

Norfolk Joint Museums Committee

Date: **Friday 28 October 2022**

Time: **2.00 pm**

Venue: **Council Chamber, County Hall, Martineau Lane,
Norwich NR1 2DH**

Advice for members of the public:

This meeting will be held in public and in person. It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

However, if you wish to attend in person it would be helpful if you could indicate in advance that it is your intention to do so as public seating will be limited. This can be done by emailing committees@norfolk.gov.uk.

The Government has removed all COVID 19 restrictions and moved towards living with COVID-19, just as we live with other respiratory infections. However, to ensure that the meeting is safe we are asking everyone attending to practise good public health and safety behaviours (practising good hand and respiratory hygiene, including wearing face coverings in busy areas at times of high prevalence) and to stay at home when they need to (if they have tested positive for COVID 19; if they have symptoms of a respiratory infection; if they are a close contact of a positive COVID 19 case). This will help make the event safe for all those attending and limit the transmission of respiratory infections including COVID-19.

**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

Membership

Norfolk County Council

Cllr Julie Brociek-Coulton
Cllr Barry Duffin
Cllr Jane James
Cllr Kay Mason Billig
Cllr Ed Maxfield
Cllr Saul Penfold
Cllr Robert Savage
Cllr Karen Vincent
Cllr John Ward

Breckland District Council

Cllr Robert Kybird

South Norfolk District Council

Cllr James Easter

Norwich City Council

Cllr Jacob Huntley
Cllr Claire Kidman
Cllr Ben Price

Borough Council of King's Lynn & West Norfolk

Cllr Elizabeth Nockolds

Broadland District Council

Cllr David King

Great Yarmouth Borough Council

Cllr Geoffrey Freeman

North Norfolk District Council

Cllr Virginia Gay

Co-opted Members (Non-Voting)

Arts Council

Liam Wiseman

Museum Friends

Felicity Devonshire

Norfolk Black History Month

Danny Keen

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Agenda

- 1 To receive apologies and details of any substitute members attending**
- 2 To receive the minutes of the previous meeting held on 22 July 2022 (Page 5)**
- 3. Members to Declare any Interests**

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

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

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

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

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

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

- 4. Breckland Area Museums Committee (Page 13)**
- 5 Great Yarmouth Area Museums Working Group (Page 20)**
- 6. Norwich Area Museums Committee (Page 38)**
- 7. Kings Lynn and West Norfolk Area Committee (No report available)**
- 8. Norfolk Museums Service – Finance Monitoring Report for 2022/23 (Page 45)**
Report by Director of Culture and Heritage
- 9. Norfolk Museums Service –Risk Management (Page 51)**
Report by Director of Culture and Heritage

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

(Page 63)

Report by Director of Culture and Heritage

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane
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NR1 2DH

Date Agenda Published: 20 October 2022



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 22 July 2022 at 2.00pm at Norfolk County Council

Present:

Norfolk County Council

Cllr J James
Cllr K Mason Billig
Cllr E Maxfield
Cllr R Savage
Cllr J Ward (elected Chair)

Breckland District Council

Cllr R Kybird

Norwich City council

Cllr J Huntley
Cllr C Kidman
Cllr B Price

Borough Council of King's Lynn and West Norfolk

Cllr E Nockolds

North Norfolk District Council

Cllr V Gay

1 Election of Chair

1.1 RESOLVED

That Cllr J Ward be elected Chair of the Joint Committee for the ensuing year.

(Mr J Ward in the Chair)

2 Election of Vice-Chair

2.1 RESOLVED

That Cllr R Kybird be elected Vice-Chair of the Joint Committee for the ensuing year.

3 Apologies for Absence

3.1 Apologies for absence were received from Cllr J Brociek-Coulton, Mrs F Devonshire Cllr B Duffin, Cllr J Easter, Cllr G Freeman, Cllr S Penfold, Cllr D King, Mr D Keen, Cllr K Vincent and Mr L Wiseman.

3.2 Apologies for absence were also received from Mr S Miller, Director of Culture and Heritage (with Dr R Hanley, Assistant Head of Norfolk Museums Service attending the meeting in his place).

4. Minutes

4.1 The minutes of the previous meeting held on 1 April 2022 were confirmed by the Joint Committee and signed by the Chair.

