

Norfolk Joint Museums Committee

Date: **Friday 22 April 2016**

Time: **2.00 pm**

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

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

Membership

Norfolk County Council

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

Breckland District Council

Mr P J Duigan

South Norfolk District Council

Mr B Stone

North Norfolk District Council

Miss B Palmer

Norwich City Council

Ms B Arthur
Mrs V Thomas
Mr B Price

Borough Council of King's Lynn & West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck

Great Yarmouth Borough Council

Mrs K S Robinson-Payne

Co-opted Members (Non-Voting)

Arts Council

Ms K Fawcett

Museum Friends

Mr J Knight

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

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

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of Members or any members of the public not to be recorded or filmed must be respected.

A g e n d a

- 1. To receive the minutes of the previous meeting held on 7 January 2016 (Page 5)**

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

- 3. Members to Declare any Interests**

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

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

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

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

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

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

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

- 5. To receive the Reports of the Area Museums Committees**

- 5.1 Great Yarmouth (Page 11)**

- 5.2 Kings Lynn and West Norfolk (Page 13)**

- 5.3 Norwich Area (Page 22)**

- 6 Norfolk Museums Service – Integrated Finance and Risk Monitoring Report for 2015/16 (Page 26)**

Report by Head of Museums

7. Norfolk Museums Service – Performance & Strategic Update Report (Page 35)

Report by Head of Museums

8 To receive a presentation about recent work by the countywide NMS learning team in developing participation and building new audiences

9 Venue for the next meeting of the Joint Committee on 1 July 2016

It is suggested that the meeting of the Joint Committee on Friday, 1 July 2016 should be held at King's Lynn.

Group Meeting

Conservative

1 pm

Colman Room

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

Date Agenda Published: 14 April 2016



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

NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held at County Hall, Norwich on 7 January 2016 at 2.00pm

Present:

Norfolk County Council

Mr A Dearnley (Substitute)
Mr H Humphrey
Mr J Joyce
Ms E Morgan
Mr M Storey
Mr J Ward (Chairman)

Norwich City Council

Ms B Arthur
Mrs V Thomas
Mr B Price

Broadland District Council

Mr D Buck

Breckland District Council

Mr P J Duigan

South Norfolk District Council

Mr B Stone

Borough Council of King's Lynn & West Norfolk

Mrs E Nockolds

Co-opted Member (Non-Voting)

Arts Council

Ms K Fawcett

Museum Friends

Mr J Knight

1 Apologies for Absence

Apologies for absence were received from Mrs J Brociek-Coulton, Mr P Gilmour, Mr M Kiddle-Morris, Ms E Morgan, Miss B Palmer, Mrs K Robinson-Payne and Mrs M Wilkinson.

2 Minutes

The minutes of the previous meeting held on 30 October 2015 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

There were no declarations of interest

4A Matters of Urgent Business

There were no matters of urgent business.

4B Chairman Announcement-- Rachel Duffield, Museums Learning Officer

The Chairman said that he was pleased to report that Rachel Duffield, Museums

Learning Officer, had been nominated for the Tourism Superstar Award which was a significant achievement.

5 Reports of Area Museums Committees

(a) King's Lynn and West Norfolk

The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 9th November 2015 was presented by Mrs E Nockolds.

In introducing the report, Mrs E Nockolds said that the NMS was continuing to promote museums to people living in Kings Lynn and West Norfolk of all ages and abilities through school activities, coffee mornings, illustrated talks, special activities and the work of the Friends.

The Chairman said that he was particularly impressed by the activities of the Junior Friends of King's Lynn Museums in promoting museums to the younger generation. He suggested that the other Friends organisations might like to look at setting up groups of Junior Friends.

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

(b) Norwich

The annexed report of the Norwich Area Museums Committee meeting held on 8 December 2015 was presented by Ms B Arthur.

In introducing the report, Ms B Arthur referred to the award of the Turner prize to Assemble, a collective based in Liverpool involved in the temporary exhibition "Build Your Own: Tools for Sharing" that was on view at the Castle Museum until 3 January 2016. She said the 3D printing of prosthetics limbs (that had found a home with local children) was a particular draw for this very popular temporary exhibition.

Ms Arthur added that she had taken up with the City Council's Planning Department the need for better museum signage within the City to direct visitors to Strangers' Hall and the Museum of Norwich at the Bridewell and that this matter would be raised at the next meeting of the Area Committee.

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

6 Norfolk Joint Museums Service – Integrated Finance and Risk Monitoring Report for 2015/16

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

Members received a report that covered progress with the NMS revenue budget for 2015/16, reserves and provisions and the capital programme, and savings applied to the revenue budget for 2016/17. The report also provided the Committee with an update on progress with the management of risk within the NMS.

In the course of discussion, the following key points were noted:

- Progress with NMS Revenue budgets and Reserves and Provisions indicated that the Service should achieve a break-even position at the year end.
- To meet the savings targets for 2016/17 and beyond the NMS was dependent on strong upward growth in terms of income generation.
- The Building Maintenance Fund had been transferred to the Corporate Property Team who were now responsible for the management of this function.
- The work to address previously identified safety and security infrastructure issues and upgrade the CCTV had been completed.

The Joint Committee **resolved** to note –

- (a) Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2015/16.
- (b) Progress with the management of risk within the NMS.
- (c) The proposed savings for 2016/17 and beyond.

7 Norfolk Joint Museums Service – Performance & Strategic Update Report

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

The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2015/16, details as to museum education and learning programmes, marketing and PR, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the HLF Olive Edis project and the Accreditation of NMS museum sites by Arts Council England.

During discussion, the following key points were noted:

- The Joint Committee analysed the number of visits made by members of the public to the museums operated by the Norfolk Museums Service for the period 1 April -31 October 2015. It was noted that visits across all 10 NMS sites had shown a slight decrease when compared to the equivalent period in the preceding year. The slight decrease was largely due to the impact of development work at Gressenhall Farm and Workhouse that had led to a reduction of between 5,000 and 6,000 visitors (a smaller reduction than was expected), and also to the poor weather conditions on some of the museum's special event days. Going forward, the completion of the "Voices from the Workhouse project" was expected to lead to increased museum attendances.
- In reply to Members' questions, it was pointed out that school visitor figures remained high. While there had been a slight reduction at some museum sites due to changes in the National Curriculum these changes were not expected to have long term implications for the number of school visits due to the proactive approach taken by the Museums' learning teams.
- Overall, performance in terms of total visitor numbers and school visits showed that the NMS was on track to meet or exceed its attendance targets for 2015/16 as a whole and the Committee were reminded that 2015/16 was a record year for visitor numbers.
- The Joint Committee heard that the "Viking's Guide to Deadly Dragons" exhibition would open at the Castle Museum on 6 February and run until 30

May 2016. This family-friendly exhibition would allow the NMS to build on creative writing links with schools and the programme, with a focus on reading and literacy, was being delivered in partnership with Libraries.

- Mr Joyce asked for a detailed breakdown of school visits and for the names of those Norfolk schools that no longer made use of the NMS. He said that he would share this information with Children's Services with a view to Children's Services encouraging Norfolk schools to make better use of the NMS.
- Other Members spoke of the importance of the NMS engaging with hard to reach groups of children (such as Looked After Children and children with special educational needs) and asked for a report on this matter to be brought to the next meeting of the Joint Committee.
- The Joint Committee heard that the NMS was on target to meet or exceed all of the goals that were included in its Arts Council England Major Partner Museum plan. The completion of the work included in this plan was essential in ensuring that the NMS met its financial targets for 2015/16 and beyond and continued to obtain a substantial level of investment from the Arts Council. Ms Fawcett, from the Arts Council, said that during its future funding rounds the Arts Council would continue to prioritise investment in local authority museums that were able to demonstrate a clear commitment to maintaining high standards, learning programmes and the collections in their care and to ensuring a high and continuing level of funding support.
- The Joint Committee's attention was also drawn to the new website for the Norfolk Museums Development Foundation and to the wide range of forthcoming exhibitions, talks, and activities that were listed in the What's On guide that was placed on the table in the Committee room.

The Joint Committee **resolved**:

1. To note the performance for the financial year to date and the delivery of the 2015/16 budget.
2. To place on record Members' congratulations to the team of staff and volunteers at the Ancient House Museum on the award of the prestigious Best Small Visitor Attraction (under 50,000 visits) Award at the EDP/Visit Norfolk Awards.
3. To receive updates at the next meeting on progress of discussions between the NMS and others to make the most of the Deep History Coast project and on the research to extend the funding for the "Skills for the Future" programme.
4. To also receive at the next meeting a report on the work of the NMS in engaging with hard to reach groups of children.

