

# Norfolk Joint Museums Committee

Date: **Friday, 06 April 2018**

Time: **14:00**

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

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

## **Membership**

### **Norfolk County Council**

Mr P Duigan  
Mr D Harrison  
Mr H Humphrey  
Mr M Kiddle-Morris  
Mr G Nobbs  
Ms C Rumsby  
Mr T Smith  
Mr M Storey  
Mr J Ward

### **Norwich City Council**

Mrs J Brociek-Coulton  
Ms A Haynes  
Ms M Maxwell

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

Mrs E Nockolds

### **Broadland District Council**

Mr D Buck

### **Breckland District Council**

Mr H Clarke

### **Great Yarmouth Borough Council**

Mr B Lawn

### **South Norfolk District Council**

Mr R Savage

### **North Norfolk District Council**

Mrs M Prior

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

#### **Arts Council**

Ms K Fawcett

#### **Museum Friends**

Mrs F Devonshire

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

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

**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 apologies and details of any substitute members attending**

- 2. JMC Minutes of 12 January 2018**

**Page 5**

- 3. Declarations of Interest**

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

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

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

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

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

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

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

- 5. Breckland Area minutes**

**Page 11**

- 6. Gt Yarmouth Area minutes**

**Page 17**

- 7. King's Lynn and West Norfolk Area Minutes**

**Page 31**

- 8. Norwich Area minutes**

**Page 35**

- |   |                |
|---|----------------|
| <b>9. Finance monitoring 2017-18</b><br>Report by Executive Director, Community and Environmental Services  | <b>Page 41</b> |
| <b>10. Risk management</b><br>Report by Executive Director, Community and Environmental Services  | <b>Page 47</b> |
| <b>11. Performance and Strategic update</b><br>Report by Executive Director, Community and Environmental Services<br>(to include a presentation by Dr Francesca Vanke, Keeper of Arts and<br>Curator of Decorative Art on the Paston Treasure Exhibition) | <b>Page 57</b> |
| <b>12. Presentation by Steve Miller, Head of Museums on the Keep<br/>Project Business Plan</b>  | <b>Page</b>    |

### **Group Meeting**

Conservative 1 pm Colman Room, Ground Floor

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

Date Agenda Published: 27 March 2018



**If you need this document in large print, audio, Braille, alternative format or in a different language please contact Tim Shaw on 0344 800 8020, or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.**

## **NORFOLK JOINT MUSEUMS COMMITTEE**

**Minutes of the Meeting Held at County Hall, Norwich on 12 January 2018 at 2.00pm** <sup>Item 2</sup>

### **Present:**

#### **Norfolk County Council**

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

#### **Norwich City Council**

Mrs J Brociek-Coulton  
Ms A Haynes  
Ms M Maxwell

#### **Broadland District Council**

Mr D Buck

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

Mrs E Nockolds

#### **Great Yarmouth Borough Council**

Mr B Lawn

#### **South Norfolk District Council**

Mr R Savage

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

#### **Museum Friends**

Mrs F Devonshire

### **1 Apologies for Absence**

- 1.1** Apologies for absence were received from Mr M Kiddle-Morris and Ms C Rumsby.

### **2 Minutes**

- 2.1** The minutes of the previous meeting held on 27 October 2017 were confirmed by the Joint Committee and signed by the Chairman.

### **3 Declarations of Interest**

- 3.1** There were no declarations of interest.

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

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

### **4b Chairman Announcements—Museum Friends and Teaching Museum Trainees**

- 4b.1** The Chairman welcomed Felicity Devonshire to her first meeting of the Joint Committee. Felicity had joined the Joint Committee as the Museum Friends

representative following the retirement of John Knight.

Members placed on record their thanks to John Knight for all the support that he had provided to the Joint Committee and wished him a long and happy retirement.

- 4b.2** The Chairman also welcomed to the meeting the current Teaching Museum Trainees who were well into their 12 month placements and involved in many projects and programmes across the county.

## **5 Reports of Area Museums Committees**

### **5.1 Breckland Area Committee**

- 5.1.1** The annexed report of the Breckland Area Museums Committee meeting held on 27 November 2017 was presented by Mr P Duigan.

- 5.1.2** Members were informed that the Farmers' Foundry engine boiler at Gressenhall Farm and Workhouse Museum had been certified by an engineer as unsafe. The Friends of Gressenhall had generously agreed to support the NMS to obtain a suitable historical replacement boiler that could be used to power a range of different processes including threshing work, corn-mills, centrifugal pumps, stone-crushers, dynamos, chaff-cutters, hay-balers and saw benches. NMS was seeking a grant for a replacement boiler from the Arts Council England Preservation of Industrial and Scientific Material (PRISM) fund and was exploring other sources of external funding.

- 5.1.3** The Committee discussed the many challenges that were associated with putting in place public transport to Gressenhall Farm and Workhouse for special event days. It was noted that various public transport initiatives had been tried in the past but they had met with very limited success. NMS was currently in discussions with the Mid Norfolk Railway about whether it would be possible to put in place appropriate transport on special event days between Mid Norfolk Railway venues and Gressenhall Farm and Workhouse. Discussions on this subject were part of an attempt to upgrade joint marketing and publicity for Gressenhall Museum and Workhouse. An update on developments would be reported to the next meeting of the Area Committee.

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

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

- 5.2.1** The annexed report of the King's Lynn and West Norfolk Area Museums Committee meetings held on 2 December 2017 was presented by Mrs E Nockolds.

- 5.2.2** In introducing the report, Mrs E Nockolds, referred to the ways in which the Lynn Museum continued to work with local schools and the College of West Anglia to deliver a broad range of learning activities.

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

### **5.3 Norwich Area Committee**

- 5.3.1** The annexed report of the Norwich Area Museums Committee meeting held on 12 December 2017 was presented by Mrs J Brociek-Coulton.

- 5.3.2** In introducing the report Mrs J Brociek-Coulton said that the Area Committee had received a PowerPoint presentation on the work of the learning team at Norwich Castle which included information about a pilot project *Babies in Museums* and a proposal to establish an Early Years' gallery to welcome families and provide facilities for 2 and 3 year olds.
- 5.3.3** The Joint Committee was also informed that the Area Committee had been kept fully up to date on the progress of the Norwich Castle Gateway to Medieval England Project.
- 5.3.4** The Joint Committee joined the Area Committee in placing on record its congratulations to the learning team at Norwich Castle on having been awarded the prestigious Sandford Award for Heritage Education.
- 5.3.4** It was **RESOLVED** to note the report.

## **6 Finance Monitoring Report for 2017/18**

- 6.1** The annexed report (6) by the Executive Director, Community and Environmental Services was received.
- 6.2** Members received a report that covered the Norfolk Museums Service (NMS) budget out-turn for 2017/18, including the revenue budget, reserves and provisions and the capital programme.
- 6.3** Members were informed that progress with NMS Revenue budgets and Reserves and Provisions indicated that the NMS should achieve a break-even position at the year-end.
- 6.4** In reply to questions, Members were informed that the Gressenhall events programme was being promoted by an increased programme of digital marketing and the museum's own social media presence. During the 2017-18 winter closure, the finishing touches were being made to the Voices from the Workhouse project including the completion of the display of objects from the museum's rural life collections. Partnership development of the digital offer at Gressenhall included the creation of new content for the Collections Gallery and Workhouse galleries on iPad tablets available to visitors.
- 6.5** The Joint Committee **resolved** to note:-

**Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2017/18.**

## **7 Risk Management Report**

- 7.1** The annexed report (7) by the Executive Director, Community and Environmental Services was received.
- 7.2** The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at December 2017.

**7.3** Members were given an update on progress with the management of risk within the NMS. Members were informed of the positive progress that had been made against the greatest risk on the register, namely the need to secure Arts Council England (ACE) funding as a National Portfolio Organisation (NPO). The NMS was awarded provisional funding for 2018-22 in the new ACE NPO funding programme, with final sign-off of the required Business Plan and associated documents expected by March 2018. A PowerPoint presentation about the Arts Council England Business Plans for 2018-22 would be given to the Committee later in the meeting (see minute 10 for details).

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

**The risks at Appendix A to the report and to determine that the mitigating actions identified in the report were appropriate.**

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

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

**8.2** The Joint Committee received a report that provided progress with performance over the current financial year 2017/18, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the Arts Council England funding programme and the DCMS National Museums Review.

**8.3** During discussion, the following key points were noted:

- The Joint Committee was informed that Museum visits across all ten NMS sites for the period up to the end of October 2017 were 306,417 compared to 267,157 for the equivalent seven month period in 2016/17, a 15% increase. This positive position for the year-to-date was largely attributable to a very strong events and exhibitions programme, including Titanic: Honour & Glory at Time and Tide and Nelson & Norfolk, followed by the first month of the Rembrandt: Lightening the Darkness exhibition, at the Castle Museum.
- In reply to questions it was noted that Norwich Castle Museum & Art Gallery remained the most visited heritage attraction of its kind in the eastern region. Its success had an enormous impact on the overall visitor numbers for the NMS.
- Increases in visitor attendances were a direct result of investment in museum buildings, services and the exhibitions programme. Attendance figures would tail-off if investment in the Service was not maintained.
- The numbers of school visits to NMS museums for the period up to the end of October 2017 were 23,386 compared to 25,781 for the equivalent four-month period in 2016/17, a 9% decrease on last year's all time record-breaking figures but still higher than the equivalent period in 2015/16. The school visit figures were also well above the national average. A discussion was held about the vital importance of this key performance measure and the role of learning within the Museum Service's diverse remit.
- NMS arranged a full countywide programme of activities for hard to reach groups such as Looked After Children, young carers, disadvantaged groups and young offenders.

- Members were invited to contact NMS if they wanted to participate in a NMS school learning activity.
- The Joint Committee was pleased to hear that the Learning Teams had secured two prestigious Sandford Awards for Excellence in Education. These national awards recognised the role which museums and heritage sites played in supporting the development of young people in a variety of ways.
- The Joint Committee noted that the Heritage Lottery Fund had awarded the NMS a Round 1 pass for a grant of £776,500 for the project Norfolk Journeys which sought to empower young people to develop their own pathways into the County's heritage under the HLF's new *Kick the Dust* programme. This was a consortium project delivered in partnership with YMCA Norfolk and Creative Collisions (a youth arts network based in Great Yarmouth). Subject to a Round 2 pass by HLF, project activity would start in April 2018 and run until March 2022 (4 years).
- The Marketing and PR focus within the NMS was now on the 2018 programme, especially the next Norwich Castle exhibition *The Square Box On The Hill* early in the New Year and the *Paston Treasure* exhibition programme, including the international exhibition at Yale University, USA. Details regarding the *Paston Treasure* exhibition programme would be reported to the next meeting of the Joint Committee.
- The Joint Committee noted that a large amount of preparatory research and advocacy work had been put into the Castle Keep development project which included the submission of applications to grant-giving trusts and foundations.
- The Joint Committee also noted that the Department for Culture, Media and Sport had published the National Museums Review, (officially titled the Mendoza Review) for which the NMS' Teaching Museum was used as one of a small number of case studies within the report. The current Teaching Museum Trainees, who were well into their 12 month placements, were in attendance at this Committee meeting and introduced to Members.