5 Declarations of Interest

5.1 There were no declarations of interest.

6 Matters of Urgent Business

6.1 There were no matters of urgent business.

7 Breckland Area Museums Committee

7.1 The annexed minutes of the Breckland Area Museums Committee meeting held on 20 June 2022 were received and noted.

7.2 In introducing the minutes Cllr R Kybird spoke about the proposed building works at the former King's Head public house, a listed building next door to the Ancient House Museum at Thetford, and the issues which he had taken up with Breckland District Council to prevent these works from having a disruptive impact on the museum.

7.3 Cllr R Kybird spoke about how Thetford Museum had marked the 150th anniversary of the birth of Princess Catherine Duleep Singh with an exhibition that featured items on loan and a newly commissioned portrait of the Princess. He said that exhibition had now been replaced by the Vikings, History on your Doorstep Exhibition which explored the history of the Vikings in Thetford and the surrounding area and the impact of their presence and culture. This latest exhibition was being delivered as part of the Brecks Fen Edge and Rivers Landscape Partnership Scheme's 'Celebrating River Heritage' Project and was linked to the 'River Raiders' research project being delivered by the Breckland Society. It was made possible with funding from The National Lottery Heritage Fund. The Chair of the Joint Committee said that he had attended an official opening of the exhibition which included numerous interesting local artifacts and recommended that Members should visit it if they were able to do so.

7.4 Cllr R Kybird also spoke about the wide range of events and activities at Gressenhall Farm and Workhouse which included special event days, Norfolk school holiday activities, ticketed events and Kick the Dust: Norfolk project activities.

8 Norwich Area Committee

8.1 Cllr J. Huntley presented the annexed minutes of the Norwich Area Museums Committee meeting held on 7 June 2022 which were noted.

8.1 Cllr J. Huntley said that the Area Committee had received a progress report on the Kick the Dust Project and the Norwich Castle: Gateway to Medieval England Project and had discussed the works to resolve the infestation of dry rot in the Shirehall Chambers which was expected to be completed over the next 12 months.

9 King's Lynn and West Norfolk Area Committee

9.1 Cllr E Nockolds presented the annexed minutes of the King's Lynn and West Norfolk Area Museums Committee meeting held on 13 June 2022 which were noted.

9.2 Cllr E Nockolds gave an overview of NMS activities in the King's Lynn and West Norfolk area including work as part of the Kick the Dust project. She drew the Joint

Committee's attention to a new exhibition that had opened at Lynn Museum on 25 June 2022 at which the Turner oil painting Walton Bridges, the first Turner oil painting to be publicly exhibited in King's Lynn, took centre stage. The exhibition focused on this great master's achievements as a painter of rivers and seascapes.

9.3 Cllr E Nockolds informed the Committee that unfortunately it had not been possible to recruit new officers to the Committee of the Friends of King's Lynn Museums and that therefore, following consultation with the membership, the current Friends Committee had decided to dissolve the charity. The Assistant Head of Museums added that the Curator was examining, in consultation with former members of the charity, how any residual funds could be used for the benefit of King's Lynn museums.

9.4 The Chair of the Joint Committee said that he remained hopeful that it would be possible to have in place at some time in the future a new friends organisation for King's Lynn museums.

10 Norfolk Museums Service - Finance Monitoring Report for 2022/23

10.1 The annexed report (10) by the Director of Culture and Heritage was received.

10.2 The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2022/23 and details about the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

10.3 The Joint Committee discussed the following issues with Dr Robin Hanley, the Assistant Head of Museums:

- All NMS sites were currently open to the public and the Service was projected to meet its revenue targets. The Service was, however, currently operating at approximately 75% of pre-pandemic visitor numbers and experiencing a loss of income from admissions and commercial activity.
- NMS budgetary pressures were being managed by the County Council at CES departmental level.
- The detailed budget position for 2022/23 was as set out in the table at paragraph 1.1.5 of the report.
- The take up of museum passes had remained at a consistent level throughout the pandemic despite an initial drop. The new NMS marketing manager had instigated a new marketing campaign aimed at rebuilding and increasing the number of museum pass holders. There were further opportunities to develop the museum pass offer through increased use of incentives available exclusively to pass holders which helped with membership retention and recruitment.
- School visits had also held up very well throughout the pandemic. As soon as they were legally able to do so, many schools had returned to requesting physical museum visits which showed the high educational value that they placed on the work of the NMS learning team.
- It was noted that there were new opportunities for more joint working with partner organisations throughout the county (such as with English Heritage on visits to Grimes Graves in the Thetford area which was cited as one such example that the NMS would follow up on after this meeting).
- It was pointed out that NMS had taken steps to improve energy efficiency and reduce its carbon footprint throughout all its museum sites. This was being