8 Norfolk Joint Museums Service-Collections Review and Rationalisation programme 2015-18

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

The Joint Committee agreed to the de-accessioning and appropriate disposal of a number of items which were in poor condition, unrelated to Norwich and/or outside of the NMS Acquisition and Disposal Policy that were listed in annex 2 of the report. The Joint Committee also agreed to the rationalisation of objects from the archaeological collections listed in Annex 3 to the report.

The Joint Committee **resolved**:

1. To approve the rationalisation of the Norwich social history items listed in Annex 2 to the report. It was noted that these items were considered for rationalisation by Norwich City Council's Area Museums Committee on 15 September 2015. It was also noted that these objects would be offered in the first instance to other Accredited Museums likely to be interested in their acquisition. They would then be offered to the museum community at large or any other suitable public body. If no interest was expressed they would be sold at auction or destroyed.
2. To ratify the rationalisation of objects from the archaeological collections listed in Annex 3 to the report.

9. The Voices from the Workhouse Project at Gressenhall

The Joint Committee received a presentation by Rachel Duffield, Museums Learning Officer (recently nominated for the Tourism Superstar Award), Megan Dennis, lead Curator and Dr Robin Hanley, Head of Operations and Learning about the "Voices from the Workhouse" capital development project at Gressenhall which was supported by the Heritage Lottery Fund and other key supporters. The Joint Committee heard that the project was progressing according to schedule and that the main exhibition fit-out contract had been awarded.

During the presentation it was pointed out that the project would provide for an engaging and interactive Workhouse exhibition drawing on real stories. The exhibition would:

- tell the wider story of Norfolk's Workhouses;
- tell the Beech House Story;
- provide for creative accessible digital content and an online Workhouse Community;
- demonstrate relevance to contemporary lives;
- make for creative formal & informal learning programmes;
- provide for workforce development & training and
- a new National Workhouse Network with strong academic connections.

The project costs were estimated as follows:

Total delivery cost: **£1,861,256**

Funding summary:

- HLF: £1,470,000 (79%)
- DCMS/Wolfson: £150,000
- Breckland District Council: £20,000
- Friends of Gressenhall: £18,000
- PRISM Fund: £5,000
- Other match funding incl. ACE: £123,256
- Volunteer time: £75,000

The project timetable was as follows:

Aug-Nov 2015 – interpretation testing & evaluation

January 2016 – Final building works
February-April 2016 – Exhibition fit-out
May half term 2016 – soft public opening
Spring 2016 – launch marketing campaign
Summer 2016 – main exhibition formal opening
Spring 2017 – Collections Gallery re-opening
Ongoing to March 2018 – Activity Plan delivery
March 2018 – Project Completion & Evaluation

The Joint Committee placed on record thanks to Dr Robin Hanley, Rachel Duffield and Megan Dennis for providing Members with what was considered to be an interesting and informative PowerPoint presentation and fully supported the work to complete the “Voices from the Workhouse” project.

The meeting concluded at 3.55 pm.

Chairman

If you need these minutes in large print, audio, Braille, alternative format or in a different language please contact Tim Shaw on 0344 8008020 or 0344 8008011 (textphone) and we will do our best to help.

Area Museums Committee

Great Yarmouth Minutes

Tuesday, 22 March 2016 at 10:30

PRESENT :

Councillor Robinson-Payne (in the Chair); Councillors Collins, Jeal and Williamson

Councillor Bird attended as a substitute for Councillor Grey

Dr R Hanley, Mr A Smith and Ms J O'Donoghue (Norfolk Museum Service)

Mr R Hodds and Mrs S Wintle (GYBC)

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Connell and Grey.

2 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

3 MINUTES

The minutes of the meeting held on the 25 September 2015 were confirmed.

4 MUSEUMS REPORT FOR GYAMC

The Committee considered the Norfolk Museum Service report on Great Yarmouth Museums for the period January to March 2016.

The Norfolk Museums Services representative reported in detail on the following issues in the report :-

a) Exhibitions at Time and Tide

- Halfway to Paradise - The Birth of British Rock
- Beastly Machines
- Forthcoming exhibitions

b) Events

- February half term

c) Other Museum developments

- Winter deep cleans
- Google Art Project
- AD UK visit
- Endeavour Partnership
- The young historians and archaeology club
- Weddings and venue hire

d) Learning

- School visits
- Surviving the stone age
- Saxon Vs Vikings
- Stories from the Sea
- Heritage School project
- Creative teachers
- Youth engagement

e) Partnerships

- Cultural Heritage Partnership
- Cultural Education Partnership

f) Visitor Numbers

The Norfolk Museum representatives presented the details of visitors to the museums under the control of the Norfolk Museum Service.

RESOLVED :

That the Norfolk Museum Services report for the period January to March 2016 be noted.

5 TEACHING MUSEUM PROGRAMME UPDATE

Members agreed to defer consideration of this matter till the next meeting.

6 RECENT ACQUISITIONS AND COLLECTIONS UPDATE

The Committee received for information a presentation from Jo O'Donoghue on recent acquisitions and collections update.

The meeting ended at: 11:25

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE

Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 14th March, 2016 at 2.15 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn

PRESENT:

Councillors M Chenery of Horsburgh, H Humphrey, Mrs E Nockolds, A Tyler, T Wing-Pentelow and Mrs A Wright

S Thompson, Chairman – Friends of Lynn Museum

Officers:

O Bone, P Eke, R Hanley, H Jackson, S Johns

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor J Ward, Borough Councillor T Smith, Steve Miller and Tim Humphreys.

2 MINUTES

The minutes of the meeting held on 9 November 2015 were agreed as a correct record.

3 MATTERS ARISING

There were no matters arising.

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

5 REPORT BY THE HEAD OF OPERATIONS AND LEARNING

The Head of Operations and Learning and Western Area Operations Manager presented the report which provided Members with information on King's Lynn Museums for the period November 2015 to February 2016 as set out below:

(i) Temporary Exhibitions and Events at Lynn Museum

The current major exhibition at Lynn Museum explored the life and work of Frederick Savage and was entitled *Art of the Mart: Savage's - the famous fairground makers of Lynn*. The exhibition runs until 2 July 2016 and was proving popular with

visitors. The exhibition had also been visited by many local schools.

A programme of illustrated talks continued to be offered at Lynn Museum on Wednesday afternoons. Recent topics had included *Digging up a Tyrannosaurus* by Dr David Waterhouse, Curator of Natural History *Norwich Castle Keep* by Dr John Davies, Chief Curator, and the *Story of Seahenge* by Dr Robin Hanley. Attendances average 15-25 and most talks were delivered by NMS staff.

An enhanced programme of informal family learning events continued to be offered at the Lynn Museum for the school holiday periods. 'Drop-in' format events this year had included: a popular *Pirates* event during the February Half term which received 504 visitors.

The Lynn Museum continued to host monthly *Coffee, Cake and Collections* "coffee morning" style events for adults, with each session exploring a different aspect of the collections.

The reception case at Lynn Museum was re-displayed regularly by Museum Trainee, Morgan Bell. Recent exhibits had included Egyptian pottery, and crafts made by Napoleonic Prisoners of War. A request had been made to the British Museum to display in this case two of the Anglo-Saxon Pentney brooches in January and February 2017.

The Museum featured on the TV programme *Antiques Road Trip* broadcast on 1 February when presenter James Braxton spoke with Assistant Curator Dayna Woolbright about King's Lynn's experience of the First World War.

The Museum's Sedgeford Hoard of Iron Age gold coins once hidden in a cow bone features in a new British Museum publication, 'Hoards, Hidden History' by Eleanor Ghey.

(ii) Other Museum Developments

The Lynn Museum continued to develop its social media presence, with Twitter and Facebook accounts being maintained by staff. The Lynn Museum Twitter account has 2159 tweets and 1429 followers while the Facebook account has 318 likes. A recent Valentines card from the museum collection of 1809 was tweeted and received 90 likes and 66 retweets.

A team of collections volunteers continued to meet on a weekly basis in the NMS offices at Queen Street. Volunteers have continued with a programme of work involving the scanning and cataloguing of the drawing collections by local artists Henry Baines and Walter Dexter. The team had now scanned around

2,000 items from the Museum's prints and drawings collection helping to make them much more accessible.

In addition to the scanning project, a small team of volunteers were working with Assistant Curator Dayna Woolbright on a weekly basis, undertaking an audit of collections at the museum stores at Aickmans Yard.