#### **8.4 The Joint Committee resolved:**

- 1. To note progress regarding development of the Keep at Norwich Castle.**
- 2. To note progress in terms of the programme and key Service Plan priorities for 2017/18.**
- 3. To note progress in terms of developing the business plans for Arts Council England's new funding programmes for 2018-22, and to give formal, delegated approval to proceed with the submission of the plans. (Note: The Committee received a power point presentation on this matter during the next item on the agenda).**
- 4. To note progress with the Museums Service's new Heritage Lottery Fund supported project, *Kick the Dust*.**

### **9 Arts Council England Business Plans for 2018-22**

- 9.1** The Joint Committee received a power point presentation from Jo Warr, Head of Development and Jamie Everitt, Regional Museum Development Manager about the Arts Council England Business Plans for 2018-22.
- 9.2** The power point presentation (which can be found on the Joint Museums Committee pages website) included details about the following:

- The National Portfolio 2018-22
- The Arts Council 10 Year Strategy *Great Art & Culture for Everyone*
- Goal 1 –Excellence
- Goal 2 –Audiences
- Goal 3 -Resilience
- Goal 4- Leadership and Diversity (including the Teaching Museum)
- Goal 5 – Children and Young People
- Funding Agreement Requirements
- Museum Development
- Accredited Museums
- SHARE – Expenditure
- SHARE – Excellence
- SHARE – Audiences
- SHARE – Resilience
- SHARE – Diversity & Skills
- SHARE – Children & Young People
- Support for Norfolk museums
- Arts Council Assessment

### **9.3 The Joint Committee resolved:**

**To reaffirm the decision taken earlier in the meeting to note progress in terms of developing the business plans for Arts Council England's new funding programmes for 2018-22, and to give formal, delegated approval to proceed with the submission of the plans.**

**To thank Jo Warr and Jamie Everitt for their presentations.**

**The meeting concluded at 3.45 pm.**

**Chairman**

**If you need these minutes in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.**

---

**BRECKLAND COUNCIL**

Item 5

**At a Meeting of the**

**BRECKLAND AREA MUSEUMS COMMITTEE**

**Held on Monday, 26 February 2018 at 1.30 pm in**  
**Gressenhall Farm and Workhouse Museum, Fakenham Road, Gressenhall, Beetley,**  
**Dereham, NR20 4DR**

**PRESENT**

Mr H. E. J. Clarke (Chairman)	Mr F. Eagle
Mr P.J. Duigan (Vice-Chairman)	Mr M. Kiddle-Morris
Councillor C. Bowes	Mr R.G. Kybird
Mr P. R. W. Darby	Mr W. R. J. Richmond

**Also Present**

David Blackburn (Co-optee)

**In Attendance**

Dr Robin Hanley	- Head of Operations and Learning
Hannah Jackson	- Operations Manager - West
Mr Oliver Bone	- Curator of the Ancient House, Museum of Thetford Life
Julie Britton	- Democratic Services Officer

**Action**  
**By**

**1/18 MINUTES (AGENDA ITEM 1)**

The Minutes of the meeting held on 27 November 2017 were agreed as a correct record.

**2/18 APOLOGIES (AGENDA ITEM 2)**

Apologies for absence were received from Councillor Gordon Bambridge, Councillor Terry Jermy, Councillor John Ward and Dr Keith Robinson.

**3/18 CHAIRMAN'S ANNOUNCEMENTS (AGENDA ITEM 3)**

The Chairman hoped that everyone enjoyed the tour of the Norfolk Collections Centre that took place prior to the meeting.

In future, meetings would commence at 10.30am; however, if a tour was included, Members would be asked to be at the venue by 9.30am.

On another matter, Members were asked if they would prefer to go paperless; Members were asked to inform the Democratic Services Team at Breckland Council if they did not want a paper copy of the agenda in future.

Another announcement made was from Hannah Jackson, the Operations Manager at the Museum. Prior to the start of the season on Saturday, 10

**Action  
By**

March 2018, there would be a preview day aimed at Norfolk Pass Holders, Friends of Gressenhall and anyone who played the National Lottery. This event would be more of a drop-in session and would be promoted to all groups, organisations and individuals who had helped to create and support the Voices from the Workhouse project.

**4/18 URGENT BUSINESS (AGENDA ITEM 4)**

None.

**5/18 DECLARATION OF INTERESTS (AGENDA ITEM 5)**

None.

**6/18 ANCIENT HOUSE MUSEUM OF THETFORD LIFE REPORT (AGENDA ITEM 6)**

Oliver Bone, the Curator of the Ancient House Museum of Thetford Life presented the report and provided Members with a detailed overview of the exhibitions and events that had taken place since November 2017 which included:

- Handmade, Millennia of making Exhibition;
- Pulp, pin trays, pails and pots, the story of Thetford Pulp Ware exhibition; and
- Thetford Remembers, 1914 – 1918 – Commemorative events.

Councillor Kybird asked about the poppies that were being knitted for the 'Battle's Over' event taking place on 11 November 2018 to mark the centenary of the Armistice. He knew of other people who were knitting poppies but did not know who to send them to. Mr Bone said that he would keep everyone informed accordingly.

It was noted that the Thetford Remembers project had recently been chosen as a case study by the Heritage Lottery Fund for a publication about projects that it had enabled. A meeting had been arranged to take this forward.

The forthcoming displays were also highlighted, one of which was the Thetford and Punjab Festival and Exhibition. There would be several weeks of activities in July 2018. Included in these festivities would be a Maharajah Duleep Singh exhibition and a painting from the National Museums of Scotland would be loaned to Ancient House for this occasion from July until the end of November 2018.

Feasibility work continued for making a new display at Ancient House to make more of the unusual connections between the Museum and the Maharajah Duleep Singh and his family. A recent gift of a portrait of the Maharajah was planned to be included in the display. On the bank holiday Sunday in August, up to 10,000 people were expected to visit Thetford to commemorate the death of Duleep Singh.

The Museum once again took part in the town's Christmas Lights Switch and in the recent half term there had been a good turnout for the Anglo Saxon event; unlike the Silver Social Partnership event that had been poorly attended.

**Action  
By**

The Museum was filmed for the BBC's Antiques Road Trip in August 2017 and the programme was broadcast on 22 January 2018. Ancient House was also featured in a news item for ITV for the 150<sup>th</sup> birthday of Prince Frederick Duleep Singh, broadcast on the evening news on 20 January 2018.

Referring to other Museum developments, Mr Bone highlighted the fact that during 2017-18 the Museum had been and would be hosting a 12 month traineeship provided through the NMS Teaching Museum programme funded by the Arts Council England. Sam Belotti, the Museum's current trainee, was doing very well and would be undertaking a range of museum work to gain experience for his future career.

The visitor numbers were circulated and showed that year to date attendance figures were on track as the previous year. Dr Robin Hanley was very pleased with the visitor numbers and felt that all sites were making a valuable contribution with excellent programming.

The subject of marketing future events was discussed. The way events were marketed was changing for example a Wildlife weekend at Norwich Castle was advertised through Facebook which cost nothing and had attracted over 3,000 visitors.

Councillor Darby had noticed that the Time & Tide Museum had attracted more visitors than previous years in September. Members were informed that this had been due to the Titanic exhibition that took place in the summer.

Councillor Duigan questioned the visitor numbers in November for Ancient House which was less than previous years. Mr Bone explained that other events in Thetford at the same time had an impact on the Museum.

Councillor Richmond asked if the trainee was just based in Thetford. Members were informed that these trainees got a taste of life and were involved in all activities at all the Museums across the County. It was noted that other trainees had gained permanent jobs in the Museum sector. Dr Robin Hanley pointed out that there had been a really good success rates from those placements.

The Chairman felt that all credit should go to Mr Bone for the trainee system and he thanked him for his report.

**7/18 GRESSENHALL FARM AND WORKHOUSE REPORT (AGENDA ITEM 7)**

Hannah Jackson, the Operations Manager for Gressenhall Farm and Workhouse presented the report and circulated a 'What's on 2018' leaflet to Members which was still considered to be the most popular way to advertise events at the moment. These leaflets would be sent out to all local and countywide organisations.

Gressenhall continued to offer a broad programme of events based around four operational models:

- Special Events days

**Action  
By**

- Days with a Difference
- Norfolk School Holidays Activities; and
- Ticketed Events

Two new events planned for 2018 was the Father's Day – Beer and Brewing on 17 June and the Victorian Family Christmas planned for 20<sup>th</sup> and 21<sup>st</sup> of December.

The Museum opened its doors to the public in the recent half term holiday but visitor numbers were down most probably due to the inclement weather conditions.

Councillor Duigan mentioned the leaflet distribution and pointed out that there should be a specific place in the libraries where they should be displayed as he had noticed on several occasions that these leaflets were buried amongst other tourism material. Dr Robin Hanley said that he would contact Norfolk County Council's Head of Library Services, Janet Holden to discuss whether these leaflets could have more of a centrepiece within the libraries.

The Chairman mentioned Breckland Council's Market Town Initiative and felt a more joined up approach should be taken.

Other Museum developments included the successful grant award from the Heritage Lottery Fund for the Voices from the Workhouse project and a dedicated space had been created to house an annual show. The 2018 exhibition Beer and Brewing - Norfolk's Rural Pubs would open for the start of the main season. This event would look at the changing roles of pubs and the relationships that they had on their local communities.

Gressenhall's Curator Dr Megan Dennis had been given the funding to visit Minnesota to develop links with the Digital Humanities Forum at Carleton College.

Also, in recent months the Friends of Gressenhall had generously agreed to support a project to restore the farmers' Foundry engine boiler (formerly part of the Bygones Collection at Holkham) back to working use. All volunteers played a very important part in the Museum's livelihood and last year at least 9,000 hours had been provided and Members were pleased to note that the number of volunteers was on the increase.

As far as marketing was concerned, maintaining and growing a strong Social Media presence remained a key priority for the Museum and the site now had four Social Media Champions to ensure the regular publishing of interesting content on Facebook and Twitter to engage with an ever widening audience.

Visitor numbers for 2017-18 to date was very strong and hidden behind these numbers were positive income figures. Members were asked not to take notice of the December 2017 visitor numbers that were slightly down from previous years as a couple of school trips had been inadvertently omitted from the chart and the Christmas event had been cancelled.

Councillor Duigan asked for his thanks to be conveyed to Megan Dennis for her help with the Dereham Antiquarians.

**Action**  
**By**

Councillor Darby wanted to know more about the outreach work and asked if Care Homes were visited. The Operations Manager advised that Gressenhall did go out to a number of groups including Care Homes.

Councillor Richmond asked whether the Museum had approached Easton College in relation to the Futuristic Farming event in May. In response, Members were informed that the Royal Norfolk College of Farming had been approached.

The Chairman wished all concerned a very successful season and thanked the Operations Manager for her report.

**8/18 NEXT MEETING (AGENDA ITEM 8)**

The Chairman looked forward to seeing everyone at the next meeting on 14th May 2018 at 10.30am at Ancient House, Thetford.

Councillor Richmond conveyed his apologies for the May and September meetings.

The Chairman asked the Democratic Services Officer to check the dates of Norfolk County Council meetings to avoid any future clashes.

The meeting closed at 2.30 pm

CHAIRMAN



# Area Museums Committee

Item 6

## Minutes

Tuesday, 23 January 2018 at 09:30

Present :

Councillor Lawn (in the Chair); Councillors Mavroudis and Robinson-Payne.

County Councillor Ward

Mr A Smith, Ms J O'Donoghue, Mr C Stott and Dr R Hanley (Norfolk Museums)

Mrs S Wintle (Senior Member Services Officer)

### **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Jeal, County Councillors Smith-Clare and Thirtle.

### **2 DECLARATIONS OF INTEREST**

There were no Declarations of Interest declared at the meeting.

### **3 MINUTES**

The minutes of the meeting held on the 22 September were confirmed.

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

The Committee received and considered the Great Yarmouth Museums briefing for the period October 2017 to January 2018.

#### **1. Exhibitions at Time and Tide**

##### **1.1 Only in England (21 October 2017 – 15 April 2018)**

The current exhibition Only in England, is on display until the end of the Easter holidays at Time and Tide. This is a touring exhibition from the Science Museum/National Media Museum showcasing photographs by Tony Ray-Jones and Martin Parr.

Since opening in October 2017 the exhibition has proved a real attraction for visitors and visitor numbers are 18% up at Time and Tide across November and December.

Fascinated by the eccentricities of English social customs, Tony Ray-Jones spent the latter half of the 1960s travelling across England, photographing what he saw as a disappearing way of life.

Humorous yet melancholy, these works had a profound influence on photographer Martin Parr. Parr has now made a new selection, including previously unseen and unpublished works from the National Media Museum's Ray-Jones archive and this selection forms a major new exhibition of work from both photographers.

Alongside the exhibition a photography competition Only In The East will run until 16th March 2018. Martin Parr has confirmed he will act as head judge with categories for both under 16 year olds and adults.

Photographers of all ages are invited to take inspiration from the iconic photographic work by Tony Ray-Jones and Martin Parr featured in the exhibition, and to share their own interpretations of East Anglia. Through the Only in The East project, we hope to gather images that represent the distinctive character of East Anglia today and competition entrants will draw inspiration from Only in England and respond in their own photographic style. Photographs could show anything from iconic scenery and places, to the people and customs that give East Anglia its unique identity and fascination. So far we have received 79 competition entries.

The Youth Engagement Officer for Great Yarmouth museums has also run a Wide Angle youth photography group session, with a brief set by Martin Parr. These works are featured in the community gallery at Time and Tide,

alongside digital screens showing the competition entries and images from the Great Yarmouth photographic archives. Feedback from a recent visitor is also shown below.

## **1.2 Endeavour project pocket watch**

The loan of a pocket watch belonging to third class passenger Robert Douglas Norman who perished in the Titanic disaster on the morning of 15 April 1912, was arranged from Royal Museums Greenwich as part of the HLF- funded Endeavour Partnership. A small exhibition and interactive area to highlight and promote this unique piece has been on show by the Wreck and Rescue gallery at Time and Tide Museum. This loan agreement has been extended with RMG for the poignant piece to stay on display in Time and Tide until 15 April 2018.

