suspension bridge disaster which occurred following a stunt by Nelson the clown who sailed down the river Bure in a washtub pulled by four real geese causing the deaths of 78 people, mostly children
- The history of the Great Yarmouth Hippodrome which turns 115 years old this year, among many other stories and images

A programme of talks and events are planned to run alongside the exhibition.

The exhibition is part of a nationwide museums partnership with Museums Sheffield and Tyne and Wear Archives and Museums, supported by the National Fairground and Circus Archive in Sheffield and funded by the Heritage Lottery Fund.

Exhibition runs Saturday 6 October 2018 – Sunday 3 March 2019.

### 3.3. **Visible Women; Norwich Castle**

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

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

Exhibition runs 14 April until Spring 2019.

### 3.4. **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.

3.5. **Duleep Singh special Exhibition and Pride of the People; Ancient House Museum**

Two shows running at Ancient House Museum exploring the story of the Maharajah Duleep Singh and LGBT Norfolk stories through objects in the collections. Both exhibitions have been co-curated by the Ancient House Teenage History Club.

Both exhibitions ran until 1 December 2018.

3.6. **Viking: Rediscover the Legend; Norwich Castle**

Some of the most significant Anglian and Viking treasures ever discovered in Britain will go on display together 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 will be 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.

Exhibition runs from 9 February 2019 – 8 September 2019

**4. Learning Team highlights**

4.1. Following the retirement of Colly Mudie, Learning Manager Norwich, the recruitment process for this key post has now been successfully completed, with the new post-holder expected to start in the New Year.

4.2. Many of the NMS museums offered free entry and special activities over the annual Heritage Open Weekends in September, with excellent numbers attending the events across the County. The total numbers of free visits for 2018 across the 10 museums was 11,411 compared to 9,822 free visits in 2017. The NMS museums also opened free on 8 December 2018 as part of the National Lottery #ThanksToYou initiative.

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

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

4.4. 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 is currently underway. A strong response is expected.
- 5.2. Early development work on the Norfolk Kick the Dust project, a new £10m Heritage Lottery Fund supported national programme which aims to transform how heritage organisations engage with young people, is progressing well.

Dr Robin Hanley, Assistant Head of Museums (Head of Service Delivery) and Christine Marsden, Project Co-ordinator Kick the Dust, attended a national meeting in Manchester in November to plan the evaluation of the various programmes.

The NMS Kick the Dust project team are based across the County.

## **6. Marketing and PR**

- 6.1. The Winfarthing Pendant, an Anglo-Saxon treasure acquired through the generous support of the Art Fund, the National Heritage Memorial Fund (NHMF) and the Friends of the Norwich Museums, was voted as the nation's favourite acquisition for 2018 in a national poll. Thanks go to Dr Tim Pestell, Senior Curator of Archaeology, for managing both the acquisition and the work with the Art Fund. The Pendant is currently on display at the British Library.
- 6.2. Norwich Castle was selected as the East of England venue for the live broadcasts during the BBC's 'Children in Need' on 16 November. As well as the Keep being used for interviews and performances, the external Keep wall was projected onto during the evening.
- 6.3. Marketing over the September period has been focused on the forthcoming exhibitions 'Armistice: Legacy of the Great War in Norfolk' and 'Circus! Show of Shows'.
- 6.4. Initial scoping is underway to prepare for 2020, a year in which a series of high-profile Norfolk offers will happen. Further details will be provided at the next JMC meeting.
- 6.5. Social media channels including Twitter, Facebook and Instagram are invaluable in enabling the Museums Service to engage with a wide range of audiences. All channels are continuing to grow in terms of the number of followers and active engagement. Below are details of the Museum's main social media channels.

### **Twitter**

Total number of Twitter accounts: 17

Total number of followers as of 5 December 2018: 61,527

Increase of followers from April – December: 2,524

Percentage increase of followers from April – December 2018: 4.27%

### **Facebook**

Total number of Facebook accounts: 13

Total number of followers as of 5 December 2018: 27,474

Increase of followers from April – December: 2,802

Percentage increase of followers from April – December 2018: 11.35%

### **Instagram**

Total number of Instagram accounts: 6

Total number of followers as of 5 December 2018: 8,024  
Increase of followers from April – December: 1,147  
Percentage increase of followers from April – December 2018: 16.67%

## **7. Partnerships**

- 7.1. The long-term partnership with the University of East Anglia continues to develop well with new initiatives and several student placements planned for the New Year.
- 7.2. Norfolk Museums Service worked with partners in the New Anglia Cultural Board to put in an application to the Government's Cultural Development Fund, part of the Industrial Strategy. A response to the application is expected in the New Year.
- 7.3. Norfolk Museums Service is currently supporting the Paston Footprints project, an HLF supported project being led by UEA and the Paston Society with input from the Norfolk Records Office.
- 7.4. NMS is currently working with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the new Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk.

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.