The Lynn Museum team had been working with Google on a project to photograph works of art at extremely high resolution and specialised equipment had been deployed over 7 days both at the museum and the stores. The finished images allow very close inspection of the techniques of the artists and details of the scenes depicted. This 'gigapixel' project will be available online later this year through the Google Art project a 'not-for-profit' part of the company in partnership with Norfolk Museums Service.

The Museum had been successful in obtaining grant funding of £1,160 from the Woodmansterne Conservation Awards, supporting the conservation of two newly acquired portraits in poor condition. The portraits were of John Langley and his wife Elizabeth. John Langley travelled around the world with Captain Vancouver and later in life managed a public house in King's Lynn. The Friends of Kings Lynn Museums and two private donors were also contributing to the costs. The paintings were currently being conserved by Julie Crick, Fine Art conservator. Once complete an unveiling of the finished works was planned with the museum Friends group.

The Museum's fortnightly *History of Kings Lynn in 100 Objects* series with the Lynn News had generated significant interest. Recent artefacts featured included a whale skull, an eighteenth century glass, a painting by James Sillett of the Norwich Stagecoach and a child-sized Bronze Age gold ring.

(iii) Friends of King's Lynn Museums

The Friends were continuing to offer a varied programme for members including lunchtime talks, newsletter, trips and an annual lecture. The Friends have continued to support the afternoon talks programme being offered at the Lynn Museum during 2015 and 2016.

The Friends were continuing to fund a programme of fine art conservation, most recently the cockerel drawing for the Art of the Mart exhibition and support for the conservation of the portraits of John and Elizabeth Langley.

A Junior Friends of Kings Lynn Museum scheme had been launched and members of the Friends Committee attended last

summer's family events to invite children and young people to join. 37 Junior Friends had joined up.

The Friends of Kings Lynn Museum hosted a regional meeting of BAFM, the British Association for Friends of Museum at Lynn Museum on the 29th February 2016. About 30 people attended from museums in the region including Norwich, Peterborough, Cromer, Thetford, Wisbech and Diss.

The Chairman of the Friends informed those present that 2017 was the 60th anniversary of the Friends of Lynn Museums and a special event would be planned to celebrate the anniversary.

(iv) Partnerships

NMS continued to support the Borough Council with the delivery of the HLF-funded *Stories of Lynn* project focussed on King's Lynn Town Hall. As well as being part of the project steering group and Project Board, NMS continued to lead on the development and delivery of the project Activity Plan and the development of exhibition designs and site interpretation.

NMS was hosting the two *Stories of Lynn* project funded posts, the Project Curator and the Learning & Engagement Officer. Both continued to work closely with colleagues from the Borough Council and the Norfolk Record Office, alongside the external designers responsible for developing the new exhibitions at the Town Hall. Dayna Woolbright, Assisted Curator for Lynn Museum is currently seconded to the *Stories of Lynn* project from January to March 2016 to complete the curatorial aspects of the work including installation of objects in displays, completing graphic panels and labels and arranging for the packing and safe return of collections. The new displays at the Town Hall open on 25 March.

Partnership working with the Borough Council in the summer of 2015 included the delivery of two major town events, *Magna Carta 800* and *Forties Lynn: Life on the Home Front*. The Museum Service was again much involved in two town-wide events in the summer of 2016, one on the 12 June 2016 with a 1920s theme to commemorate the Queen's 90th birthday, and a second on the 17 July with a repeat of the *Forties Lynn: Life on the Home Front* Second World War theme.

The Lynn Museum will be opening on Sundays from 12 until 4 for the 2016 season running from April until September. This had been made possible as the result of financial support from the Borough Council. On behalf of the NMS, the Head of Operations and Learning thanked the Borough Council for their support for the Lynn Museum to be opened on Sundays.

The Museum worked over the summer of 2015 in partnership with the Kings Lynn Festival with displays and as a venue for a violin recital. There were plans to participate once more in 2016.

(v) Learning & Outreach

During 2015 - 2016 the Lynn Museum had been hosting a 12 month Teaching Museum traineeship provided through the NMS *Teaching Museum* programme, funded by ACE as part of the 2015-18 Major Partner Museum ACE business plan. Morgan Bell was currently working as Curatorial Trainee for King's Lynn and Thetford. Amongst a range of other activities, she helps coordinate the trails programme, supervises collections volunteers and schedules displays in the museum reception area. Morgan's traineeship ends in April when we welcome new trainee, Imogen Clarke, one of 6 hosted by the museums service as a whole.

Lynn Museum had continued to work with local schools to deliver a broad range of formal learning sessions. Learning programmes had been adapted following recent changes to the history National Curriculum. The Seahenge and early history displays and themes were proving popular with schools and school numbers were up on last year's total. New boxes of handling artefacts were being created for use with schools including a new Romans box and an 'Archaebin' with layers of archaeological finds for children to investigate local history and archaeology.

(vi) Visitor numbers

Visitor figures for the period were circulated.

The Head of Operations and Learning explained that the visitor figures had included the whole year to date which included the Lynn Museum. For the year to date there had been an increase in visitors to the Lynn Museum. The pirate event held during the February 2016 half term had been successful. The importance of holding family events during the school holidays was highlighted.

The Chairman, Councillor Nockolds commended the good work carried out by NMS and the partnership with the Borough Council on the Stories of Lynn. The Chairman also commented that the Lynn Museum being featured on Antiques Road Trip had provided good promotion of the museum.

Councillor Tyler congratulated NMS officers on an excellent report. He also reported that he had attending a coffee morning at the museum.

In response to questions from Councillor Tyler regarding budget cuts and the staffing levels required, the Head of Operations and Learning explained that NMS was aware of the resource implications for events, but provided assurance that there was a countywide service in place to draw upon required resource.

Following questions from Councillor Chenery on the crafts from Napolenic prisoners of war, the Head of Operations and Learning explained that the crafts had included items made of ivory, straw and dominoes. A few of the items had been placed in a permanent display case in the Lynn Museum. The Committee was advised that the Peterborough Museum had a whole gallery devoted to the Napolenic war stories and was well worth a visit.

Councillor Mrs Wright commented that she had attend a recent family event with her grandchildren and thanked the Museums Service for an hands on experience which was well attended.

In response to questions from Councillor Humphrey regarding engaging children in educational events and evaluation, the Head of Operations and Learning explained that evaluation played a key role in all programmes. He explained that teachers of primary schools were asked to fill out evaluation forms and there was a section for children to complete. The Learning Officer worked with teachers to develop sessions. The schools programme enabled children to explore a variety of learning styles and the programme was under constant review.

In responses to questions from Councillor Tyler on old buildings being represented what the structure would have looked like in former years, the Head of Operations and Learning gave an example of Norwich Castle being the subject of a current Heritage Lottery Fund Bid to interpret how the now grey building would have looked like in the past. An experiment with projections on the inside of the building was being trialled. The Committee was informed that the use of hand held technology was being explored at the Town Hall for visitors. An app was currently being devised for the Town Hall and Town tours.

Following questions from the Chairman regarding the work being carried out with Google, the Collections Documentation Officer explained that this was free of charge, but NMS would receive a number of high resolution images which would form part of the work to make all the collections available at the highest quality.

The Chairman, Councillor Nockolds thanked the Friends for their valuable input into the Lynn Museum. The Chairman of the Friends reported that the Friends had discussed the idea of supporting the volunteers at the museum by offering them a free Friends membership on completion of a certain number of volunteer hours. These volunteers already obtain time credits, a scheme available through the Borough Council. The Head of Operations and Learning explained that

a similar scheme was proving beneficial at Gressenhall Farm and Workhouse, offering the active 120 volunteers free membership to museum as members of the Friends of Gressenhall. Those present were informed that as part of the development phase of the Town Hall project, a consultant had been commissioned to review the heritage volunteers and explore opportunities for a joint recruitment, training and development programme which had been successful elsewhere in the County.

RESOLVED: The Area Museums Committee noted the report.

NMS Collections Website

The Committee received a presentation from Sam Johns, Collections Documentation Officer.

Following the presentation, the Committee was invited to ask questions/comment, a summary of which is set out below.

In response to a question from the Chairman, Councillor Mrs Nockolds regarding the images which had been scanned, the Collections Documentation Officer explained that the images had been stored in a central database and then pushed out where required, but that this was still work in progress. To date, 2000 drawings had been scanned and would therefore enhance the data stored. Officers were currently developing an enhanced search facilities.

The Collections Documentation Officer invited the Committee to look at the website

<http://norfolk museums collections.org/#!/home>

The Chairman, Councillor Nockolds thanked the Collections Documentation Officer for attending and giving a presentation to the Committee.