## **1.3 Forthcoming Exhibitions**

### **Changing Tides (26 May 2018 – 9 September 2018)**

The 2018 summer exhibition at Time and Tide, Changing Tides: Visions of a Norfolk Coast, will be the culmination of the Sea History Differently project, funded by the Esmée Fairbairn Collections Fund. The project aims to transform engagement with maritime collections through the heritage and cultural history of Great Yarmouth, including working with local people who will assist in co-curating the exhibition. The depiction of the Norfolk coastline over 200 years will be charted, with a particular focus on the town of Great Yarmouth and its role in the development of British landscape painting.

As part of this exhibition external loans of key works from Tate Britain, Colchester and Ipswich Museums Service and East Anglian Traditional Arts Centre (EATAC) based in Woodbridge have been acquired. The exhibition will also showcase works from the NMS Norwich School collection held at Norwich Castle and local paintings and objects from our vibrant Great Yarmouth collection.

An active group of eight community curators have been recruited to work on the exhibition and their last meeting was influential. More than 100 watercolour works by artist Edward Pococke were brought out from our stores and displayed for the group to see and then shortlist their favourites to be included in the exhibition. A great example of how access to collections not on display can be shared with members of the wider community. This offered the group of community curators an important opportunity to curate part of the summer exhibition. It also enabled them to gain an understanding of the basics of the curatorial process when planning and delivering an exhibition.

The group worked through the artworks until they had agreed a final total of 20 items which have been submitted as part of the full exhibition object list. A schedule of meetings has been set through to the exhibition opening date and this will give the group the opportunity to gain a good understanding of the different disciplines involved in delivering an exhibition. Their programme is designed to offer training in areas including collections care, conservation,

marketing, interpretation and curation. Members of the group are called upon to help make and influence key decisions and will be given the opportunity to take on additional mini projects to support the exhibition. The community curators come from different backgrounds and locations, however all have a keen enthusiasm and passion to help curate and deliver the exhibition next summer. East Norfolk Sixth Form College have identified six students who are interested in being involved as young curators for the exhibition.

## **2. Events**

### **2.1 Autumn Events**

October half term this year was inspired by the new exhibition 'Only in England' and the special event 'All the Fun of the Fete' took the theme of an eccentric and nostalgic look back at British beach holidays, afternoon teas and country fair games. Visitors were tested on their tea time etiquette, could hook a prize duck and take a shot at the tin-can alley and coconut shy set up in the courtyard. They could also visit the restyled 70's Yarmouth Row's shop and discover the new Museum trail 'Around our Way' a sensory trail of smells, sounds and touch essences of Great Yarmouth in the 1960's inspired by local photographer Brian Ollington's photograph collection held at the Time and Tide.

October also brought around a favourite event of the year, Herring Day which celebrates all areas of our fishing and maritime heritage. This saw Fisher Girls busily gutting herring and teaching visitors this difficult technique whilst shanty singers set the scene. People could also learn about our coastline's marine biology with the Norfolk Wildlife Trust and see the very special feathered guests from Fritton Owl Sanctuary along with family-friendly activities and our first ever Craft Fair. A great day with a good atmosphere supplemented by a special fishy themed menu at the cafe. The events were popular with **355** attending in total (All the Fun of the Fete – 163 visitors & Herring Day - 192).

The Halloween inspired events came in the shape of a Double Bumper History Day: Wicked Witches and Furry Familiars, held jointly at the Tolhouse Gaol and Elizabethan House Museums. Visitors could explore the real stories of witches in Great Yarmouth as well as the folk tales that evolved from them and then design their own familiar. Alongside this the Museum delved into the grim world of a medieval healer with Mystic Medicine demonstrating the use of a grim and surprising cure for many ailments. This included the use of dried toad, the four humors and urine, much to the disgust of parents and the joy of children. The double entry days really took off with 152 at Elizabethan House whilst 115 people enjoyed the Tolhouse Gaol.

### **2.2 Christmas events**

Several events were on offer this December including Christmas Time and Tidings held on Friday 8<sup>th</sup> December. This was a free evening event (5pm-8pm) in which Father Christmas made an appearance in the Great Yarmouth Rows which doubled up as his grotto, along with craft activities, such as the

lights grotto, where visitors could make festive shadow puppets. There was also the Christmas trail 'What's in the Stocking?' and music to keep everyone entertained. This brought 320 people into the museum, a strong increase of 65% over last year, with 68 children making a visit to see Father Christmas and his elves.

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

The Maritime Festival (Saturday 9th and Sunday 10th September) gave the opportunity to promote the museums in Great Yarmouth and show some of our handling collections. The Museum also collected Maritime Memories for the Sea History Differently project and offered craft activities making maritime badges and boats. On the Saturday Nathan, one of the museums freelancers, dressed up as a pirate and encouraged groups to join in with a cannon game and to learn sword fighting techniques. This delivered good crowds to the 'pop up museum' pitch. Over the two days more than 350 people took part in our event activities and handling sessions whilst many more learnt about the museums.

Time and Tide engaged for the first time as part of the national Heritage Open Day initiative. The 1940's shop was open in the Rows with Gemma and Phoebe handing out rations of jelly beans as a treat for visitors coming in. The courtyard boats featured pop-up banners explaining the conservation work taking place and information on the different boats. The area around the boats was opened up and visitors were encouraged to look inside and talk to the museums volunteer Jay about the work undertaken. Saturday saw 601 people visit Time and Tide and further 682 visitors came in on the Sunday. A successful promotional weekend all round.

## **3. Other museum developments**

### **3.1 Sea History Differently project – Esme Fairbairn Collections Fund**

The conservation work on the courtyard boats at Time and Tide has been completed and all supplementary conservation care work has now been carried out on the three fishing vessels. The museums conservator Kelvin, along with volunteers Jay and Mark, added the finishing touches including final coats of paint and varnishing on all three boats. The end result looks fantastic and visitors are now able to see and appreciate the full extent of the conservation work that has taken place over the last 5 months. In total 200 volunteer hours have been contributed to the project.

A future conservation management document has been drawn up. The plan outlines suggestions around the care of the three boats to maintain and preserve their condition following the conservation and treatment work. This was an essential requirement of the Sea History Differently project and provides a document for the legacy of the project.

Project outcomes also include holding outreach events at non-traditional venues. The Market Gates Shopping Centre in Great Yarmouth became the

location for two pop-up events, one during late night shopping on a Wednesday in November and the other on a Tuesday at the start of December. The pop-up museum at Market Gates promoted the collections for the upcoming exhibition. During the late night session shoppers were asked their opinion on which shortlisted exhibition title they would choose. Another outreach event at the Star Hotel in Great Yarmouth was part of a networking event organised by the Princes' Responsible Business Network. Project assistant Jen Hooker was able to engage with around 50 local businesses and organisations as part of this network event and delivered a 10 minute pitch on the project. This enabled delegates to hear about the work Time and Tide is currently leading with the local community (GYW Mind volunteers for boat conservation, engaging individuals and young people as community curators). This led to a discussion with the principle from Ormiston Venture Academy who was very open to the opportunity for Time and Tide to deliver an exhibition related event or workshop with their students in February 2018.

The project delivered another event at a non-traditional venue by making an appearance at this year's Great Yarmouth Christmas Tree and Crib Festival, held at Great Yarmouth Minster (St Nicholas Church). A rather unique event to deliver an outreach session at and a full day of craft activities for visiting children was delivered. A selection of photographs showing works from our collection that depict the minster were also displayed. A successful promotional day in which over 200 visitors passed through our stand at the festival. A further visit is already planned for the Easter 2018 as the Minster have agreed to host some pull up banners and marketing for the exhibition.

The Learning Manager reported on the following items :-

#### **4. Learning**

##### **4.1 Autumn term 2017**

An influx of new members had been this term. Many of the original regulars started school in September so it is good to see new children coming through. They have settled in well and are responding positively to the routine of the sessions.

##### **4.2 Schools**

The Time & Tide Museum has had another record breaking year for school pupil visits. 10,299 young people visited the museum in 2017, with the large majority taking part in one of our exciting & interactive workshops. This is a real testament to the skill and hard work of learning staff and provides great evidence of the long term impact of the Department for Education / Arts Council England funded Stories from the Sea project. The museum continue to receive the excellent feedback from teachers that keeps them coming back for more.

The trip inspired four pieces of writing. One was a diary entry where they were

asked to use noun phrases and adjectives. Imagining that they had travelled to British Columbia and had been given a spirit mask to put on. The second piece was a letter to their favourite character using adjectives and saying what they had learnt and enjoyed. The final two pieces were a journey for Ida and Randall and a recount of the visit, both using time connectives. The trip gave a purpose for writing and applying skills. It was noticed that for the diary entry and the letter (the first two pieces) the children were particularly excited to write and some of pupils (especially the lower ability) produced their best piece of writing, so far, this year. It was a great subject matter for teaching adjectives, noun phrases and time connectives – really lending itself to their use. As the writing was talking about exciting events it was easy for the pupils to incorporate exclamation marks and use their imaginations to create wondrous worlds. As they knew that some of the letters were actually going to be sent to you they took particular care with presentation.

### **Pupils Take Over Museum for WWI Show & Tell**

The whole of St George's Primary (213 pupils) took over the Time & Tide museum to exhibit their beautiful work inspired by their recent visit to our World War One workshop.

Pupils invited their families to come in & admire their creative work, which museum staff had displayed throughout the galleries.

The beautiful pictures from the evening reflect just how positive the atmosphere was, with many children admitting that they felt "very proud" to see their work on show.

Head teacher Mel Fearn commented that the evening had been a fantastic way to engage parents with their children's school work, and that they hope to repeat the venture again in the future.

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

The Stories from the Sea project continues to support the museum to deliver increasing numbers of visits to the Time and Tide Museum for a growing list of interactive events including our Titanic event which has seen 978 children taking part to date.

The museum have now linked up with Pop-Up Projects, a national organisation that works with children's authors and schools. A pilot project is being planned in the spring term with St Georges Primary to help the teachers to get students in years 3 & 4 excited about reading and writing. The museum are hoping that this will result in a demonstrable improvement in their engagement and attainment levels. To achieve this we will provide:

- A pirate themed event at Time and Tide linked to a chosen book title with workshops led by the book's author
- 30 books to use in the two classrooms before and after the visits

The author for this project is Elli Woollard, and we will theme activities around

her Swashbuckle Lil books.

The books have been delivered to the school for teachers to start using in daily sessions from the start of the spring term. These events will run at the museum in February.

The museum will be gathering evidence from the project to use at a museums and schools literacy conference that we are organising on the 16<sup>th</sup> March at the National Maritime Museum.

#### **4.4 Requiem Project**

Led by **Creative Collisions**, this multi-partnership project marking the centenary of WW1 is funded by the Heritage Lottery Fund and Norfolk Music Hub and is a member of the IWM Centenary Partnership.

Over 250 students will perform alongside the BBC Concert Orchestra in a unique collaboration of music, artwork, and spoken word performance commemorating the stories of Great Yarmouth's people during WW1, researched and developed by the young people themselves. The touring exhibition of their research will launch just before the evening performance on **2<sup>nd</sup> March 2018** at Great Yarmouth's iconic **Hippodrome Circus**.

All 15 schools participating in Requiem are well under way with their contributions of research, musical composition, artwork and creative writing ahead of the exciting performance and exhibition launch next year, after a 'project starter package' of visits to Time & Tide, GY Library, Norfolk Archive Centre, documents and outreach activities.

The project steering group comprises students from Cliff Park Ormiston Academy, Benjamin Britten High School, Ormiston Victory Academy and East Norfolk 6<sup>th</sup> Form, and is advising at every stage of the project. One of their jobs was to choose a graphic artist to work with students from East Norfolk 6<sup>th</sup> Form and East Coast College to create around 40 visual projections reflecting the themes in the 5 movements of the Requiem. The first of their three art workshops has already produced some very evocative work.

Music students from Flegg High School, OVA, Charter Academy and Trafalgar Academy have already worked with composer Sarah Freestone to create key themes and phrases for the *Requiem*, to be played by local young musicians alongside the 50-piece BBC Concert Orchestra. These students will have the opportunity to devise their own responses to Great Yarmouth's WW1 stories during three more music workshops delivered by Sarah in collaboration with Music Hub staff.

Our partnership with the Music Hub has also facilitated extra music lessons and provision of musical instruments for three Trafalgar pupils- a fantastic, unexpected extra outcome for the Requiem Project.

The music students will perform their compositions in the Hippodrome arena

between the main *Requiem* movements.