done through such measures as fitting LED lighting and new forms of roof insulation whilst at the same time remaining mindful of the many restrictions that were placed on historic buildings. This work was being achieved through external funding applications where possible and through making use of the corporate initiatives that were available to the NMS, including partnership projects with the Council's environment team. NMS was also making full use of the new Environment Hub based at Gressenhall and promoting environmental issues through its work with schools and community groups

- The Joint Committee noted suggestions from Cllr Price that Members should be provided with an opportunity to view an audit report on energy efficiency measures within the NMS and that the Joint Committee should receive an annual report on progress to achieve carbon neutrality across the Service. He also suggested that achieving net zero by 2030 should be added to the risk register.
- The table at paragraph 1.2.3 of the report set out the capital building programme for 2022/23.
- The position regarding reserves and provisions was as set out in paragraph 1.3 of the report.

10.4 The Joint Committee resolved:

To note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2022/23.

11 Norfolk Museums Service - Risk Management Report

11.1 The annexed report (11) by the Director of Culture and Heritage was received.

11.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at July 2022. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in April 2022.

11.3 The Assistant Head of Museums said that there were no considerable changes to existing risks in the risk register since this matter was last reported to the Committee.

11.4 The Committee's attention was drawn to the following issues:

- There was a new risk pertaining to future NPO funding from the Arts Council England (ACE), which if not agreed, would have major implications for the delivery of museum services and projects. This was a short-term risk that needed to be accounted for until the decision for future funding for the Norfolk Museums Service was made by ACE which should be known by the end of October 2022.
- For risk RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales, the target date had been maintained as September 2022. This would be further reviewed and amended accordingly in September to roll on a six-monthly review cycle until the end of the project.
- NMS had responded to the new ACE 10-year strategy by demonstrating how it could meet their targets which were fully aligned with the NMS five-year strategic framework. NMS had a strong track record of working with ACE.
- Officers remained confident that they would be able to manage the impact of

rising construction costs for the Norwich Castle Gateway to Medieval England project. This work was being overseen by a project board which included the Chair of the Joint Committee. The rolling risk would be reassessed in September 2022 and continue to be reviewed on a 6-month basis thereafter.

- Management of the NMS risk register complied with the way in which the risk register was managed for other services across the County Council.

11.5 The Joint Committee resolved:

To agree the active and dormant risks as per appendices A and B of the report, noting the new risk RM14499-Future Arts Council England Funding.

12 Norfolk Museums Service – Performance & Strategic Update Report

12.1 The annexed report (12) by the Director of Culture and Heritage was received.

12.2 The Joint Committee received a report that provided progress with performance of Norfolk Museums Service over the current financial year 2022/23 including 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 provided an update on all major projects, including the National Lottery Heritage Fund supported Norwich Castle: Gateway to Medieval England project and youth development programme, Kick the Dust Norfolk.

12.3 In response to Members questions, the following points were discussed and noted:

- From September 2022 onwards, Breckland District Council would again be accepting applications for funding administered by the Norfolk Community Foundation. If NMS was able to make a successful funding application, then this would help with other NMS partnership funding applications.
- The structural engineers for the Norwich Castle Gateway to Medieval England project had now taken the necessary steps to support the glass roof at the Castle Museum entrance while preserving the impact this work had on the historic flint fabric of the building. A way forward for this work was agreed with the City Council and others including Historic England.
- The changing place at the Castle Museum was compliant with national standards and would help make this new visitor experience accessible to everyone.
- The Deep History Coast project continued as a joint project with North Norfolk District Council. Plans for a major academic event associated with the project (for which the impact of Covid-19 had necessitated a review of existing plans) were being progressed with North Norfolk District Council.
- Members spoke about the retro games exhibition at Time & Tide Museum from 9 July 2022 - 20 March 2023 which charted the rise of computer gaming through the boom of the 1980s to the present day. Starting with the early days of the '70s games arcades – like those on Great Yarmouth seafront – visitors were able to see key pieces of vintage hardware in retro room settings and have the chance to play games using vintage and contemporary technology for an immersive experience.
- Members heard about how NMS continued to have a strong leadership role for the wider museums sector across the East of England through its work with SHARE Museums East which had sought the support of the Joint Museums

Committee for an application to the National Lottery Heritage Fund for a project to support the development of the region's museum's environmental sustainability.