6

REPORT OF THE BOROUGH COUNCIL

The Committee received and noted the Borough Council's report which provided an update for the Committee on tourism marketing and development activities since September 2015. The Committee's attention was drawn to the following sections of the report:

- 2016 West Norfolk Holiday guide – a total of 75,000 copies had been printed.
- 2016 Where to Go and What to Do – a total of 200,000 copies had been printed.
- Discover King's Lynn – print run had been increased from 130,000 to 150,000.

It was noted that all publications had been delivered ready for the Easter holiday.

RESOLVED: The Committee noted the report.

7

TOURISM RESPONSIVE WEBSITE

The Tourism Support Officer gave a presentation on the new website and explained that work on the new responsive website www.visitwestnorfolk.com which had been taking place over recent months was virtually complete. Content display was responsive to whether people were viewing it on a desktop, tablet or phone. Up to 65% of people per month accessed the website via tablet or phone.

It was highlighted that the website provided links to view or download PDF versions of West Norfolk's publications. As 2016 publications had been produced these PDF versions had been adapted to ensure users did not have to rotate or turn sections to view them.

Following a comment, from Councillor Humphrey regarding the downloading of documents, the Tourism Support Officer undertook to ensure a pdf version could be downloaded from the front page of the website, via a link to the Publications page.

Councillor Tyler commented that he had visited the new responsive website and highlighted the importance of ensuring that the information was kept simple and easy to access. The Tourism Support Officer advised that the information had been streamlined as much as possible to ensure documents were easily accessible.

The Chairman, Councillor Nockolds asked if there was a link on the Borough Council's website to the Norfolk Museums Service. The Tourism Officer advised that this link was required and *was subsequently added following the meeting*. He explained that the Lynn Museum itself was already linked to throughout the site, and also had its own entry.

In response to comments from Councillor Chenery on the Pilgrimage season and pointing out significant buildings in some villages to visit, the Chairman, Councillor Nockolds explained that there was a link in the churches section of the website.

Councillor Tyler made reference to the excellent guides now provided on display racks at the railway station and asked what arrangements were in place to replenish stocks. The Tourism Support Officer explained that boxes were delivered to the railway station and the display racks were stocked by a volunteer. Discover King's Lynn leaflets were also on display at the Dukes Head Hotel, Tuesday Market Place, King's Lynn.

Councillor Chenery asked if the Borough Council made use of the railways, for example, Peterborough to display leaflets and posters. In

response, the Tourism Support Officer explained that as far as possible leaflets, etc were available at railway stations outside of the Borough. He added that promotional posts were also placed on trains themselves.

Councillor Humphrey commented that some villages in West Norfolk had their own circular trails and asked if a link could be added on the Borough Council's website. The Tourism Support Officer explained that there was an area on the website dedicated to walks and therefore appropriate links could be added.

RESOLVED: The Committee was invited to forward any additional information for inclusion on the new website to the Tourism Support Officer.

8 **INVITATION FOR THE AREA MUSEUMS COMMITTEE TO VISIT STORIES OF LYNN**

Members of the Area Museums Committee are invited to a preview session on Wednesday 23 March 2016 at the Town Hall from 2.30 pm to 4.00 pm. Members are welcome to attend at any time during this period, and officers will be on hand to answer any queries.

9 **DATE OF NEXT MEETING**

The next meeting of the Committee would be held on Monday 13 June 2016 at 2.15 pm in Meeting Rooms 1, 2 and 3, King's Court, Chapel Street, King's Lynn.

The meeting closed at 3.55 pm



MINUTES

Norwich Area Museums committee

14:00 to 16:20

8 March 2016

Present:	City Councillors: Blunt Price Maxwell Thomas (Vi) Wright	County Councillors: Morgan (vice chair) (in the chair) Dearnley Hannah
Co-opted non-voting members:	Brenda Ferris (Norfolk Contemporary Art Society), Rory Quinn (Friends of Norwich Museums) (substitute),	
Apologies:	City Councillor Arthur (chair); County Councillors Bremner and Sands (M), Ceri Lamb (Friends of Norwich Museums), Amanda Geitner (East Anglia Arts Fund), Councillor Buck (Broadland District Council) and Councillor Hardy (South Norfolk District Council)	

1. Public questions/petitions

There were no public questions or petitions received.

2. Declarations of interest

There were no declarations of interest.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 8 December 2015.

4. Norwich Museums briefing for period November 2015 to February 2016

The head of operations and learning, together with the Norwich learning manager, and the Norwich area operations manager, presented the report and answered members' questions.

The committee commented on the innovative "Build on Your Own" exhibition and the innovative use of 3D printers to make prosthetics. A member said that his four year old son had enjoyed the exhibition, which showed children the world that they would inherit. Members also considered the potential use of 3D printers to enhance the interpretation of original material, such as using it to create scale versions of the West Runcton woolly mammoths. The committee noted that there had been record breaking attendances to the Vikings Guide to Deadly Dragons over the February half term holiday. A member commented on her experience when she visited the

exhibition with her grandsons and had found the staff in the shop very helpful. The committee asked for the employees in the museum, shop and café to be thanked for accommodating the extra visitors. The operations manager said that people often made repeat visits to exhibitions and visited the static exhibitions at the museum.

In reply to a question about the Viking exhibition, the Norwich learning manager confirmed that there would be interactive activities taking place at Easter. Members noted that arts and crafts events were popular with all ages.

The committee discussed the arrangements for Norwich Castle to be used as a wedding venue. Members were assured that Norwich Castle would remain principally as a museum but its use as a venue for weddings, conferences and banqueting would be beneficial and support income generation. In reply to a member's question, the operations manager said that weddings would be managed by the county council's registrars. More weddings tended to be held during the summer, whilst visitor numbers to the museum peaked during the February and October half-term holidays and at Easter. The operations manager said that there would be no need for wedding parties to queue as they would be shown into a waiting room before the ceremony. There would be no weddings on Mondays as the Benefactors Room would be reserved for meetings of the Friends of Norwich Museums and the East Anglia Arts Fund. The committee enjoyed a comment from Rory Quinn about the prisoners' treadmill being located in the Benefactors Room where couples would now be starting their married life. Members considered that a plaque to that effect should be placed near the exit door.

The operations manager circulated copies of the visitor numbers to members at the meeting and answered questions. He explained that school visitor numbers were still being collated. The record numbers of visitors in February demonstrated that Norwich Castle would be able to cater for the projected increase of visitor numbers once the Keep had been redeveloped. Visitor numbers demonstrated the importance of high quality exhibition and events programming. The Manet exhibition had a strong pull last year. Members were advised that although there had been record figures in February this year the figures were around 2,000 visitors less than last year. It was expected that there would be good visitor numbers in March as Easter was early this year and that this could be pulled back. Strangers' Hall had been closed in January to be deep cleaned. Members also noted that comparison of attendance figures for Strangers Hall' should take into account when it was closed for weddings on Saturdays which provided additional income.

RESOLVED to:

- (1) note the Norwich Museums briefing for the period November 2015 to February 2016;
- (2) ask the head of operations and learning to pass on the committee's congratulations to the museums staff who contributed to the smooth running of Norwich Castle, its shop and museum during the February half-term holidays when record-breaking visitor numbers were recorded.

5. Councillors Arthur and Blunt

The vice chair (in the chair) said that as this would be the last meeting of the current civic year the committee should take the opportunity to thank the members who would be standing down at the city council's local election in May.

RESOLVED to record the committee's gratitude to Councillor Brenda Arthur as chair of the committee and Councillor Neil Blunt for their contribution to the work of the committee and support of Norfolk Museums Service.

6. Projects and partnership relating to the Medieval collections

The curator of archaeology gave a power point presentation on the redevelopment project Norwich Castle: Gateway to Medieval England, working in partnership with the British Museum and an advisory group of academics of differing disciplines to ensure the correct interpretation of the keep and collections. This included research into the changes made to Norwich Castle by Edward Boardman and North Sea trading in the Medieval period.

The committee also noted that the excavation of Carmelite graves and the discovery of a skeleton, which was being carbon dated as it was suggested to be that of Lady Eleanor Talbot, legal consort of King Edward IV. Other artefacts would be acquired or loaned from other museums.

Members considered the presentation highly interesting and particularly welcomed the high resolution photocopying of manuscripts of St Julian of Norwich and dissemblance through the internet to a wide audience.

RESOLVED to thank Dr Tim Pestell, curator of archaeology, for his presentation.

(Councillor Blunt left the meeting at this point.)