The Requiem Research team includes students from Trafalgar, CPOA, Benjamin Britten High, OVA and East Norfolk 6<sup>th</sup> Form. They are continuing their own research into GY in WW1 after taking part in a 'project starter package' of visits to Time & Tide, GY Library, Norfolk Archive Centre and outreach activities and documents. The students will work with museum experts to turn their research into information panels for the touring exhibition.

Students from four of the schools are also working with Shey Hargreaves from the Norwich Writers Centre on creating 'spoken word' pieces to be performed alongside the music and artwork.

Primary pupils from Ormiston Herman, Edward Worlledge, Great Yarmouth Primary Academy, Woodlands, St Mary & St Peter's, St George's and Northgate schools are forming a massed choir of 196 children to lead the final movement of the *Requiem*, our Anthem of Hope.

All participating students will be given the opportunity to complete an Arts Award during the project.

The whole process is being documented by film students from East Coast College and East Norfolk 6<sup>th</sup> Form, under the guidance of the BBC Voices team. This documentary will be made available online to coincide with the touring exhibition. BBC Voices will also be filming the performance to create a legacy DVD for every single participant. A further legacy will be the composition of a *Requiem Suite* suitable for future performance by local youth orchestras.

At the time of writing, BBC Radio Norfolk and BBC Radio 3 are both interested in broadcasting the Requiem; an excellent way to increase inclusivity and accessibility as space is extremely limited in the venue.

### **The Project Partners are:**

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

### **Schools and Colleges involved are:**

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

The project is being funded by the Heritage Lottery Fund and Norfolk Music Hub

#### **4.5 Saturday Art Club**

The autumn term has now completed for the National Art & Design Saturday Club. This term there are 13 young people registered/attending. They have all passed their Bronze Arts Award and will now start working towards their Silver. The group have achieved some really creative artworks, many of which were included in an exhibition at Central Saint Martins, London this November.

Activities are already being planned to welcome the group back with after their well deserved Christmas break for the spring term. There will be a gallery visit, working on more artist-led workshops and continuing to work towards gaining an Arts Award.

#### **Provocations – Words and Typography**

In this session, we explored the collections at Time & Tide Museum and looked at art by Bob & Roberta Smith for typography inspiration to create provocation boards. The group was encouraged to question, consider and make statements about young people's engagement in arts, culture and heritage.

These provocations were then taken to the Museums Association Conference in Manchester this November, where museum professionals from around the UK responded

#### **Photography Montages**

The group took part in green screen photography at this session at East Coast College. The photographs produced were then created into montages using Photoshop.

#### **Self-portraiture – drawings and collage**

During this workshop, the group looked at Time & Tide Museum collections to produce drawings that reflected their personality. They took inspiration from artists John Baldessari and John Stezaker.

This artwork was exhibited at Central Saint Martins as part of the National Saturday Club show in November.

#### **Drawing with stitch**

At East Coast College, the group had a great time learning to thread up and use a sewing machine. Using their collage work from the previous session, they experimented with machine and hand-sewing into various different papers, plastics, fabrics and textures.

#### **Clay**

Led by potter Jacqui Pooley, our Club members took inspiration from the souvenirs and curiosities on display at Time & Tide Museum. They were taught skills useful in pottery making from drawing and design work to working with clay.

### **London Trip**

What a way to end the autumn term! The Club took a trip to London in November to see their self-portraiture artwork on display with other clubs from across the UK. They then visited the immersive exhibition by Ilya and Emilia Kabakov at the TATE Modern. It was a great day out and some fresh creative ideas for the next term have been gained.

### **4.6 After Hours Drop In Sessions**

A brand new session has been set up for Time and Tide. The After Hours drop in session runs every Wednesday afternoon in term time and is a place where young creatives can gain support with their own creative interests, take inspiration from our collections and work towards an Arts Award. So far we have had just two young people attending regularly, one 17yr old who is NEET (Not in education, employment or training) and a 15yr old who has very severe anxiety. The museum are happy to say that both young people have already gained a Bronze Arts award and are now working towards their Silver Award. Whilst the museum are actively working to increase numbers they are determined that the sessions be a safe place for hard to reach young people who for whatever reason are not able to join the other clubs and opportunities on offer. For this reason the session has not been promoted in the mainstream and the museum have been working with local youth workers and Children's Services to encourage referral

### **4.7 Arts Awards Success**

In December the museum hosted an Arts Awards moderation at Time and Tide and are delighted that twenty eight young people, who participated in Crafting History workshops, gained a Bronze Arts award. Young people were either attending our National Art & Design Saturday Club In 2016 -17 or are students at Cliff Park Ormiston Academy where the award was co delivered with the art department.

### **4.8 Takeover Day**

In November the Teaching Museum learning trainee, Phoebe Wingate ran a Takeover Day project with 12 young people from East Coast College with special educational needs and disabilities. After settling in with a nice cup of cocoa, the students launched into an ambitious timetable of activities, starting with a tannoy announcement signalling the Takeover Day event.

The young people threw themselves in with gusto, with a morning of making animations inspired by our collections and giving feedback on our interactive displays. Short pit stop for lunch then they were off again, with a spot of deep

cleaning and some valuable time with the visitor service team.

The students were also involved in a consultation on Norfolk Journeys, a youth engagement project starting in 2018. Their contributions are vital to our continued efforts to increase accessibility and will influence decisions countywide.

#### **4.9 Wide Angle Young Volunteer Photographers**

Twelve sixth form and further education students took part in six one day masterclasses with professional photographers. They practiced live assignments in photo journalism, social media & blogging, events, promotional photography, editing and camera skills.

At the same time Voluntary Norfolk delivered a training session for a range of community groups to assess their marketing needs and brokered strong links with the Wide Angle group and the Great Yarmouth Borough Council Neighbourhoods that Work scheme. Both of these initiatives were instrumental in identifying live assignments for the young volunteers.

Throughout the year the young volunteers offered their services to twenty cultural and community organisations in Great Yarmouth, events ranged from The Minster Mission Pathways Café which feeds more than eighty vulnerable people a hot meal three times a week and Great Yarmouth Festival Carnival, an annual community led costumed parade through the town.

Additionally the group produced a beautiful photo book and staged an exhibition of sixty prints and a photobook launch at Great Yarmouth Community Library. As a result Great Yarmouth Minster have asked for the exhibition to be re staged there in January 2018.

Half of the group members have said that they would like to continue volunteering their services and the group has attracted two new members. Creative Collisions is looking to collaborate with other Enjoy Great Yarmouth - Cultural Education Partnership partners to progress the group and its offer. One young person will volunteer on an ambitious programme led by Great Yarmouth Preservation trust to renovate the historic Venetian Waterways.

Another member has volunteered for the Kick the Dust steering group and took part in the interview panel to appoint the HLF activity plan consultants.

#### **4.10 MA Conference - Festival of Change workshop**

Norfolk Museums and Creative Collisions Youth Arts Network delivered a workshop for *Festival of Change* at the Museums Association Conference in Manchester. Hand crafted 'provocations' were created by teenagers from our National Art & Design Saturday Club to get the widest possible range of cultural heritage professionals discussing how they engage with young people.

The teenagers studied the work of artist Bob & Roberta Smith before scouring Time and Tide museum for inspirational graphics and creating their own direct and uncompromising statements. Conference delegates were encouraged to create their own reactions and counter provocations using materials provided. Instagram and Twitter were used to encourage lively, vigorous and honest debate in only 140 characters. Conference delegates were invited to choose a provocation, take a picture on their phone, post it online and using the hash tag *#stirupheritage* in their response and reach even further into the Twittersphere through their followers.

NMS Young Engagement Officer Tricia Hall collaborated with fellow MA Transformer programme participant Maura Mackee, a Freelance Arts Consultant and Educator with digital expertise to deliver the workshop. It gave the chance to connect with museum professionals from all over the UK and beyond and generated a lively debate. Both physical and virtual conversations are being documented, using the online platform Storify and a PDF will be disseminated, as a practical, digital learning resource co-created with young people, through museum forums such as GEM the MA Transformer Programme. In the mean-time the museum is featured in #FestivalofChange highlights.

#### **4.11 Enjoy – Great Yarmouth**

The Museum are pleased to announce that they have appointed Phoebe Wingate as our new Cultural Capacity Development Officer. This post is funded by the Heritage Lottery Fund as part of the Making Waves Together project led by Great Yarmouth Borough Council and Waveney District Council. Phoebe will be working with the chairs of Enjoy and Lowestoft Rising to develop the two Cultural Education Partnerships and foster collaborative working between them. The new post is being line managed by NMS with three days per week working from the Time and Tide Museum in Great Yarmouth and two days per week with colleagues in Lowestoft.

**A King's Ransom** - Enjoy & Norfolk Music Hub are part funding a project called 'A King's Ransom' that is being led by Into Opera. Children from Norfolk Schools, including St George's Primary school in Great Yarmouth, have had a fantastic opportunity to take part in workshops leading up to a concert performance with Britten Sinfonia at the Open centre in Norwich on the 1 and 2 February 2018. The children will be taking part in the premiere of a new children's opera based on the story of Robin Hood written by renowned Norfolk based, classical composer, Patrick Hawes.

#### **5 Visitor Numbers**

The Operations Manager reported the visitor numbers to Members for the period October 2017 to January 2018

RESOLVED :

That the Committee note the Operations Manager's report.

## **5 HANDLING COLLECTIONS AND COLLECTIONS MANAGEMENT OVERVIEW**

The Committee received a presentation from the Great Yarmouth Museum's Curator on the following matters :-

- Working Stores and Volunteers
- Social History art works donated to the museum
- Two art works by local artist Laurence Scantlebury
- Art works to be displayed in the Drawn to the Coast exhibition

## **6 RECONDITIONED BOATS AND UPDATE ON SHD PROJECT AND EXHIBITION**

Members received a short film presentation on the Sea History Differently boat conservation project.

The Committee viewed the reconditioned boats and heard further details on the Sea History Differently project and how the vital restoration work had been carried out.

## **7 ONLY IN ENGLAND EXHIBITION**

The Committee viewed the exhibition galleries and were given an overview of the Only in England Exhibition, the Only in the East photographic competition and the images on display in the community gallery.

## **8 ANY OTHER BUSINESS**

Councillor Robinson-Payne confirmed that a memorial service for the late Les Cole, who worked and volunteered at the Norfolk Museum Services sites and the Norfolk Nelson Museum, would be held on Thursday 8 March at the Town Hall in the evening. Further details would be circulated in due course.

County Councillor Ward informed the committee that the former Chairman of the Norwich Area Museum Committee, Councillor Bert Collins, had recently passed away.

The meeting ended at: 12:00

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**  
**KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE** <sup>Item 7</sup>

**Minutes from the Meeting of the King's Lynn and West Norfolk Area  
Museums Committee held on Monday, 19th March, 2018 at 2.15 pm in the  
Lynn Museum, Market Street, King's Lynn**

**PRESENT:** Councillor Mrs E Nockolds (Chairman)  
Councillors A Bubb, M Chenery of Horsburgh, H Humphrey (Vice-Chairman)  
Mrs E Nockolds, A Tyler and Mrs S Young

Susan Thompson – Friends of the Museum

**Officers:** R Hanley, O Bone, H Jackson – Norfolk Museums Service

**1      APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillor J Ward,  
Borough Councillors T Smith and Mrs A Wright, L Bavin.

**2      MINUTES**

The Minutes of the meeting held on 4 December 2017 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 OF THE HEAD OF OPERATIONS AND LEARNING**

The Committee received the report from the Head of Operations and  
Learning which provided information on King's Lynn Museum activities  
for the period December 2017 to February 2018.

Reference was made to the very positive Arts Council England  
assessment of the current Shoes exhibition at Lynn Museum. The  
Head of Operations and Learning undertook to circulate a copy of the  
report to the Committee

The Curator provided an update on the South Gate project and  
explained that a number of clay pipes had been found during an  
excavation.

The visitor numbers were tabled for the period 2017/2018 to date. The Committee was informed that for the same period last year, visitor numbers had increased by 1,000.

The Head of Operations and Learning, Curator and Operations Manager responded to questions relating to:

- The Arts Council England assessment of the current Shoes exhibition at Lynn Museum.
- Collections used from stores to form temporary exhibitions in the Lynn Museum.
- Loan of collections/items from other national and regional museums.
- Consideration of time during the year to hold future national schemes to offer enhanced access to those museums and other heritage sites which had received funding from the Heritage Lottery Fund as a thank you to lottery players.
- Importance of marketing using social media.
- Programmes for schools.
- Map of King's Lynn by Wenceslaus Hollar.
- Lighting requirements in display cases and monitoring thereof.
- Protocol for handling museum objects.
- South Gate project including lighting, display, activities. volunteers.
- Community archaeological investigation into the civil war defences between South Gate and the river.
- Joint offer with Stories of Lynn and Lynn Museum for Sunday opening.
- Lynn Museum as venue for 'pop up' recitals during the July Festival period.
- Partnership working with Norfolk County Council to provide free admission cards to the Lynn Museum for care leavers.
- Teaching museum traineeship providing an opportunity for future employment.
- School visitor numbers.
- Visitor numbers and potential range of factors which could have an influence on the number of visitors visiting museums.
- Voucher scheme to encourage return visits.