12.4 The Joint Committee resolved:

- 1. To note the update on the 2022/23 position to date.**
- 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's planning relating to its future Arts Council England funding.**
- 4. For the Joint Museums Committee to give its support for the submission of an Expression of Interest (EOI) to the National Lottery Heritage Fund (NLHF) by Thetford Town Council for a Heritage Masterplan for Thetford, with NMS listed as a partner for a future funding application.**
- 5. For the Joint Museums Committee to give its support for NMS to put forward a project enquiry form to the National Lottery Heritage Fund (NLHF) to explore funding opportunities to increase the Duleep Singh interpretation at Ancient House Museum.**
- 6. For the Joint Museums Committee to give its support for an application by SHARE Museums East to apply to the National Lottery Heritage Fund (NLHF) for an additional funded programme of training and development support to East of England museums.**
- 7. To note the submission of an Expression of Interest (EOI) to the National Lottery Heritage Fund (NLHF) to develop an application for a capital investment in Time and Tide Museum, Great Yarmouth.**
- 8. That because it was unfeasible for the County Council (the NMS governing body) to provide Arts Council England with a monthly cash flow statement for NMS's National Portfolio Organisation grant for 2018-23 and for NMS' Subject Specialist Organisation grant for Museum Development for 2018-24, the Joint Committee ask ACE to waive this payment requirement on the understanding that the County Council will commit to provide ACE with an assurance to underwrite any cash shortfalls across the life of the funding agreements.**

13 To receive an update Presentation Regarding the Kick the Dust Project

13.1 The Chair introduced Christine Marsden, Project Coordinator for the Kick the Dust Project (funded through the National Lottery Heritage Fund) that had continued to engage with young people throughout the COVID-19 period and thereafter. The presentation (which could be found on the Committee pages website) highlighted the work of the Kick the Dust team in terms of how it had adapted its approach to accommodate activity to continue to support existing groups across Norfolk.

13.2 The Joint Committee resolved:

- 1. To thank Christine Marsden, Project Coordinator for the Kick the Dust Project, for an interesting presentation.**
- 2. Look forward to receiving further update reports about this important project at future meetings.**

The meeting concluded at 4 pm.

Chair

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BRECKLAND COUNCIL

Norfolk Joint Museums Committee

28 October 2022

At a Meeting of the

Item 4

BRECKLAND AREA MUSEUMS COMMITTEE

Held on Monday, 5 September 2022 at 10.00 am in

**The Beech Room, Gressenhall Farm and Workhouse, Gressenhall, Beetley, Dereham,
NR20 4DR**

PRESENT

Cllr Robert Kybird (Chairman)
Cllr Harry Clarke
Cllr Chris Harvey

Cllr Phillip Duigan (Vice-Chairman)
Cllr Terry Jermy
Cllr Mark Kiddle-Morris
Cllr W Richmond

Also Present

Helen Bainbridge

- Chair, Friends of Gressenhall Farm & Workhouse

In Attendance

Mr Oliver Bone

- Curator of Kings Lynn and Thetford Museums

Dr Robin Hanley
Andrew Smith

- Assistant Head of Museums
- Operations Manager - West (&East), Norfolk Museums Service

Ruth Tudge

- Democratic Services Officer

Action By

20/22CHAIRMAN

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

21/22VICE-CHAIRMAN

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

22/22MINUTES

(A) MINUTES OF THE MEETING HELD ON 28 FEBRUARY 2022

The minutes of the meeting held on 28 February 2022 were confirmed as an accurate record.

(B) MINUTES OF THE MEETING HELD ON 20 JUNE 2022

The minutes of the meeting held on 20 June 2022 were confirmed as an accurate record.

Action By

23/22 APOLOGIES

Apologies had been received from Councillors Bowes, Eagle and Bushell and Ward.