7. Norfolk Contemporary Art Society

Brenda Ferris, Norfolk Contemporary Art Society (NCAS), presented the report to update members on the activities of the society and its preparations for its sixtieth anniversary. She confirmed that the exhibition of the paintings in Norwich Castle's collections which the society had either lent, gifted or part-funded would be held in September and opened by Sir Timothy Colman.

Brenda Ferris also referred to the NCAS spring 2016 programme of events which she circulated at the meeting. She pointed out that Assemble would be giving a talk in July 2016 and said that this was "great catch" for the society.

RESOLVED to note the report.

(Councillors Dearnley and Price left the meeting at this point)

9. Responding to the changing requirements of the National Curriculum

The Norwich learning manager gave a power point presentation the museums services response to changes in the National Curriculum. She pointed out that the service also worked with young children, higher education and events on the visitor programme.

The committee noted that pre-history was on the curriculum for the first time and that the museum could link its activities to literacy and maths. School visits gave children the opportunity to dress up and touch artefacts. There was usually a character involved to bring history to life.

A local history option had been added to history GCSE. Norwich Castle had already been contacted by a couple of schools to progress this.

Members commented on drafts of the primary schools' programme as a folded A4 flyer or a A4 booklet. Members preferred the larger size document as the smaller size was difficult to read.

RESOLVED to:

- (1) congratulate Colly Mudie, Norwich learning manager, for her presentation; and<
- (2) commend her and the team for adapting the museums service in response to the changes in the National Curriculum.

CHAIR

Joint Museums Committee

Item No 6

Report title:	Norfolk Museums Service – Integrated Finance and Risk Monitoring Report for 2015/16
Date of meeting:	22nd April 2016
Responsible Chief Officer:	Tom McCabe
Strategic impact This report covers the forecast position and risk management for the Norfolk Museums Service (NMS) in 2015/16 as at 29 th February 2016.	

Executive summary

This report covers the forecast Norfolk Museums Service (NMS) budget out-turn for 2015/16. Section 1 covers progress with the NMS revenue budget for 2015/16, reserves and provisions, the capital programme, and savings applied to the revenue budget for 2016/17. Section 2 provides the Committee with an update on the service risk register.

The main issues for consideration by this Committee are:

- Progress with NMS Revenue budgets and Reserves and Provisions indicates that the service should achieve a break-even position at the year-end.
- Progress with risk management for NMS.

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

- **Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2015/16**
- **Progress with the management of risk within the NMS**
- **Note the proposed savings for 2016/17 and beyond**

1. Proposal (or options)

1.1 Revenue Budget 2015/16

1.1.1 The NMS expects to achieve a break-even revenue budget outturn for 2015/16.

1.1.2 There is a projected shortfall of £0.196m from Admissions Income. Admissions income continues to follow the 14-15 trend and has seen an overall increase, however the current forecast is suggesting a gap to the increased 2015-16 budget. This is partially offset by potential surplus on other income targets and the additional shortfall will be covered by control of expenditure.

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

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Norfolk Museums Service	2.373	2.373	0.000	0.00%	0
NMS Total	2.373	2.373	0.000	0.00%	0

1.1.4 Savings targets included in the Approved Budget for 15/16 total £0.432m. These are made up of £0.050m from restructuring, Gift Aid and Cultural Exemptions £0.354m, other savings of £0.028.

1.1.5 During 15/16 the NMS net Revenue budget has reduced by £0.434m. This adjustment is due to the Building Maintenance Fund £0.411m being transferred to the Corporate Property Team as this function is now managed by them, Inflation clawback £0.014m and a reduction in Business Travel £0.009m.

1.1.6 Additional revenue grant monies of £0.200m have been received from Historic England to assist with Capital Castle Keep project. This being nil impact on NMS revenue budget.

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. There are currently no new schemes planned for future years.

1.2.3 The NMS 2015/16 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2015/16 – Norfolk Museums Service

Scheme or programme of work	Approved 2015/16 Capital Budget £m	2015/16 Forecast Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Voices from the Workhouse Project	1.200	1.200	0	Project estimated to complete in 16/17
Bridewell Museum Development	0.001	0.001	0	Project estimated to complete in 16/17
Seahenge	0.000	0.000	0	Ongoing conservation
Gressenhall Biomass Boiler CERF *	0.009	0.009	0	Project estimated to complete in 15/16
GFWH Wind & Solar CERF*	0.017	0.017	0	Project estimated to complete in 15/16
Energy Saving Improvements CERF*	0.015	0.015	0	Project estimated to complete in 15/16
Castle Keep Improvements	0.810	0.810	0	Project will complete in 15/16
ACE small Capital	0.158	0.158		Project will complete 15/16
Total	2.21	2.21	0	

* CERF is the Carbon Energy Reduction Fund.

Funding of the NMS Capital Programme

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

- The feasibility element of the Museum of Norwich at the Bridewell project was funded from NMS. The capital programme is £1.573m with approved HLF funding of £0.979m, £0.224m NCC capital, £0.76m Norwich City Council and £0.025m from the Friends of Norwich Museums and service contributions.
- Seahenge funding is for ongoing conservation work. This is rolled forward from prior years.
- Voices from the Workhouse project is funded from Heritage Lottery Fund (HLF). £1.800m funding will be received over 2 years, to transform Gressenhall into a national centre for workhouse interpretation and become the regional centre for Heritage tourism.
- Initial capital funds used for Castle Keep development prior to HLF bid. Successful capital bid money received in July 2015 is £0.800m from Historic England.
- Small Capital projects have been funded by Arts Council England (ACE) to allow NMS to fund the purchase of capital assets to a number of accredited Museums in our region to increase resilience.

o - o - o

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 & farm equipment and Carbon reduction projects.
- The Unspent Grants and Contributions Reserve includes earmarked non conditional project balances at year end.

Reserves and Provisions 2015/16	Balances at 01Apr15	Forecast Outturn at 31Mar16	Change
	£m	£m	£m
Norfolk Museums and Archaeology Service			
Museums Income Reserve	0.130	0.130	0.000
Museums Repairs and Renewals Reserve	0.165	0.139	-0.026
Unspent Grants and Contributions Reserve	0.467	0.378	-0.088
Service Total	0.762	0.647	-0.114

1.4 2016/17 Budgets

1.4.1 While a number of budget savings were agreed for 2015/16 and beyond as part of the Putting People First consultation, changes to the financial environment mean further savings are required under Re-imagining Norfolk. However full Council agreed to pull suggested savings for Museums under Re-imagining Norfolk and therefore only those previously agreed savings are necessary, they are summarised as below:

	2016/17 £m	2017/18 £m	2018/19 £m
CMM002 – Income generation	-0.010	0	0
Total	-0.010	0	0

The impact these items have on the 2016/17 budget are set out below:

Description	2015/16 budget £m	Additional Costs 2016/17 £m	Saving 2016/17 £m	Cost Neutral Adjustment/ Virements 2016/17 £m	Proposed 2016/17 Budget £m	Saving Reference
Employee related costs	4.015	0.086	0	-0.116	3.985	
Premises	0.708	0.005	0	0.002	0.715	
Transport	0.050	0.001	0	-0.018	0.033	
Supplies & Services	1.865	0.013	0	-0.435	1.443	
Third Party Payments	0.004	0	0	0	0.004	
Support Services	0.080	0	0	-0.002	0.078	
Depreciation & Impairment	0.412	0	0	-0.017	0.395	
Building Maintenance	0	0	0		0	
Income	-4.751	-0.024	-0.010	0.555	-4.230	CMM002
Total	2.383	0.081	-0.010	-0.031	2.423	

2. Risk Management

- 2.1 The service continues to manage the risks to its objectives both internal and external. The risk register is reviewed and updated on a quarterly basis and was last reported to this Committee in January 2016. A summary of the risk register based on the most recent review of January 2016 appears at Appendix A.
- 2.2 The register contains nine key risks, four of which are currently assessed as a 'medium' level risk, while four are now assessed as 'low'.
- 2.3 One of the medium risks and three of the low risks are met. Two Medium risks are showing 'Amber' and with further planning should be met. The three remaining risks are showing 'green – on schedule' towards achieving their target risk scores.