The Chairman, Councillor Nockolds advised the Committee that Stories of Lynn, Lynn Museum and Trues Yard were working together to form a museum trail to celebrate Norfolk Day.

#### Friends of the Museum

Susan Thompson provided an update, a summary of which is set out below:

- Friends offer a varied programme for members

- Friends of the Museum had recently purchased a badge making machine and two Anglo Saxon
- 400 hours – volunteering from the Friends of the Museum.
- At the Annual Meeting, Kim Leonard had been appointed Treasurer.
- Unveiling of Henry Baines painting on 18 December 2017 was well attended.
- Tour of Hardwick Cemetery scheduled for 23 April 2018 and Members of the Committee were invited to attend and should contact S Thompson.
- In the main, the Young Friends of the Museum had been superseded by the widely-available Children's University passport scheme, although one new Young Friend had recently joined.
- Friends of the Museum would be attending the Launch of the West Norfolk Lottery on 20 March 2018.

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

2) Rachel Williams, Learning and Engagement Officer for Stories of Lynn be invited to give a presentation at the next meeting of the Committee.

## 6 **SCHEDULE OF MEETINGS 2018/2019**

The Schedule of meetings for 2018/2019 was agreed as set out below:

14 May 2018, 2.15 pm, Council Chamber, Town Hall.

3 September 2018, 2.15 pm, Lynn Museum

3 December 2018, 2.15 pm, Council Chamber, Town Hall

4 March 2019, Council Chamber, Town Hall

## 7 **DATE OF NEXT MEETING**

The next meeting of the King's Lynn and West Norfolk Area Museums Committee will be held on Monday 14 May 2018 at 2.15 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 4.01 pm**



**Norwich Area Museums Committee****14:00 to 15:40****6 March 2018**

Present:

**City Councillors:**

Brociek-Coulton (chair)  
Bradford  
Herries  
Jones (T)  
Maxwell  
Price

**County Councillors:**

Nobbs (vice chair, in the chair)  
Clipsham,  
Jones (B)  
Rumsby  
Watkins

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

Felicity Devonshire (Friends of Norwich Museums), Brenda Ferris (Norfolk Contemporary Art Society) and County Councillor Buck (vice-chairman, Norfolk Joint Museums committee) (ex officio member)

Apologies:

County Councillor Ward (other council business) and co-opted non-voting member Amanda Geitner (East Anglia Arts Fund)

**1. Friends of Norwich Museums**

The chair welcomed Felicity Devonshire, the newly appointed representative of the Friends of Norwich Museums, to her first meeting of the committee.

The chair and members of the committee took the opportunity to express their gratitude for the contribution that Ceri Lamb had made over the several years that she had represented the Friends of Norwich Museums on the committee. The chair would write to her to express the committee's gratitude.

**2. Public questions/petitions**

There were no public questions or petitions.

**3. Declarations of interest**

None.

**4. Minutes**

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 12 December 2017. .

## 5. Update on Magritte Discoveries

Dr Georgia Bottinelli, Curator of Historic Art, gave a presentation on the discovery of the fourth and final part of René Magritte's lost masterpiece *La Pose Enchantée (The Enchanted Pose)* in Brussels.

In reply to a question, the curator said that artist's often reused canvases to save money. However it was unusual for a painting that had been exhibited to be cut up for other paintings. Magritte might have done this for a number of reasons, such as the painting had been damaged, that the painting was too large and could not be sold or that his style had changed and he needed the canvas for other works. Members were advised that *The Human Condition* was now "beautiful and vibrant" since it had been cleaned prior to its exhibition in Paris.

Brenda Ferris advised the committee that *The Human Condition* was one of the paintings that comprised Lady Jane Adeane's bequest to the precursor of the East Anglia Art Foundation, when a Norwich Tate was envisaged. The painting was now on permanent loan to Norwich Castle and Art Gallery. Sir Robert Adeane had been a keen collector of contemporary paintings. Both he and Lady Adeane had connections with East Anglia and wanted the paintings to be on display to the public. Paintings from the Adeane collection had also been bequeathed to the Fitzwilliam Museum in Cambridge.

The head of operations and learning said that there would be a small exhibition to update visitors to Norwich Castle of the discovery of the final part of *The Enchanted Pose*.

**RESOLVED** to thank Dr Georgia Bottinelli for her presentation.

## 6. Norwich Museums Briefing: December 2017 to February 2018

The head of operations and learning referred to the adverse weather conditions and explained that it had been necessary to close the museums on 28 February 2018 and in order to reopen Norwich Castle the following day, deploy members of staff from the Museum of Norwich. Members of staff had shown great commitment by clearing the bridge of snow and ice. All of the Norwich museums were re-opened by the weekend. It had been necessary to postpone some out-of-hours events. A wedding ceremony had gone ahead on 28 February 2018.

The head of operations and learning then presented the report and answered members' questions.

In reply to a question about the importance of exhibitions such as the *Rembrandt: Lighting the Darkness* and the newly opened *The Square Box on the Hill*, the head of operations and learning confirmed that the learning team was involved at an early stage in the development of all exhibitions. This was not only to promote school visits, but also to develop activities to encourage families and target early years, pre-school children.

Members were advised to view the Norwich Castle; Open Art Show: Inheritance (3 March to 20 May 2018) which was delivered in partnership with the East Anglia Art Fund, and provided artists resident in East Anglia the opportunity to show and sell

recent work. The theme complimented the *Norwich Castle: Gateway to Medieval England Project* and *The Square Box on the Hill* exhibition.

Members also noted that Dr Francesca Vanke, keeper of art and curator of decorative art at Norwich Castle, had contributed to the catalogue which supported *The Paston Treasure: Riches and Rarities of the Known World* currently on exhibition at the Yale Center for British Art, Connecticut and at Norwich Castle (23 June to 23 September 2018).

The committee noted that the *Armistice: Legacy of the Great War* centenary exhibition (20 October 2018 to January 2018) had been supported by the Heritage Lottery Fund, and other funding partners, including the Town Close Estate charity and the Norfolk Regimental Museum Trustees. In reply to a question, the head of operations and learning said that he would ask the curator as to whether the exhibition would include references to the Russian Civil War. He pointed out that there would also be a mobile exhibition.

The committee noted that 3,600 visitors had attended the *Winter Wildlife Weekend* (20 to 21 January 2018) at Norwich Castle, and that the increase in visitor numbers, which had been 800 in previous years, was attributed to the use of social media, especially Facebook. Norfolk Museums Service (NMS) was aware of the potential of social media.

The committee noted that Strangers' Hall had closed between Christmas and New Year and that 21 volunteers, comprising NMS staff on their days off, regular volunteers and volunteers who worked at Aviva, had carried out the annual deep clean.

Members of the committee were interested in the Museum of Norwich at the Bridewell's crowdfunding campaign to display the recently renovated Samson figure and welcomed the generous donation from The Friends of Norwich Museums. Following discussion it was agreed that, as members had a great deal of interest in this project, there would be a detailed presentation at the next meeting of the committee.

During discussion a member said that as a child she remembered the toy display in the Keep and hoped that there would be a display of toys at Norwich Castle as it was a good advertisement for Strangers Hall. The head of operations and learning said that it was planned that a bid will be submitted to the Heritage Lottery Fund to improve the display of toys at Strangers' Hall and increase access to the wonderful collection. At Norwich Castle, the Keep project would ensure that there was a focus on early years' children and would create specific areas of interest for families with pre-school children.

The committee noted the work and activities of the learning team which included the *Childminders Day at Norwich Castle*. A member suggested that given the importance of working with early years children, childminders could be shown how to use handling boxes effectively. The head of operations and learning said that there had been some work around this and he would support the development of this proposal as there was more demand for outreach than NMS staff could provide.

Discussion ensued on the work of NMS with the Youth Offending Team and it was noted that the museums provided a neutral venue for young people who were then able to open up in conversation with their support workers. A member pointed out that this had beneficial outcomes for the young people. Members also noted that if the bid was successful, the four year programme *Kick the Dust* would benefit hard to reach young people.

The committee noted that the school library van *Learnalot* was used at events but there was concern that the service might not be sustainable in the long term.

In the absence of the operations manager, the head of operations and learning presented the *Other Developments* section of the report. In reply to a question from a member, he confirmed that there had been 600 weddings in the Wedding Room at Norwich Castle this year and that it was busiest in the summer months with several weddings a day.

Discussion ensued on the external lift improvements and members were advised that a temporary improvement had been achieved by the works to the lift last year but the mechanism and lift carriage needed to be replaced. The project would also include refurbishment of both entrances to the lift and improved signage and interpretation. The works were currently under procurement.

In reply to a question, the head of operations and learning, advised the committee that the first placement under the Opportunities in Work and Learning scheme had commenced in January 2018. NMS in partnership with adult social services was supporting young people over 18 in receipt of a personalised budget in work based placements to gain experience which would assist them in securing paid employment.

The head of operations and learning, in reply to a question, said that the case to the city council's civic regalia had been water damaged following a heavy storm. The silver had therefore been removed for safe keeping and was currently in the fine art store. It was not cost effective to replace the water-damaged case because all the display cases in the Keep would be removed as part of the Keep Project. Curators were liaising with the city council about the future arrangements for the display of the civic regalia.

The committee then viewed the visitor numbers which were circulated at the meeting. Members noted that the number of visitors were down in February, due in part to the poor weather during half term holiday. The fluctuations in monthly figures, compared from one year to the next, were also due to where school holidays fell and to the change-over period from between exhibitions. Overall visitor numbers were very strong and exceeded targets and this was attributed to the success of the major exhibitions. School visits were also doing well. Discussion ensued on how targets were reviewed. The head of operations and learning said that when targets were set for the next year following discussion with the council's statisticians. Members expressed their gratitude that the Town Close Charity would fund the free days at the Museum of Norwich at the Bridewell and Strangers' Hall again this year. The committee noted that over the whole service visitor numbers to museums were doing well.

A member pointed out that over half of all visits were to Norwich Castle and asked how the Keep Project would affect the service. The head of operations and learning said that it was anticipated that Norwich Castle would remain open throughout the development and that the scheduled Viking exhibition would be popular as it had previously seen very strong visitor numbers when displayed at Nottingham and York.

Tim Pestell, curator, provided a brief update on the progress of the Keep project. The project was moving forward to a tight deadline in accordance with the business plans. The project was 93% funded and would become eligible for further funding as the third stage was completed.

The curator invited members to view the archaeological works which were currently being undertaken in the basement. He explained that a metric survey had been taken of the castle which was an exact measurement of the building stone by stone and had shown a discrepancy of 60 cm on previous surveys. The archaeological survey was taking place in the north east and south west quadrants and would be around the internal lift shaft which would be replaced. There had been previous surveys in 1986 and the 70s and together with this survey would provide a better idea of the stratigraphy of the building. It would be necessary to use a crane to move materials on to the site because of the weight limit on the bridge and to protect areas of the mound. The archaeological works would also facilitate structural samples being taken through the depth of the mound. There had been some burials of prisoners in the vicinity of the castle. The project would also ensure that the wall to the Great Hall, dating back to Edward I, would be fully excavated and documented.

The curator then spoke of the collections that would be displayed as part of the Keep project. The British Museum would be loaning 100 objects to Norwich Castle. Norwich was mentioned in early texts as being a diverse community. It was important to tell the story of medieval Norwich and its relationship with the Jewish community and other faiths using objects from The British Museum's rich collection.

During discussion, a member asked whether there were skilled craftspeople, such as stone masons, who could carry out the work. The curator confirmed that there were sufficient stone masons with the required skills to carry out the work. He explained that the works to the Keep were not to provide a replica but an interpretation of a Norman great hall.

**RESOLVED to:**

- (1) note the report;
- (2) ask the head of operations and learning to investigate whether the Russian Civil War will be included in the "Legacy of the Great War" exhibition;
- (3) record the committee's gratitude to the members of staff and volunteers who conducted the annual deep clean at Strangers' Hall;
- (4) ask the head of operations and learning to invite Jenny Canes, curator at the Museum of Norwich at the Bridewell, to the next meeting to give a presentation on the Save Samson campaign and provide details of the background to the project;

- (5) record the committee's gratitude to the learning team for its contribution to the museums services and to ask the head of operations to explore whether the suggestion that childminders are trained to use handling boxes can be facilitated;
- (6) note the progress of the Keep project and that members of the committee are invited to view the archaeological works following the end of the meeting.