## **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 2018/19 continue to exceed the year-to-date figure in comparison to last year's bookings. Across other sites, weddings continue to be delivered at Strangers' Hall, Elizabethan House and Gressenhall and the Museums Service continues to actively work with the Registrar team on the 'Marry in Norfolk' campaign.
- 8.3. The Museums Service continues to work successfully with Visit East Anglia and a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on characteristically English experiences including the *Friendly Invasion* campaign which is aimed at the United States' market.
- 8.4. External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

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

For more details visit [www.conserveanddisplay.co.uk](http://www.conserveanddisplay.co.uk)

- 8.5. An increasing number of commercial bookings for Norwich Castle continue to be delivered, including major events and celebrations for local businesses.
- 8.6. The Museum has now signed a new partnership agreement with an organisation called *History Mystery* to create a range of unique Escape Room games. *The Merchants' Vaults*, set in the Undercroft of the Museum of Norwich, 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.
- 8.7. **Conclusion**  
The Service is on track to deliver its key priorities in terms of programmes and events for 2018/19. Following the very hot summer, there is a current budget pressure but with a strong programme ahead and careful management of costs, a breakeven budget is still a realistic prospect.

## **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.
- 9.1.2. The Project Board met on Tuesday 20 November. Two new members have been added to the Board, Nikki Rotsos, Deputy Chief Executive at Norwich City Council and Jeannine De Sousa, Capital Projects and Facilities Manager at Norfolk County Council.
- 9.1.3. The focus over the coming weeks will be procurement and detailed design work. An update will be given to Members at the meeting on the contract procurement route and evaluation criteria which will be going to Norfolk County Council's Communities Committee in January for formal review and approval.
- 9.1.4. Planning for the Partnership Gallery with the British Museum is progressing very well. A meeting with Jonathan Williams, Deputy Director of the British Museum, is planned for January 2019.

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

- 9.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well. The website for the Foundation has been recently updated – <http://nmdf.org.uk/>
- 9.2.2. Current focus for the Foundation remains the Keep development project. The submission of applications to grant-giving trusts and foundations is ongoing with submissions to the Foyle Foundation and the Wolfson Foundation currently live.
- 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.
- 9.2.4. 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](http://www.adoptanobject.co.uk)

### **9.3. Norfolk Museums Service – 5 Year Strategy**

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

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

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

A key focus for the Arts Council over the current period is the *Creative Case for Diversity*. Following a presentation by Jo Warr at the last Committee Meeting, regular updates on this important matter will be given over the coming period.

#### 9.4.3. **Arts Council England Funding Agreements**

Arts Council England (ACE) requires all of its National Portfolio Organisations to submit a monthly cash flow statement as a payment condition of the funding agreement. ACE is aware that some of their funded organisations that are governed by Local Authorities are not able to provide cash flows at a Service or project level. In these instances they are able to waive this payment condition by exception on the condition that the organisation's governing body provides confirmation that they don't require a cash flow as it not feasible to provide one in the format required.

**On the advice of NCC's finance team, Members of the Joint Museums Committee are asked to approve a request to ACE to waive this condition for NMS's National Portfolio Organisation grant for 2018-22 and for NMS' Subject Specialist Organisation grant for Museum Development for 2018-22 and to provide assurance that NCC will commit to underwrite any cash shortfalls across the life of the funding agreements.**

**Recommendation: that Joint Museums Committee Members note and approve this request.**

- 9.4.4. The New Anglia Cultural Board hosted 'Beyond the Hype: Re-Wiring the Cultural Economy' a major national Summit at Dragon Hall on 8/9 November 2018. The Summit was very well attended, with keynote addresses from Darren Henley, Chief Executive of Arts Council England and Doug Field, Chairman of the New Anglia Local Enterprise Partnership.

9.5. **Deep History Coast Project**

- 9.5.1. NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.
- 9.5.2. Staff continue to work on a Deep History Coast (DHC) publication.
- 9.5.3. NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the direction of the project in North Norfolk.

9.6. **Museums Association National Taskforce Report**

- 9.6.1. Following the completion of the Department for Digital, Culture, Media & Sport (DCMS) Mendoza Review of the museums sector, the Museums Association has now completed its national review. NMS were part of the steering group for this work.

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

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

Following delivery of the Review, NMS has been asked by DCMS to help with the delivery plan on the area of local authority run museums.

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. A creative development session was held at the Museum of Norwich with colleagues from Public Health, Childrens Services and Adult Services to look at the ways in which NMS and other Cultural Services departments can work successfully together to tackle some of the County's biggest challenges.
- 9.7.3. 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 8<sup>th</sup> 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](http://www.sharemuseumseast.org.uk)

## 11. **Equality Impact Assessment (EqIA)**

- 11.1. The NMS Service Plan places diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the Service Plan are accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment.
- 11.2. These assessments help the Service focus on meeting the needs of customers with protected characteristics.

## 12. **Section 17 – Crime and Disorder Act**

- 12.1. NMS is working hard to help address the issues of social exclusion, one of the key triggers for crime and disorder. NMS provides services that are accessible to local people, encourage participation in cultural activities by people who are at risk of offending, engage offenders through a range of cultural projects, assist schools in improving pupil

attainment and deliver opportunities to increase the number of people who are in education, employment or training.

- 12.2. Through these and many other projects the NMS is using its resources to contribute towards reducing crime and disorder in Norfolk.

### **13. Conclusion**

- 13.1. Good progress is being made on all programmes and plans for 2018/19 with a continuing focus on new sources of earned income, fundraising and capital developments.
- 13.2. The Norwich Castle Gateway to Medieval England project continues to progress positively as we move to the delivery phase.
- 13.3. Early work on the new Arts Council England business plan for 2018-22 continues progress positively.
- 13.4. **Recommendation: that Joint Museums Committee Members note and approve the request regarding the Arts Council England proposal relating to cash flow (9.4.3)**

### **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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