- 2.4 The impact of the five unmet risks on the risk register have been assessed as follows:
- 2.4.1 RM13947 – failure to meet this risk could mean damage to exhibits (reducing income and incurring costs), undermine safety and damage the reputation of the service. This risk is mitigated through close work with NPS to ensure buildings are maintained, investments are made where necessary and an emergency response plan is in place for each site.
 - 2.4.2 RM13949 – Arts Council England (ACE) funding of £1.2m in 2014-15 and a further £4.1m covering the period 2015-18 has been confirmed and the programme is in delivery. If this funding was to be lost then either activities would cease or alternative funding identified. This is mitigated by close monitoring of the service to ensure targets are met and maintaining close ties with the ACE Relationship Manager.
 - 2.4.3 RM14065 – failure to follow data protection procedures could lead to loss or inappropriate release of information which could lead to fines and civil claims. This is mitigated by making sure that all staff complete the mandatory training and are aware of their responsibilities.
 - 2.4.4 RM14162 – failure to generate income in line with the 2014-17 service plan would mean alternative savings would have to be identified to deliver a balanced budget. This is mitigated by the investments being made to allow NMS to deliver services to the public on a more commercial basis.
 - 2.4.5 (Awaiting NCC number) Impact on NMS from reducing resources within County Hall including finance, HR, ICT, NPS, etc. Also, pressure on minor works budget will create additional problems/maintenance costs. This is mitigated by working 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.

3. Financial Implications

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

4. Issues, risks and innovation

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

5. Background

There are no other documents to refer to.

Officer Contact

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

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

Officer Name: **Tel No:** **Email address:**

Steve Miller
Head of NMS
Community Services Department
Tel: 01603 493620
Email: steve.miller@norfolk.gov.uk

Frances Rose
Accountant
Budgeting & Accounting
Tel: 01603 222116
Email frances.rose@norfolk.gov.uk



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

Appendix A: Risk Register for Norfolk Museums Service

As per attached Excel sheet

Risk Register - Norfolk County Council

Risk Register Name		Norfolk Museums Service																	Red			
Prepared by		Steve Miller and Steve Rayner																	High			
Date updated		January 2016																	Med			
Next update due		February 2016																	Low			
Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update		
Norfolk Museums Service	RM13947	Failure to maintain historic buildings	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.	30/06/2011	4	3	12 Amber	3	3	9 Amber	Close liaison with NPS and Norwich City Council to identify priorities in building maintenance Ensure we include investment in buildings maintenance in all capital projects Ensure we foster a good personal and professional relationship between our staff and that of NPS Ensure that our building staff are continuously monitoring our buildings to supplement NPS Ensure we have appropriate emergency response procedure in place in all premises	Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Andrew Crossley point of contact for standards monitoring with NPS. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard. Major roofing works at the Shirehall completed in 2012. Museum of Norwich at the Bridewell re-opened to the public in July 2012 following substantial investment in its historic fabric as part of an HLF-funded refurbishment. Reviewed by SMT 20 August 2013 - As this is a risk to be managed on an on-going basis, having met its target score by January 2013 - agreed at SMT 20 August 2013 to show prospects as 'Green', amend target date to 01 April 2017 and retain on the risk register for monitoring purposes until 2017. Reviewed by SMT 21 March 2014 - No change.	3	3	9 Amber	01/04/2017	Green	Steve Miller	Steve Miller	06/02/2016		
Norfolk Museums Service	RM13948	Significant flooding in Gt Yarmouth area	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	30/06/2011	3	4	12 Amber	2	3	6 Amber	Emergency plan is in place Weekly checks of the store are carried out to check on safety of contents Contents insurance purchased Ensure risk assessment is reviewed Seek alternative storage provision Swap valuable high value items with other stores Ensure location records are accurate Commence a programme of rationalisation of collections in order to enable store to be vacated	Reviewed by SMT 16 April 2013 - The library basement art store has now been cleared. There will remain a large proportion of our social history collections that will be reviewed for further rationalisation but these are not considered to be a significant long term risk. Survey of storage area (December 2012) had identified possible asbestos issue that would require urgent evacuation of all collections to an alternative, secure, site. GY Operations manager has established the situation and prepared a suitable action plan/risk assessment. There may be minor low level asbestos related risks in relation to removal of floor tiles and Norse has been tasked with investigation. Reviewed by SMT 20 August 2013 - Identification of alternative storage location remains a priority, subject to NMS rationalisation strategy. Current impact score raised from two to three, however, prospects remain 'Green' subject to further review. Reviewed by SMT 21 March 2014 - No change to scoring - Target date amended to 31/03/2015. Positive progress on delivery during the first half of 2014/15, expectation for this risk to be resolved by target date. Risk fully resolved May 2015.	1	1	1 Green	31/03/2015	Met	Steve Miller	Steve Miller	06/05/2016		
Norfolk Museums Service	RM13949	Not delivering business plan targets as Arts Council England (ACE) funded Major Partner Museum	If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2012-15, the loss of funding in 2015, and a resulting reduction in service provision.	30/06/2011	3	3	9 Amber	1	3	3 Green	Monitor service delivery to ensure that targets are being met Maintain close liaison with ACE Relationship Manager to ensure that she is aware of achievement and challenges	Positive progress against all business plans (MPM, Museums Development and Museums & Schools).	1	3	3 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/05/2016		

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
	Norfolk Museums Service	RM14132	Failure to secure Arts Council England (ACE) Renaissance funding and continue as a Major Partner Museum	Failure to secure ACE funding for the period 2015-2018 will result in a massive loss of investment in NMS and the wider County in the region of £1.2m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects.	23/08/2013	3	5	15 Amber	1	5	5 Green	Deliver the current ACE Renaissance programme successfully Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods Put together the strongest application possible autumn 2013/spring 2014 Strategic conversations with NCC Directors and Elected Members in terms of budget discussions relating to 2014-17	Positive progress on key items as at 31 March 2014. To be reviewed at ACE/Renaissance Board Meetings and future SMT meetings. Reviewed by SMT 21 March 2014 - No change to scoring. Funding for 2015-8 secured. Need to continue to deliver agreed MPM plan.	1	5	5 Green	31/03/2016	Met	Steve Miller	Steve Miller	01/05/2016
S	Norfolk Museums Service	RM14027	Theft of museum objects	Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	22/03/2012	5	5	25 Red	2	5	10 Amber	Review of display case security. Review of security staffing and systems. Additional CCTV coverage. Upgrade of case locks where necessary. Installation of additional case alarms where necessary. Employment of additional gallery security guards while reviews being undertaken. Removal of small paintings pending upgrade of CCTV. Liaise with police during their investigation. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.	Recommendations from internal and external security reviews implemented. Case security checked and upgraded where necessary. New key protocols introduced. Security added to remit of H&S Committee. Awaiting sign off from Internal Audit. Reviewed at SMT 15 January 2013. Target met. Safety and security infrastructure in place. Retain on risk register for monitoring purposes. Reviewed by SMT 20 August 2013 - As this is an on-going risk John Davies will own and update to reflect future security arrangements. Reviewed by SMT 21 March 2014 - Robust on-going audits and security reviews are continuing. No change to scoring - Target date amended to 01/04/2015 as this is an on-going risk.	2	5	10 Amber	31/03/2015	Met	John Davies	John Davies	06/02/2016
S	Norfolk Museums Service	RM14065	Failure to follow data protection procedures	Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.	31/05/2012	3	4	12 Amber	1	4	4 Green	New staff not allowed computing access until they have completed the data protection and information security e-learning courses. A workbook on data protection and information security has been published for staff and volunteers who have no computer access. Mandatory refresher training and monitoring rates of completion of training. Introduction of more stringent rules to ensure sensitive information is sent to the correct recipient.	Staff reminded of the serious nature of data protection, encouraged to refresh their e-training, and advised how to avoid easy mistakes when using email address lists - 08/08/12. Reviewed at SMT 15 January 2013. Target met. NMS measures in place. Retain on risk register for monitoring purposes. Reviewed at SMT 20 August 2013 - Ownership to change to Steve Miller with SMT to monitor in future. Reviewed by SMT 21 March 2014 - Local data has been reviewed and bespoke guidelines and procedures have been developed and delivered to support corporate policies. Any changes in terms of procedures brought in via DNA will be implemented across the Service as per NCC standards.	1	4	4 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/02/2016
S	Norfolk Museums Service	RM14162	Failure to generate additional income streams in 2014/2017 in accordance with service plan.	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	21/03/2014	3	5	15 Amber	3	5	15 Amber	Commercial Strategy in place Staff will be trained and supported in the delivery of key goals	Reviewed by SMT 21 March 2014 - Excellent progress made and the target score was met for 2013/14. Very good progress made in the first half of 2014/15 including the establishment of the new Development Foundation to help with Service-wide fundraising. Loss of staff through restructuring as a result of NCC budget reductions for 2015/16 puts our income generation targets under much more pressure. Full impact will not be known until restructure is completed although planning suggests we will be able to deliver our budgeted income for 2015/16.	3	3	9 Amber	01/04/2017	Amber	Steve Miller	Steve Miller	06/02/2016
	Norfolk Museums Service	RM14163	Joint museums agreement review.	Failure to reach agreement over contributions from participants in the joint museums agreement may lead to reduced service and loss of reputation.	21/03/2014	2	4	8 Amber	2	4	8 Amber	JMA is a priority in the Service Plan 2014/15	JMC briefed 27th June 2014; Review currently underway with all JMA partners (Sept 2014), no issues anticipated. Final JMA signed off 2015.	1	3	3 Green	31/03/2015	Met	Steve Miller	Steve Miller	06/02/2016