## **7. Friends of Norwich Museums report**

Felicity Devonshire presented the report which updated members on the activities of the Friends of Norwich Museums (FNM).

She added that the FNM were very pleased to be able to support the Save Samson campaign and that its contribution would provide a digital interpretation of the display at the Museum of Norwich at the Bridewell. The FNM was also committed to support the Keep project.

Members were advised that the FNM hosted monthly talks and that the next one would be on 29 March at 14:30 given by Clive Slater, research associate, NMS, *Searching for Birds' Names in Honour of John Henry Gurney* and that further details could be found on its website.

During discussion a member said that the proposal to update the CD depicting 90 objects given by the group to the NMS over the years to 100 objects to celebrate its 100<sup>th</sup> anniversary in 2021, was an excellent one. Felicity Devonshire said that she would ensure that the committee was updated with the proposals for the FNM'S celebrations of the anniversary.

Felicity Devonshire said that looking forward the FNM would like to be more involved with the work of the learning team and the Kick the Dust project. The head operations and learning said that the Friends of the Kings Lynn Museums had launched a scheme to encourage younger members.

**RESOLVED** to thank Felicity Devonshire for her report.

## **8. Norfolk Contemporary Art Society**

Brenda Ferris said that the Norfolk Contemporary Art Society had a busy schedule of events planned for the year. She advised members that Martin Blackwell, Norwich Bid, would be giving a talk *The Importance of Public Art* at the Forum that evening.

(The Norfolk Contemporary Art Society spring programme is available on its website: [http://www.n-cas.org.uk/uploads/cms/file/ncas\\_spring\\_2018\\_web.pdf](http://www.n-cas.org.uk/uploads/cms/file/ncas_spring_2018_web.pdf) )

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

CHAIR

# Joint Museums Committee

Item No.

<b>Report title:</b>	<b>Finance monitoring report 2017/18</b> Item 9
<b>Date of meeting:</b>	<b>6 April 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> This report covers the forecast position for the Norfolk Museums Service (NMS) in 2017/18 as at 31 January 2018.	

## Executive summary

This report covers the forecast Norfolk Museums Service (NMS) budget out-turn for 2017/18. The report details progress with the NMS revenue budget for 2017/18, reserves and provisions, the capital programme, and the approved revenue budget for 2018/19.

The main issues for consideration by this Committee are:

- Progress with NMS Revenue budgets indicates that the Service should achieve a break-even position at the year-end.
- Progress with NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.

**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 2017/18.**
- **Note the agreed revenue budget for 2018/19 and beyond.**

## 1. Proposal (or options)

### 1.1. Revenue Budget 2017/18

- 1.1.1 The NMS is currently projecting a break-even revenue budget outturn in 2017/18 through careful monitoring and control.
- 1.1.2 There is a potential budget over-spend of £0.030m on Staffing, resulting from increased pressures on front of house staff covering extended opening hours and events across the County. There is also additional pressure on the Archaeology team as the new income-generating business model beds in.
- 1.1.3 There is a projected income shortfall of £0.045m on Partnerships income, including undesignated fundraising and sponsorship income.
- 1.1.4 There is a projected surplus of -£0.070m from Admissions income, which is currently 5.32% above target. There have been strong performances in Admissions income during 2017/18, with exceptional visitor numbers to

both Norwich Castle and Time and Tide Museum in August 2017. This has resulted in an increase of £0.065m compared to August last year and a £0.202m improvement on the year to date. The exhibition programme over the autumn / winter months has continued to perform well, however, the relative strengths of the Spring programme in 2018 compared to 2017, and the disruption caused by the poor weather in March, means the Service is unlikely to meet the income generating levels of last year's very high performance for the final quarter. We are, however, optimistic of maintaining the current positive position.

1.1.5 The table below sets out the net revenue Service budgets and out-turn for the NMS.

Service	Approved budget £m	Outturn £m	+Over/- Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Norfolk Museums Service	3.104	3.104	0.000	0.00%	0
<b>NMS Total</b>	<b>2.988</b>	<b>2.988</b>	<b>0.000</b>	<b>0.00%</b>	<b>0</b>

## 1.2. Capital programme

1.2.1 Norfolk County Council's commitment to the County's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums

1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. The Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. There are modest NCC supported capital renewal schemes planned for Norwich Castle in the coming 3 year period to improve the operation of the external lift and the visitor welcome, and to improve the air-handling systems within the main galleries.

1.2.3 The NMS 2017/18 capital programme is detailed in the table below and includes any programme revisions.

### Capital Programme 2017/18 – Norfolk Museums Service

Scheme or programme of work	Approved 2017/18 Capital Budget £m	2017/18 Forecast Capital Outturn £m	Slippage	Reasons
<b>Schemes in Progress</b>				
Voices from the Workhouse Project	0.185	0.185	0	Project estimated to be completed in 17/18
Norwich Museums Capital Projects	0.013	0.013	0	Project estimated to be completed in 17/18
Castle Keep	0.693	0.693		Stage 1 estimated

Improvements				to be completed in 17/18
ACE Small Capital Grants	0.158	0.158		Year 3 funding to be completed in 17/18
Strangers Replacement Lighting	0.002	0.002	0	Project complete – final payments due
Norwich Castle Critical M&E Services	0.038	0.038	0	Stage 1 Development phase to be completed in 18/19. £0.120m re-profiled to 2018/19.
Gressenhall Pathway	0.002	0.002	0	Project complete
<b>Total</b>	<b>1.091</b>	<b>1.091</b>	<b>0</b>	

\* CERF is the Carbon Energy Reduction Fund.

### Funding of the NMS Capital Programme

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

- Norwich Museums capital projects is funded by residual monies from the Museum of Norwich project of which £0.025m was funded from the Friends of the Norwich Museums contributions.
- Initial capital funds used for Castle Keep development prior to HLF bid. Successful capital bid money was received in July 2015 from Historic England £0.800m. Further development funding of £0.462m was received from the Heritage Lottery Fund to develop the project further during 2016/18.
- Small Capital grants have been funded by Arts Council England (ACE) for a third year to allow NMS to fund the purchase of capital assets to a number of accredited Museums in our region to increase resilience.
- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle site M&E infrastructure during 2017/20, including the systems that control the temperature in the exhibition galleries and the external lift, a requirement of the Equalities Act 2010.

## **1.3. Reserves and Provisions**

1.3.1 There are some changes to reserves and provisions to report. The table summarising the out-turn position appears below.

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

<b>Reserves and Provisions 2017/18</b>	<b>Balances at 01Apr17</b>	<b>Forecast Outturn at 31Mar18</b>	<b>Change</b>
	£m	£m	£m
<b>Norfolk Museums Service</b>			
Museums Income Reserve	0.130	0.130	0.000
Museums Repairs and Renewals Reserve	0.160	0.103	-0.057
Unspent Grants and Contributions Reserve	0.524	0.337	-0.187
<b>Service Total</b>	<b>0.814</b>	<b>0.570</b>	<b>-0.244</b>

#### 1.4. 2018/19 Approved Budget

1.4.1 The budget savings proposals are summarised below:

<b>G. Commercialisation</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>
CMM043 – Additional Income generation	-0.070	0.000	-0.400
CMM049 – Vacancy Management and streamlined management arrangements	-0.025	0.000	0.000
<b>Total</b>	<b>-0.095</b>	<b>0.000</b>	<b>-0.400</b>

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

<b>Description</b>	<b>2017/18 Budget £m</b>	<b>Inflation 2018/19 £m</b>	<b>Savings 2018/19 £m</b>	<b>Growth / Cost Neutral Adjustment / Virements 2018/19 £m</b>	<b>Approved 2018/19 Budget £m</b>	<b>Savings Reference</b>
Employee related costs	4.111	0.062	0.000	0.270	4.443	
Premises	1.259	0.033	0.000	-0.425	0.867	
Transport	0.033	0.000	0.000	0.006	0.039	
Supplies & Services	2.028	0.005	-0.025	0.073	2.081	CMM049
Third Party Payments	0.004	0.000	0.000	0.000	0.004	
Support Services	0.078	0.000	0.000	0.037	0.115	
Depreciation & Impairment	0.262	0.000	0.000	0.115	0.377	
Income	-4.875	-0.011	-0.070	-0.352	-5.308	CMM033

<b>Total</b>	<b>2.900</b>	<b>0.089</b>	<b>-0.095</b>	<b>-0.276</b>	<b>2.618</b>	
--------------	--------------	--------------	---------------	---------------	--------------	--

## **2. Financial Implications**

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

## **3. Issues, risks and innovation**

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

## **4. Background**

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

## **Officer Contact**

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

**Officer name :** Steve Miller, Assistant Director **Tel No. :** 01603 493620

**Email address :** [Steve.miller@norfolk.gov.uk](mailto:Steve.miller@norfolk.gov.uk)

**Officer name :** Julie Berry, Finance Officer **Tel No. :** 01603 223423

**Email address :** [Julie.berry@norfolk.gov.uk](mailto:Julie.berry@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.



# Norfolk Joint Museums Committee

Item No.

<b>Report title:</b>	<b>Risk Management</b>	Item 10
<b>Date of meeting:</b>	<b>6 April 2018</b>	
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director, Community and Environmental Services</b>	

## **Strategic impact**

One of the Joint Museums Committee's roles is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the service risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving service objectives and is a key part of the performance management framework.

## **Executive summary**

This report provides the Committee with the latest Norfolk Museums Service risk register as at March 2018. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.

The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in January 2018, and following review in March 2018, there are no significant changes proposed in this report.

## **Recommendations:**

Committee Members are asked to:

**Review and comment on the risk data, information and analysis presented in the risk register report in Appendix A and determine whether the recommended mitigating actions identified are appropriate.**

### **1. Proposal (or options)**

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

### **2. Evidence**

- 2.1. The Norfolk Museums Service (NMS) risk data detailed in this report reflects those key business risks that are managed by the Norfolk Museums Service Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's Risk Management Policy.
- 2.2. The current risks are those identified against departmental objectives for 2017/18 and are included in **Appendix A**.
- 2.3. The register contains six risks. Of these, one risk is assessed as having an amber prospect of meeting the target score by the target date, one is assessed as having a green prospect, with the remaining four risks having already met their target score by the target date, but maintained on the risk register as low, but continuous risks in their nature. An explanation of the criteria for judging prospects scores can be found in paragraph 2.5 below.

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

- 2.4.
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
  - Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
  - Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks. This can be seen as the risk appetite
- 2.5.
- The prospects of meeting target scores by the target date are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the 'Prospects of meeting the target score by the target date' column as follows:
- Met – the target score has been achieved by the target date
  - Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date
  - Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed
  - Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks are introduced
- 2.6.
- There are no risks of which the risk owner has identified the 'prospects of meeting the target score by the target date' as Red.
- 2.7.
- The evidence is that risks are being managed to an appropriate level with the mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that the risk scores and target dates reflect the current position against current service objectives. Risks are reviewed and challenged appropriately by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

### **3. Financial Implications**

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

### **4. Issues, risks and innovation**

- 4.1.
- There are no other significant issues, risks and innovations arising from this Risk Management report. This Committee will continue to be notified of any changes to this position

### **Officer Contact**

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

**Officer name :** Steve Miller, Assistant Director      **Tel No. :** 01603 49362  
**Email address :** [steve.miller@norfolk.gov.uk](mailto:steve.miller@norfolk.gov.uk)  
**Officer name :** Thomas Osborne, Risk Management Officer      **Tel No. :** 01603 222780  
**Email address :** [thomas.osborne@norfolk.gov.uk](mailto:thomas.osborne@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.



<b>Risk Number</b>	RM14162					<b>Date of update</b>		11 March 2018		
<b>Risk Name</b>	Failure to generate additional income streams in 2018 in accordance with service plan.									
<b>Risk Owner</b>	Steve Miller					<b>Date entered on risk register</b>		Item 21 March 2014		
<b>Risk Description</b>										
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	1	2	2	1	2	2	Mar-18	Met
<b>Tasks to mitigate the risk</b>										
Commercial Strategy in place Staff will be trained and supported in the delivery of key goals Wedding licences obtained and in place New conference and banqueting offer in place External income generation for Conservation and Design underway										
<b>Progress update</b>										
Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. Despite significant reductions in staffing as a result of funding reductions, revenue generation is progressing well. The likelihood score has been reduced to 1 as we aren't forecasting a significant variance on externally generated income, The impact score has been reduced to 2 as we are not forecasting any variance greater than £100k.  As this is a risk to be managed on an on-going basis,the target date has been amended to April 2018.										