24/22 CHAIRMAN'S ANNOUNCEMENTS

The Chairman stated that the works to transform Norwich Castle were well underway, work had started in summer 2020, with the reopening of the area due to take place in 2023. It remained a work in progress, and he said that Members of the Breckland Area Museums Committee would be welcome to visit, and if interested this could be arranged with Dr Hanley, Assistant Head of Museums. Members agreed this would be beneficial and Dr Hanley would make the necessary arrangements.

25/22 URGENT BUSINESS

None.

26/22 DECLARATION OF INTERESTS

None.

27/22 ANCIENT HOUSE MUSEUM REPORT

Dr Robin Hanley, Assistant Head of Museums for Norfolk Museums Service (NMS), provided Members with a Covid-19 update on the situation across all NMS sites. He explained that Covid-19 remained a risk and was being managed on a service-wide basis. Although site operations had reverted largely to pre-pandemic numbers in terms of capacity, there were still restrictions in some rooms due to ventilation limitations. Areas continued to be ventilated as much as possible and when this was not possible the numbers of visitors and staff were restricted. Hand sanitisers and enhanced cleaning regimes remained in place. Dr Hanley stated that it was unsure what Autumn and Winter would bring with regard to an increase in the spread of Covid-19 however, in terms of operational response, it could not get any worse, and he felt that teams were ready to respond to any change and were well equipped to deal with them.

The deployment of CO2 monitors, supplied through Norfolk County Council, had been really effective and had played a critical part to bring back into use some back-office space for staff and volunteers. Dr Hanley stated that it continued to be a challenge, but that they were committed to safe working across all NMS sites and were confident that this could be managed.

In line with Norfolk County Council practice at office hubs, non-frontline NMS staff had been able to return to the workplace. NMS had also implemented NCC Smarter Working and Hybrid Working principles across teams, which identified patterns of home and office-based working for teams and individual staff members.

Action By

The Curator of Kings Lynn and Thetford Museums, Oliver Bone presented the report on activities at Ancient House, Museum of Thetford Life covering the period from June to July 2022.

Building works at the former King's Head public house, a listed building next door to the Ancient House had caused disruption to the Ancient House Museum last winter. The King's Head remained covered in scaffolding following the involvement of Breckland Council and the Health and Safety Executive. It did not affect the current operations of Ancient House and the NMS would work closely with Norse to ensure this continued and reached a suitable conclusion for all.

The Ancient House programme of events planned to exhibit a different exhibition each year. This year the display had been about Thetford Treasure and featured a selection of items from the late Roman hoard of gold jewellery including an inscribed silver spoon found on the outskirts of Thetford in 1979. It also displayed Roman items from the temple site at Hockwold which had included some rare and carefully reconstructed glass vessels, pewter tableware and copper alloy figurines. The Hockwold Hoard would be moved on to the Lynn Museum in Kings Lynn for display in October 2022.

Recently the museum's staff had devoted their energies to the museum's Vikings, History on Your Doorstep exhibition which had opened to the public on 16 July 2022. Museum staff had worked with the project team at the Brecks Fen Edge & Rivers Landscape Partnership Scheme (BFER) and Dr Richard Hoggett to curate the exhibition. This project had involved members of the Teenage History Group in choosing artefacts and themes for display as 'community curators'. Supported with funding from the National Lottery Heritage Fund, the exhibition included material from the 8th century high status site at Staunch Meadow, Brandon, the Viking Burial finds from Santon, on loan from the British Museum, as well as a number of finds from the Thetford area from both the Ancient House and Norwich Castle collections. The exhibition had featured in various news outlets including the i newspaper, the BBC News, Bury Free Press and the EDP. Museum curator, Oliver Bone spoke about the exhibition on BBC Radio Norfolk's 'History at Home' slot on the breakfast show on Saturday 23 July. A summary for visitors about the exhibition was available on the museum service website: The Vikings, history on your doorstep – Norfolk Museums.

The Ancient House was part of the National Lottery Heritage Fund – funded BFER landscape project. The scheme had won a £2m NLHF grant as part of the proposal for a £3.5m landscape conservation scheme. The project was engaging local communities, schools, and like-minded organisations to understand, reveal, celebrate and protect the lost heritage of the BFER over the next five years. The Ancient House Museum was receiving funding as a partner organisation to produce exhibitions and activities in 2022 and 2023 on the themes of Vikings and Riverside Heritage.