**Norfolk Museums Service
– Performance & Strategic Update Report
A report by the Head of Museums**

Executive Summary

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

The main items for consideration by this Committee are:

- Performance against the Service Plan for 2015/16
- Progress regarding development of the Keep at Norwich Castle
- Progress regarding the Voices from the Workhouse project at Gressenhall Farm & Workhouse
- Performance for the financial year 2015/16 and plans for the delivery of the 2016/17 budget
- The Arts Council England consultation on the new funding programme for 2018-22

1. Executive Summary

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

1.1 Performance Summary

- 1.1.1 Total museum visits across all 10 NMS sites for the period 1st April 2015 – 29th February 2016 were 360,936 compared to 361,892 for the equivalent period 1st April 2014 – 28th February 2015. Given that we are close to the financial year-end, we can be confident that we will be very close to last year's all-time record visitor figures.
- 1.1.2 School visits across the 10 NMS sites for the period 1st April 2015 – 29th February 2016 were 39,577 compared to 39,446 for the period 1st April 2015 – 28th February 2015. The Learning Teams across the County have worked hard to reduce the shortfall that we have been reporting for the first three quarters of the year.

- 1.1.3 Overall, the schools visit numbers for the year-to-date are very positive and are expected to be strong in March (although probably lower than the very high numbers seen in March 2015 due to the Stories from the Sea celebration event at Great Yarmouth, which took place in 2015). Much credit goes to the learning teams across the County for their hard work and resilience in the face of changes to the National Curriculum and in overcoming the many barriers faced by schools in terms of making a museum visit.

1.2 Performance/Service Plan highlights

- 1.2.1 **A Viking's Guide to Deadly Dragons: exhibition at Norwich Castle**
A Viking's Guide to Deadly Dragons is a family-friendly exhibition inspired by Cressida Cowell's best-selling children's books *How to Train Your Dragon*. The exhibition has been created by [Seven Stories, The National Centre for Children's Books](#) and contains many original Norfolk elements, including some previously unseen Viking treasures.

The exhibition runs until 30 May 2016.

Halfway to Paradise - The Birth of British Rock: exhibition at Time and Tide Museum, Great Yarmouth
Halfway to Paradise transports visitors back to the dawn of British rock 'n' roll – when four Liverpool lads were stopping hearts and the vinyl record reigned supreme. Showbiz photographer Harry Hammond captured definitive images of leading British musicians and many visiting American artists. This exhibition from the V&A showcases his photographs.

The exhibition also draws together memorabilia from the collections of people who were part of the Great Yarmouth rock scene in its heyday.

The exhibition runs from 19 March until 2 October 2016/

Art of the Mart: exhibition at Lynn Museum, King's Lynn
This exhibition looks at the art, craft and design of King's Lynn's funfair, known as 'the Mart'. The Mart opens each year on Valentine's Day, traditionally the first of the fairs in the Showmen's year. King's Lynn was famous in Victorian times as the home of creators of steam-powered merry-go-rounds, Savage's Ltd.

The exhibition runs until 2 July 2016.

Memorial Cottages: exhibition at Museum of Norwich at the Bridewell

An exhibition as part of the HLF-funded First World War programme, examining the lives of those Norfolk ex-Servicemen who settled in the Cecil Upcher designed Memorial Cottages in Norwich in 1918.

The exhibition runs until spring 2016.

17th Century Tokens: exhibition at Museum of Norwich at the Bridewell

A fascinating look at the currency of 17th century Norfolk and the stories it tells about a mercantile county and the society of the day.

The exhibition runs until the autumn.

‘To watch the corn grow, and the blossoms set’: the art of Claughton Pellew: exhibition in the Colman Project Space, Norwich Castle

Claughton Pellew (1890-1966) was a gifted painter and wood engraver, trained at the Slade School of Art. Rediscover his exquisite drawings and prints, inspired by the harmony of country life, on the 50th anniversary of his death.

The exhibition runs until the autumn.

Flint Rocks: exhibition at Ancient House

Everything you ever wanted to know about flint but were afraid to ask. From fossils to flakes and soldiers to strike-a-lights, this exhibition throws light on this very versatile stone. Discover the people who worked and used it, and find out about flint’s Japanese cousin, obsidian.

The exhibition runs until 29 October 2016.

1.2.2 Learning Programmes

A formal presentation will be given at the Joint Museums Committee Meeting to update Members on key learning developments including the Service’s work with Looked After Children and those in foster care.

The Department for Education (DfE) and Arts Council England have announced a further extension to the schools’ literacy programme ‘Museums and Schools’. This funding extension will enable NMS to roll out the very successful *Stories from the Sea* in North Norfolk whilst continuing to build the programme in Great Yarmouth.

As part of the Heritage Lottery Fund supported *Voices from the Workhouse* project, learning officers from Gressenhall have been working with a number of groups in the local community. Groups have including young people, older people in residential care and prisoners from HMP Wayland.

Delivery is underway by the Norwich Learning Team on the schools’ programme and family events to accompany the *How to Train Your Dragon* exhibition at Norwich Castle. The programme involves the Service working closely with Norfolk Libraries and Information Service.

On 21st March, the Norwich Learning Team delivered a major familiarisation visit for more than 50 academic staff from Norwich University of the Arts (NUA). This will help the development of partnership working over the coming years.

1.2.3 Teaching Museum & Skills

Recruitment has been completed for the 2016/17 cohort of Teaching Museum trainees. The successful new trainees are:

Margaret Anne Brown	Keep Development, Norwich
Imogen Clarke	Curatorial, Western Area
John Holdaway	Natural History (Countywide)
Jennifer Hooker	Business Development (Countywide)
Holly Morrison	Learning, Great Yarmouth & Cromer
Louise Turner	Costume & Textile (Countywide)

The Teaching Museum programme has been recognised by the national Museums & Heritage Awards, being shortlisted in the Inspiring Learning category. The awards will be announced in May.

1.2.4 Marketing and PR

Rachel Duffield, Learning Officer from the Voices project, Gressenhall, was a runner-up (third place) in the Visit England/Mirror Newspaper Group National Tourism Superstar Awards 2016. This was not only a great result for Rachel and the wider team, but helped focus national attention on how important the tourism sector is for the Norfolk economy.

A full marketing and PR programme is now in place for the opening of the new Voices from the Workhouse galleries later in the year.

A significant campaign is underway to promote the *A Viking's Guide to Deadly Dragons* including billboard posters around Norwich, bus backs and social media.

1.2.5 Partnership programmes

NMS has been using its staff, volunteers and venues to support fundraising events for a variety of local and national charities. On 14th March, Norwich Castle was the venue for a charity fundraising event as part of Norwich Fashion Week. With support from Jenny Caynes and Kate Cooper at the Museum of Norwich, fashion students from NUA and City College created original designs using clothes bought from Age UK charity shops. These designs were then auctioned off at a fashion show with all ticket sales and proceeds going to Age UK.

Other events have included a sponsored abseil down Norwich Castle Keep in aid of Cancer Research UK.

The British Museum hosted one of four UK partnership events at Norwich Castle on 19 November. The event focused on current partnership programmes between the British Museum and Norfolk Museums Service including the development of the Keep at Norwich Castle, the Deep History Coast and the current Celts exhibition running at the British Museum. As part of the conclusion of this international programme, NMS was asked to give a public presentation at the British Museum in March at an event chaired by Dame Liz Forgan.

Planning continues with Norwich University of the Arts (NUA) to bring the British Art Show to Norwich in the summer of 2016. The British Art Show happens every 5 years and is the largest contemporary art exhibition in Britain. This will be the first time in its history that it has been held in the East of England and the first time in its history that it will be delivered without its normal London 'anchor' venue, the Hayward Gallery, Southbank. There is potential for the Show to make a very significant impact in terms of benefits to the visitor economy in Norfolk. Since the last JMC meeting, a unique piece of work has been commissioned by artist Alan Kane to begin the exhibition and to hopefully give the County some significant national press coverage.