Risk Number		RM14027		Date of update		11 March 2018				
Risk Name		Theft of museum objects								
Risk Owner		John Davies		Date entered on risk register		22 March 2012				
Risk Description										
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	1	3	3	1	3	3	Mar-18	Met
Tasks to mitigate the risk										
Review of display case security undertaken										
Review of security staffing and systems completed										
Additional CCTV coverage provided										
Upgrade of case locks where necessary completed										
Installation of additional case alarms where necessary completed										
Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors										
Progress update										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. Given the rare occurrence of theft of museum objects, the likelihood has been lowered to 1. The impact has been lowered to 3 following further review of the impact against risk management impact criteria.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

Risk Number	RM13947				Date of update			11 March 2018		
Risk Name	Failure to maintain historic buildings									
Risk Owner	Steve Miller				Date entered on risk register			30 June 2011		
Risk Description										
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	2	3	6	Mar-18	Met
Tasks to mitigate the risk										
Close liaison with NPS and Norwich City Council to identify priorities in building maintenance Ensure we include investment in buildings maintenance in all capital projects Ensure we foster a good personal and professional relationship between our staff and that of NPS Ensure that our building staff are continuously monitoring our buildings to supplement NPS Ensure we have appropriate emergency response procedure in place in all premises										
Progress update										
Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard.										
Following a review of this risk's likelihood against risk management likelihood criteria, the likelihood has been reduced to 2.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

<b>Risk Number</b>	RM14286		<b>Date of update</b>		11 March 2018					
<b>Risk Name</b>	Reduction of centralised support services									
<b>Risk Owner</b>	Steve Miller		<b>Date entered on risk register</b>		21 March 2014					
<b>Risk Description</b>										
Impact on NMS from reducing resources within County Hall including finance, HR, ICT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	4	8	1	4	4	Mar-18	Amber
<b>Tasks to mitigate the risk</b>										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery/resolution.										
<b>Progress update</b>										
Regularly reviewed by SMT - ongoing concerns in the reduction and quality of central services and continuing impact from cost pressures being applied centrally and impacting at the level of the Service.										

<b>Risk Number</b>	RM13948					<b>Date of update</b>		11 March 2018		
<b>Risk Name</b>	Significant flooding at any of the Museum sites.									
<b>Risk Owner</b>	Steve Miller					<b>Date entered on risk register</b>		30 June 2011		
<b>Risk Description</b>										
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	1	2	2	1	2	2	Mar-18	Met
<b>Tasks to mitigate the risk</b>										
Emergency plan is in place Regular checks of the store are carried out to check on safety of contents Insurance in place Risk assessment is reviewed regularly High risk items relocated Ensure location records are accurate										
<b>Progress update</b>										
Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the amendment to the risk likelihood and impact scores to 1 and 2 respectively.										

Risk Number	RM14132		Date of update		11 March 2018					
Risk Name	Failure to secure Arts Council England (ACE) funding as a National Portfolio Organisation.									
Risk Owner	Steve Miller		Date entered on risk register		20 September 2016					
Risk Description										
Failure to secure ACE funding for the period 2018-2022 will result in a massive loss of investment in NMS and the wider County in the region of £1.55m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects. If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2015-18, the loss of funding and a resulting reduction in service provision.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	2	4	8	1	3	3	Mar-18	Green
Tasks to mitigate the risk										
Deliver the current ACE Renaissance programme successfully										
Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods										
Put together the strongest application possible										
Strategic conversations with NCC Directors and Elected Members involved in discussions relating to 2018-22 programme										
Monitor service delivery to ensure that targets are being met										
Maintain close liaison with ACE Relationship Manager to ensure that they are aware of achievement and challenges										
Progress update										
Funding for 2015-8 was successfully secured with an ongoing need to deliver against the agreed Major Partner Museum (MPM) plan. NMS was awarded provisional funding for 2018-22 in the new ACE National Portfolio Organisation (NPO) funding programme, with final sign-off of the required Business Plan and associated documents expected by March 2018.										
Positive progress continues to be made against all business plans (MPM, Museums Development and Museums & Schools) for the current 2015-18 funding period. Visitor numbers across the 10 museums are high and learning programme targets are being delivered. This risk continues to be periodically reviewed with positive progress continuing.										

# Joint Museums Committee

Item No.

<b>Report title:</b>	<b>Performance and Strategic update</b> Item 11
<b>Date of meeting:</b>	<b>6 April 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

## Executive summary

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

### Recommendations:

To note progress:

- regarding development of the Gateway to Medieval England/Keep development project at Norwich Castle and to receive a presentation on the project Business Plan
- in terms of the 2017/18 programmes and key Service Plan priorities for the forthcoming financial year, 2018/19
- in terms of developing the business plan for Arts Council England's new funding programme for 2018-22

## 1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2017/18, including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provides an update on all major projects, including the Keep development at Norwich Castle and the new HLF supported youth development programme, Kick the Dust, due to commence in the summer of 2018.

## 2. Performance Summary

- 2.1 Total visits across the 10 museum sites up to the end of January 2018 were 371,432 compared to 328,625 for the equivalent ten month period in 2016/17, a 13% increase. This continuation of the positive position for the year-to-date is largely attributable to a strong events and exhibitions programme across all 10 museums, including *Titanic: Honour & Glory* at Time and Tide and *Nelson & Norfolk* followed and *Rembrandt: Lightening the Darkness* exhibition at Norwich Castle. However, the poor weather of the end of February and beginning of March will have had a negative impact on the expected year-end total.
- 2.2 School visits across the 10 sites for the year-to-date up to the end of December 2017 were 35,479 compared to 35,210 for the equivalent nine month period 2016/17, a 1% increase on last year's all time record-breaking figures. The poor weather in March and the excavation work in the Keep basement will, however, effect the total school figures for the year.
- 2.3 The Service is expecting to exceed 400,000 visits across the 10 museums for 2017/18 and to maintain school visits at the 45,000+ level.

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

#### **3.1 Only in England: Photographs by Tony Ray-Jones and Martin Parr; exhibition at Time and Tide Museum, Great Yarmouth**

Fascinated by the eccentricities of English social customs, Tony Ray-Jones spent the latter half of the 1960s travelling across England, photographing what he saw as a disappearing way of life.

Humorous yet melancholy, these works had a profound influence on photographer Martin Parr. Parr has now made a new selection, including over 30 previously unseen works from the National Science and Media Museum's Ray-Jones archive. Shown alongside *The Non-Conformists* (Parr's rarely seen work from the 1970s), this selection demonstrates the close relationships between the work of these two important photographers.

To coincide with the exhibition, we'll also be showing some archive images from the Great Yarmouth collections, as well as inviting local photographers to submit their own images inspired by the theme 'Only in the East'.

Exhibition runs 21 October 2017 - 15 April 2018

#### **3.2 Olive Edis: Pioneering Photographer; touring exhibition in North Norfolk**

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

Autumn 2017 & Norwich Forum, February 2018

#### **3.3 Rembrandt: Lightening the Darkness; exhibition at Norwich Castle**

Rembrandt Harmenszoon van Rijn (1606-1669) is one of the most revered artists of the European tradition. *Rembrandt: Lightening the Darkness* focuses specifically on one of the less well-known aspects of Rembrandt's output, namely his fascination with print-making.

During his lifetime, Rembrandt was as famed for his etchings as for his paintings. In Britain, for example, he was far better known as a printmaker producing evocative Dutch landscapes, biblical scenes and sensitive portraits, including many introspective self-portraits.

Rembrandt produced 290 etchings during his life and in his hand the etching became a true work of art in its own right. To this day he is widely considered to be the most accomplished etcher of all time.

*Rembrandt: Lightening the Darkness* showcases Norwich Castle's extraordinary collection of 93 prints and 1 drawing by Rembrandt alongside select loans from the British Museum, National Galleries of Scotland, National Gallery, and Royal Collection.

Exhibition ran 21 October – 7 January 2018.

#### **3.4 We Came Here to Conquer; exhibition in the Timothy Gurney Gallery, Norwich Castle**

11 artists with connections to Norwich have created work in response to the historic print collection at Norwich Castle. Supported by Arts Council England,

East Anglia Art Fund and Norwich University of the Arts.

Exhibition extended to Spring 2018.

### 3.5 **Shoes!; exhibition at Lynn Museum**

Shoes can be expressive. Shoes can be special. Shoes can be status symbols. Shoes can be works of art. Shoes can be magical. Shoes can be good luck charms.

Shoes! explores changes in footwear from the 13th century to the present day. The display draws upon the Lynn Museum's collections of historic footwear with additional items from the Norfolk Museums Service costume and textile collections.

Exhibition runs 24 June 2017 - 9 June 2018.

### 3.6 **Cecil Aldin: The Art of Black Beauty; exhibition at the Museum of Norwich**

Explore a display of beautiful, Cecil Aldin watercolours, painted for the 1912 edition of *Black Beauty* - a text first printed in Norwich by Jarrolds & Sons 140 years ago. Don't miss the special trail and activities created to accompany this show.

Cecil Aldin: *The Art of Black Beauty* has been created in partnership with Jarrold & Sons.

Exhibition ran from July 2017 until 25 November 2017.

### 3.7 **The Square Box on the Hill/Inheritance; exhibition at Norwich Castle**

Standing atop the largest man-made mound in the country, Norwich Castle has dominated the City's skyline ever since the 12th century. Witnessing the ever-changing cityscape from its heights, the castle has had many iterations of its own over the last 900 years. But what is the story of Norwich's iconic and much-loved square box on the hill?

This exhibition illustrates Norwich Castle's rich history through a stunning mixture of prints, photographs, paintings, architectural plans, memorabilia and archives, many of which have never been on display before. But the Castle's journey does not end there; 'The Square Box on the Hill' will showcase the latest exciting designs for the Castle's future as part of the HLF-funded 'Norwich Castle: Gateway to Medieval England' project.

The Square Box on the Hill is complemented by *Inheritance*, an open art show supported by the East Anglian Art Fund (EAAF) and Brown & Co.

Exhibition runs 10 February – 3 June 2018.

### 3.8 **Forthcoming major summer exhibitions**

*The Paston Treasure* at Norwich Castle (presentation to be given at the meeting by Dr Francesca Vanke, Keeper of Art & Curator of Decorative Art).

*Sea, Land & Sky: Turner, Constable & Cotman* at Time & Tide.

Further details of these exhibitions will be given at the next JMC meeting.

## 4. **Learning Team highlights**

- 4.1 The Arts Council England and Department for Education funded 'Museums & Schools' programme running in Great Yarmouth and North Norfolk has been extended for the forthcoming year 2018/19.

The *Sea History Differently* programme, designed to increase literacy levels in young people at Key Stages 1 & 2, continues to deliver excellent results.

The long-running partnership with Royal Museums Greenwich will continue for the forthcoming period.

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

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

The Great Yarmouth CEP is chaired by Colin Stott, Learning Manager for the Eastern Area and was one of the three original CEP pilots in England.

- 4.4 As a complementary element of the *Norwich Castle: Gateway to Medieval England* project, the Keep Project Team are working with the Norwich learning team to explore ways to develop Norwich Castle as a national centre for excellence for Under 5's museum learning. More details will be provided at the next JMC meeting.

- 4.5 Lynn Museum ran an event for young carers on Saturday 10 March. The young carers used the museum for inspiration and will be putting together an exhibition of their work later in the Spring.

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

- 5.1 The Teaching Museum trainees listed below are nearing the end of their 12 month placements. The majority of the trainees have already secured work in the museums and heritage sector.

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

Recruitment for the 2018/19 cohort of Teaching Museum trainees has gone very well and the seven new trainees will commence their placements in April. All trainee posts are externally funded via Arts Council England, the Heritage Lottery Fund and through the Government's Coastal Treasures project.

- 5.2 Following the submission of an application developed by Dr Robin Hanley and the Learning Teams in November 2016, NMS has been awarded £776,500 from the Heritage Lottery Fund for the 'Norfolk Journeys' project. The project seeks to empower young people to develop their own pathways into the County's

heritage. This project forms part of the Heritage Lottery Fund's 'Kick the Dust' initiative, a new £10m grant programme which aims to transform how heritage organisations engage with young people.

As part of the bid process 17 young people aged 16-25 were recruited as Heritage ambassadors, they then advised the Heritage Lottery Fund on the projects they found to be most useful and appealing. Hannah Keddie, 22, Heritage Ambassador from East Anglia, said: "It has been an amazing experience learning how grants are awarded, and helping HLF to allocate £10m to projects involving more young people in heritage. I'm really pleased that Norfolk Journeys has won funding, as we found its plans to involve young people in museum work and provide them with archaeological experience especially appealing. Making Norfolk's heritage easier to access and participate in for more people my age is really important to me and the other ambassadors, and I'm looking forward to seeing how the project progresses in the future."