1.2.6 Commercial Developments

A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the commercial targets. Key developments since the last meeting are listed below:

- Arts Council England is supporting a new project developed in partnership with Norwich University of the Arts (NUA) to create commercial opportunities using the Museum's collections. This is developing well, led by Ruth Battersby Tooke, Senior Curator, Costume & Textiles.
- The first registry weddings have now taken place at Norwich Castle and have gone very well. Elsewhere, a growing number of bookings have been secured for Strangers' Hall and Gressenhall.
- 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 has been secured for the forthcoming financial year including work for the National Trust and cultural organisations from across Norfolk. For more details visit **www.conserveanddisplay.co.uk**

- A first commercial booking has been secured for the Court Room at Shirehall with the EDP booking the space for an event in June.

1.3 Conclusion

- 1.3.1 Visitors numbers and trading performance for the current financial year are positive and the budgetary targets for 2015/16 will be met. The programme for 2016/17, including the opening of the new Voices from the Workhouse project at Gressenhall, will all be important in terms of meeting the Service's challenging income targets.

2. Strategic Developments

2.1 Stories of Lynn

The *Stories of Lynn* Heritage Lottery Fund project for King's Lynn Town Hall is substantially complete, with the new exhibition areas opening to the public on Friday 25 March 2016. This major project – led by the Borough Council of King's Lynn & West Norfolk - has been delivered in close partnership with Norfolk Museum Service and Norfolk Record Office.

The key elements of the project include:

- Improved public access throughout the Town Hall complex.
- Installation of a new permanent exhibition in the Stone Hall Undercroft and Gaol House, providing interpretation for the whole building complex, archive and collections.
- Significant improvements to the public realm – including the Saturday Market Place and the landscaped area behind the Town Hall
- A new storage area for the Borough Archive on the ground floor of the Guildhall, allowing for better environmental controls, less risk of damage and conditions that meet the PD5454 standard.
- Development and delivery of a creative and inclusive programme of activities in partnership with NMS and NRO.

The Stories of Lynn (SoL) project includes a four year Activity Plan that is designed to significantly increase levels of participation with the Town Hall building, archive and collections. Under an enhanced SLA, NMS will be responsible for the development and delivery of this Activity plan, which features a broad range of activities that will appeal to a wide audience including local families, schools, adults, tourists and those with specialist interests. It will also support learning progression and active involvement e.g. through structured volunteering. The development and delivery of the Activity Plan is being co-ordinated by the SoL project Learning & Engagement Officer Ruth Farnan, in close liaison with the Stories of Lynn Archivist Stacey Kennedy and Borough

Council Town Hall colleagues, all working as part of a combined Town Hall team.

A number of activities have been developed or piloted prior to site opening. These have included:

- The delivery of family-based events as part of Town Centre heritage events
- The development of a Youth Forum
- Programmes of talks and lectures in the Town Hall
- Community outreach activities with hard to reach groups

A core schools programme has also been developed for the SoL. In some cases, parts of the session will be delivered at Lynn Museum and be integrated into the core NMS schools' offer.

Activities due to be delivered during the first year of opening will include:

- *History Alive!* Living history events targeted at families
- Lunchtime & twilight talks programme targeted at adults
- Self-guided trails for families and other visitors
- Temporary exhibitions on a range of relevant themes
- Volunteer recruitment and development including the formation of a new team of Town Hall tour guides
- Support for volunteer recruitment and development for other heritage sites across King's Lynn
- A series of "masterclasses" enabling people to explore the archives and collections
- Taught course programmes for adults
- Youth engagement activities including media projects and an active Youth Forum

The "Stories of Lynn" exhibition will be open 10am to 4pm on seven days a week. On Tuesdays and Sundays the 1st floor Stone Hall and Assembly Room will also be accessible to visitors. The new Archive will open 12.30pm to 4pm Tuesdays to Fridays and on the first Saturday of the month 10am to 2pm. There will be no charge for visits to the Archive.

2.2 Norwich Castle Keep

As previously reported, following the last Joint Museums Committee meeting and permission to submit our Stage 1 Heritage Lottery Fund application, a full submission was made on 30 November.

The project continues to require a significant amount of hard work and dedication from the small team led by John Davies, Chief Curator and particular thanks go to Tim Pestell, Angela Riley, Paris Agar and Dan Robertson, Teaching Museum trainee, for their efforts to date.

The application has been assessed by the East of England Committee and a final decision will be made by the Board of Trustees in April 2016.

2.3 Norfolk Museums Development Foundation (NMDF) & Fundraising

Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well and a Board Development Day has been planned to help the Trust develop a clear vision which complements the work of the Joint Museums Committee and our other sister charities.

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

A legacy campaign, designed to complement our sister charities (Friends, East Anglia Art Fund, Norfolk Contemporary Art Society) is currently being explored.

A large number of applications focused on a number of projects across the County have now been submitted and we are awaiting decisions.

2.4 Gressenhall Farm & Workhouse – Voices from the Workhouse project

The Voices from the Workhouse capital development project at Gressenhall, supported by the Heritage Lottery Fund and other key funders, is progressing according to schedule and the main exhibition fit-out contract is underway.

The Museums Service is planning for an informal opening to the public in Spring 2016. The VIP opening with the Heritage Lottery Fund will take place on Friday 8th July, 5-7pm, and all Joint Museums Committee Members are invited.

2.5 Arts Council England

Whilst NMS continues to deliver its current funding programme (2015-18), work is underway to prepare for the new funding round in the autumn. Consultation is underway by the Arts Council to shape its next funding programme but it is likely to be a 4 year settlement and will bring museums into line with the rest of the arts portfolio in terms of having one major funding programme (but with the potential of three levels of investment giving different stages of responsibilities).

Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This will involve coordinating a national conference and a publication containing case studies drawn from NMS's work and that of 5 other Major Partner Museums across England.

2.6 **Deep History Coast Project**

NMS curatorial staff have continued to progress the *Deep History Coast* Project initiative.

Staff continue work on the Deep History Coast publication. Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event is being planned at Time & Tide Museum for summer 2016.

Our staff continue to work with NNDC on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support has also been provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled.

2.7 **Culture White Paper**

Norfolk Museums Service has contributed to the Department for Culture, Media and Sport's Culture White Paper during meetings with Ed Vaizey MP, the Minister for Culture, and via written submissions. The main response from Norfolk Museums Service has been around our award-winning work with schools and young people.

The Culture White Paper was launched on 23 March.

2.8 **All Party Parliamentary Group on Cultural Heritage**

In March, Dr Tim Pestell, Senior Curator of Archaeology, was invited to a meeting of the All Party Parliamentary Group on Cultural Heritage, chaired by Lord Renfrew of Kaimsthorn. The group discussed the looting of archaeological sites and the illicit sale of antiquities, issues which Dr Pestell has familiarity of through both his work in Norfolk and his role on the Government's Treasure Valuation Committee. Dr Pestell will continue to be involved as the group draws up a situation statement for MPs and Lords, which it is hoped may lead to recommendations to current legislation.

3. **Museum Development across Norfolk**

3.1 **Museum Development across Norfolk**

NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East. Recent developments include the launch of the 2015-16 training calendar which offers over 80 events including training courses, workshops, conferences and seminars.

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.

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.

A fundraising and philanthropy conference was delivered in March led by Miranda Rowlands, SHARED Enterprise Project Manager, at the Museum of London. Keynote addresses were given by Anne Young, Head of Strategic Planning at the Heritage Lottery Fund and by Peter Maple of London South Bank University.

For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

4. Equality Impact Assessment (EqIA)

- 4.1 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.

These assessments help the service focus on meeting the needs of customers in relation to age, disability, gender, race, religion & belief and sexual orientation.

5. Section 17 – Crime and Disorder Act

- 5.1 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.

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

6. Conclusion

- 6.1 NMS is well placed to deliver its targets for 2015/16 including its new income generation targets and its Arts Council England programmes across the County. A balanced budget for 2016/17 has been drawn up and is dependent on the delivery of the income targets across the Service as well as the maintenance of high visitor numbers across the

10 museums. With the opening of the new Voices project at Gressenhall and a strong exhibitions and events programme across the County, the Service is hopeful of meeting its challenging targets.

7. Recommendation or Action Required

7.1 The Joint Museums Committee is asked to consider and comment on:

- Performance against the Service Plan for 2015/16
- Progress regarding development of the Keep at Norwich Castle
- Progress regarding the Voices from the Workhouse project at Gressenhall Farm & Workhouse
- Performance for the financial year 2015/16 and plans for the delivery of the 2016/17 budget
- The Arts Council England consultation on the new funding programme for 2018-22

Officer Contact

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

Steve Miller
Head of Norfolk Museums Service
Community Services Department
Tel: 01603 493620
Email: steve.miller@norfolk.gov.uk



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