The development work is progressing according to plan and Robin Hanley attended an HLF event for all successful grant recipients in London on 7 December. Subject to a Round 2 pass by HLF, project activity will start in the summer and runs until March 2022 (4 years).

## **6. Marketing and PR**

- 6.1 Media coverage for the period has been focused on *The Square Box on the Hill*. Stephen Fry kindly provided the voice-over for an introductory film which was shown at the launch of the exhibition in February. Stephen continues to give his support as Patron of the Gateway to Medieval England project.
- 6.2 NMS has supported Norfolk County Council's work around the 100<sup>th</sup> anniversary of Women's Suffrage, completing extensive research into the life of Caprina Fahey, a little-known Suffragette who lived in Norfolk. The media coverage has included BBC Radio Norfolk, the EDP as well as a great deal of online coverage. Special credit goes to Teaching Museum trainees Andy Bowen and Freya Monk-McGowan who have led on the research.
- 6.3 Ahead of the Paston Treasure exhibition returning the Norwich in the summer, international media coverage of the show in its current venue at Yale University, USA, has been very positive.
- 6.4 The Museums PR team have been supporting the Art Happens crowdfunding campaign 'Saving Samson' to display the famous statue in the Museum of Norwich at the Bridewell.

## **7. Partnerships**

- 7.1 NMS is currently exploring its long-term partnership with UEA with a focus on whether an expanded partnership agreement would be desirable. NMS currently supports UEA student placements, research programmes and development projects. Norwich Castle is also likely to be used in the autumn as part of the University's welcome programme for its international students.
- 7.2 Norfolk Museums Service supported Broadland DC and the Aylsham and District Team Ministry with the delivery of the summer's 12 Towers Project. Planning for the 2018 programme continues positively and the Museum will be helping to publicise the forthcoming Repton anniversary events.
- 7.3 Norfolk Museums Service has supported a successful application to the Heritage

Lottery Fund to celebrate the 250<sup>th</sup> anniversary of the first modern circus in Britain. Partners in the application include Museums Sheffield and Tyne & Wear Museums and Archives, along with local organisations including Seachange Arts in Great Yarmouth. The celebration will take place during the autumn of 2018 and detailed programme planning is now underway with the project partners.

- 7.4 Norfolk Museums Service will be supporting the Paston Footprints project, an HLF supported project being led by UEA and the Paston Society with input from the Norfolk Records Office. The project will deliver a Festival and the digitisation of letters relating to the family. The project will also be a complement to the Paston Treasure exhibition at Norwich Castle next year.

## **8. Commercial Developments**

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

- Wedding bookings for 2017/18 continue to exceed the year-to-date figure in comparison to last year's bookings and will exceed 600 for the year. An increasing number of weddings have been delivered at Strangers' Hall and Gressenhall and the Museums Service continues to work with the Registrar team on the 'Marry in Norfolk' campaign.
- The Museums Service continues to work successfully with Visit East Anglia and a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on characteristically English experiences. Initial interest in the USA for the *Friendly Invasion* campaign has been hugely positive and the first major bookings are confirmed.
- External Services –the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.
- The Design Team continue to secure an impressive range of external contracts, across the County and beyond.
- For more details visit **[www.conserveanddisplay.co.uk](http://www.conserveanddisplay.co.uk)**

- 8.2 An increasing number of commercial bookings for Norwich Castle continue to be delivered, including major events and celebrations for local businesses. Both Nelson & Norfolk exhibition and Rembrandt: Lightening the Darkness proved to be excellent backdrops for a number of special events and receptions.

- 8.3 The Museum is in the final stages of exploring a commercial partnership with an organisation called History Mystery to create a range of unique Escape Room games. These games will run initially at Shirehall and the Museum of Norwich at the Bridewell and will have an historic theme. The games will complement existing operational offers.

### **8.4 Conclusion**

The Service is on track to deliver its key priorities in terms of programmes and events, along with a balanced budget for 2017/18.

## **9. Strategic Developments**

- 9.1 **Norwich Castle Keep.** An initial development grant of £462,400 is a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep

into one of the region's premier heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.

- 9.1.1 Along with the recreation of the 12th Century Royal Palace, the project will enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.
- 9.1.2 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which is expected to be submitted in late 2017/early 2018.
- 9.1.3 The following key meetings have been held to date:
- The second Academic Advisory Board meeting was held on 16 September 2016
  - The second Project Board meeting was held on 12 October 2016
  - The second HLF Monitor/Mentor meeting was held on 21 October 2016
  - The third Project Board meeting was held on 4 January 2017
  - The fourth Project Board meeting was held on 8 May 2017
  - The fifth Project Board meeting was held on 28 July 2017
  - The sixth Project Board meeting was held on 5 December 2017
- 9.1.4 Following a European tender process, Artelia Projects UK Ltd were appointed to provide project and cost management services for the Development and Delivery phases of the project in November 2016. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council Corporate Property Team, and approval to appoint was granted by the Project Board. An inception meeting with the Project Team took place on 14 December 2016 and the contract officially commenced on 9 January 2017.
- 9.1.5 Following a European tender process, Haley Sharpe Design were appointed to provide design support in April 2017.
- 9.1.6 The curatorial and project teams at NMS and the British Museum are working together on the development of the British Museum Partnership Gallery of the Medieval Period within the Keep.
- 9.1.7 A drone survey of the exterior of the Keep was completed in March and work has now been completed in terms of analysing the information from this and the digital metric survey. Survey work is currently underway in and around Norwich Castle and archaeological investigations are currently taking place in the basement of the Keep, with a completion date of April expected.
- 9.1.8 The Architectural and Structural Engineering appointments were made in June 2017 following a European tender process. Fielden & Mawson LLP have been appointed as the Project Architects and Conisbee have been appointed as Structural Engineers. The consultancy firm Bryn Jones has been appointed to support the development of the Business Plan and the consultancy Tricolor Associates are supporting the development of the Activity Plan.
- 9.1.9 The Heritage Lottery Fund conducted a Mid Stage Review in February 2018 and the Museum received positive feedback and a confirmation that the development

phase should continue. Further to this Review, JMC are asked to consider and comment on the Museum's Business Plan which will be implemented following the completion of the development project. A presentation on the Business Plan will be given at the Joint Museums Committee meeting.

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

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

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

### **9.2.2 Current focus for the Foundation remains the Keep development project for which a large amount of preparatory research and advocacy work is being undertaken, along with the submission of applications to grant-giving trusts and foundations.**

### **9.2.3 An application to the Garfield Weston Foundation for the support of the Keep development was successful with a grant of £500,000 towards the project being made.**

### **9.2.4 The forthcoming Norwich Castle exhibition programme, including the Paston Treasure programme and exhibition, a partnership with the Yale Center for British Art, are also being supported by fundraising through the Foundation.**

### **9.2.5 The public fundraising programme for the Keep project went live in September. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. A new initiative, Adopt an Object, allows members of the public to adopt a museum object connected with Norwich Castle. For more details, visit [www.adoptanobject.co.uk](http://www.adoptanobject.co.uk)**

### **9.2.6 Following a fundraising dinner in the Keep in November and a Business Breakfast event in December, the project has secured its first Corporate Benefactor. Special thanks go to Cllr War, Cllr Kiddle-Morris and the Trustees of the Foundation who supported these two events. Business Tea events, supported by Trustee Caroline Williams, have been held over March.**

### **9.2.7 The NMDF is currently supporting the Art Fund crowdfunding campaign to display the newly conserved Samson statue in the Museum of Norwich at the Bridewell. For further details, visit <https://www.artfund.org/get-involved/art-happens/help-bring-samson-home-to-norwich>**

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

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

A session for JMC members will be organised for later in the Spring, however,

we welcome any early thoughts from Joint Museums Committee members.

## **9.4 Arts Council England**

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

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

The Service has now submitted business plans and supporting documents for the period 2018-22 and these are now under assessment.

- 9.4.2 Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This has involved delivering a national conference and publicising case studies drawn from NMS's work and that of 5 other Major Partner Museums across England.

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

An artistic assessment of the *Nelson & Norfolk* exhibition was also undertaken by the Arts Council in September and the feedback was very positive.

- 9.4.3 Cllr John Ward and Steve Miller attended the inaugural Arts Council England Chairs and Chief Executives' event, *The Art of Leadership*, in Birmingham on 14 March. The event looked at the national priorities for the new National Portfolio Organisation family for 2018-22, with a particular focus on the Arts Council's *Creative Case for Diversity*.

- 9.4.4 Sir Nicholas Serota, Chairman of Arts Council England, has visited the East of England twice in the last 3 months, the first visit including a brief visit to Norwich Castle. Sir Nicholas has been particularly impressed by the strength of the cultural and local authority partnerships in the East of England, including the relationship between the County and the Districts and the work of the New Anglia Cultural Board, which brings together the two County Councils with the major arts and heritage organisations in East Anglia. The successful delivery of the Cultural Destinations programme, the Start East skills programme and the creation of a new cultural strategy for the New Anglia area are examples of how well this partnership is working.

Planning is currently underway for a major national Conference later in the year.

## **9.5 Deep History Coast Project**

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.
- 9.5.2 Staff continue to work on the Deep History Coast (DHC) publication.

- 9.5.3 Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event was delivered at Time & Tide Museum over the summer and behind the scenes tours as part of Heritage Open Weekends in September
- 9.5.4 NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support has also been provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled.
- 9.5.5 The partnership application led by NNDC to the Government's Coastal Communities Fund (CCF) was unfortunately unsuccessful. However, the partnership have decided to seek new sources of funding with a continuing focus on Cromer Museum as a community hub for the project.
- 9.5.6 A new DHC event at Sheringham in the spring has been agreed with NNDC.

## **9.6 DCMS Inquiry on the Social Impact of Participation in Culture and Sport**

- 9.6.1 Mary Muir, Arts Officer, has coordinated a collective response to the DCMS Select Committee Inquiry the Social Impact of Participation in Culture and Sport. The response included several Museums examples including the Teaching Museum and the work the Service has been doing around health and wellbeing. For more details, visit:  
<https://www.parliament.uk/business/committees/committees-a-z/commons-select/digital-culture-media-and-sport-committee/inquiries/parliament-2017/socialimpact/>

## **9.7 Museums Association National Taskforce Report**

- 9.7.1 Following the completion of the DCMS Mendoza Review of the museums sector, the Museums Association has now completed its national review. NMS were part of the steering group for this work.

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

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

## **9.8 Health & Wellbeing**

- 9.8.1 Following the Health & Wellbeing Conference held at Norwich Castle in May 2016 and a follow up conference in November led by the Norfolk Arts Service, development work continues on a range of initiatives to support Norfolk residents including projects on the topic of mental health and early onset dementia. Many of these programmes are being delivered in partnership with NCC's Public Health services and third sector partners.
- 9.8.2 A creative development session will be held on 4 April at the Museum of Norwich with colleagues from Public Health, Childrens Services and Adult Services to look at the ways in which NMS and other Cultural Services departments can

work successfully together to tackle some of the County's biggest challenges.

- 9.8.3 Sir Nicholas Serota, Chairman of Arts Council England, provided the following quote for inclusion in Norfolk's Health & Wellbeing Strategy: "There is growing evidence that engagement in activities like dance, music, drama, painting and reading help ease our minds and heal our bodies. The national Creative Health Inquiry has set a clear mandate and policy framework for the cultural sector to continue its impressive work in improving people's health and wellbeing. It is most encouraging to see just how much potential and ambition there is for joined-up action on this vital work in Norfolk".

## **10. Museum Development across Norfolk**

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m per annum from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 Arts Council England funding will enable the recruitment of a new museum development officer post from April 2018. The post-holder will support museums across the County in a variety of ways and will be based at Cromer.
- 10.5 The 7th Annual SHARE Museums East conference Facing Change, Moving Forward was held at the John Bunyan Museum in Bedfordshire on 6th November 2017. The keynote speakers were Julia Kauffman OBE (Chair, Small Charities Coalition) and Bernard Donoghue (Director, Association of Leading Visitor Attractions).
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

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

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

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

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

number of people who are in education, employment or training.

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

### **13. Conclusion**

- 13.1 Positive progress is being made on all programmes and plans for 2017/18, with a continuing focus on new sources of earned income, fundraising and capital developments.
- 13.2 The redevelopment of the Keep at Norwich Castle continues to progress positively. Committee Members are particularly asked to comment on the proposed Business Plan for the period following the delivery of the project.
- 13.3 Positive progress is being made in terms of developing the business plan for Arts Council England's new funding programme for 2018-22.

### **Officer Contact**

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

**Officer name :** Steve Miller, Assistant  
Director

**Tel No. :** 01603 493620

**Email address :** [Steve.miller@norfolk.gov.uk](mailto: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.