Ancient House continued to offer a varied and responsive schools

Action By

programme for local teachers. In July the Learning Officer, Melissa Hawker had responded to a plea for help from a teacher at Drake Primary School who had been unable to take his pupils on a planned trip to the British Museum to learn about the Ancient Greeks. Ms Hawker, with some creative thinking and use of the Museum's collections devised an Ancient Greek day to meet the school's curriculum needs, the feedback had been excellent.

On 1 July 2022, Ancient House joined other museums across the country and invited children to take over their social media accounts as part of an event to emphasise youth voice from Kids in the Museum. The Ancient House feed was taken over by one of the Western Area Kick the Dust work experience cohort who shared her research on Thetford-born Thomas Paine and the museum's junior History Club who shared their 'Here Come the Vikings' project ahead of the new Vikings History on your Doorstep exhibition which had opened on 16 July 2022.

The museum had been preparing for volunteers to be safely re-introduced to the museum. The first project for the collections volunteers would be the scanning and documentation of the recently acquired postcard collection. Initially they would work with Assistant Curator (Lynn Museum) Dayna Woolbright.

28/22 GRESSENHALL FARM & WORKHOUSE REPORT

The Operations Manager for East and West, Andrew Smith presented the report that covered the period from June to July 2022.

Despite the ending of legal restrictions, a number of the COVID-secure systems and procedures implemented across NMS sites during the pandemic remained in place, with a focus on keeping staff and visitors safe through minimising any risk of infection through transmission. Sites continued to provide hand sanitiser stations and some directional signage. The wearing of face coverings was now optional, and visitors were encouraged to follow respectful distancing. The pre-booking of tickets was no longer a requirement but again remained optional. Site capacity limits had largely reverted to pre-pandemic levels.

The new Gressenhall Events Officer, Fiona Ashley, had now completed two months in post. The events programme for the 2022 season continued to run across the four operational models, which would be reviewed at the end of the calendar year to assess visitor attendance and feedback.

The four operational models included:

- Special event days – major events which required full event staffing and set up, including the use of large parking fields. A premium ticket price applied for these event days to reflect the high level of activities taking place. Free admission continued to be provided to Norfolk Museums pass holders and Friends

Action By

of Gressenhall members. The very successful Apple Day would take place on 16 October 2022.

- Days with a Difference – smaller themed events which required a smaller staffing complement and utilised core parking. These events were aimed at attracting audiences of 500-800 visitors and were offered free to Norfolk Museums pass holders and Friends of Gressenhall members.
- Norfolk School Holiday Activities – extra themed activities delivered each day of the Norfolk School holidays, with minimal increase in staffing. Free to Norfolk Museums pass holders and Friends of Gressenhall members.
- Ticketed Events – pre-booked and pre-paid events. These events were held outside of standard opening hours or out of the main season, offered at a reduced charge to Norfolk Museums pass holders. The Bat Walk event held on 26 August 2022 had sold out.

The temporary exhibition, Georgie Meadows: Stitched Drawings, had been well received by visitors and 550 visitors had left their own drawings in response to the themes of the display as part of an interactive element. On 16 June 2022 Georgie Meadows joined the curator for an Artist Introduction Webinar to further discuss the themes of the exhibition. This was the first online webinar event hosted by Gressenhall and following positive feedback by attendees, it was hoped that more of these events would be held in the future.

The Arts Council funded project Full Steam Ahead, which had provided funding to restore the 1922 Farmer's Foundry steam engine to working order was drawing to a close. The project had explored opportunities to diversify volunteering opportunities relating to steam, and recent activity had focussed on creative opportunities. Young Steam Curators facilitated by the Kick the Dust project had created pop up interpretation exploring the social and environmental impact of steam. Volunteers had included a mix of male, female, young and old.

After a long, hot, dry summer farm animals had been kept indoors wherever possible and the Suffolk Punch horses were all doing very well even in the challenging weather conditions. The two new young horses were now getting used to the farm routines and during the winter months would be introduced to the wearing of the harness. It was anticipated that at least a further 10 to 12 months training would be required before they could be fully integrated to the team.

A new, bright orange, Kabota tractor had been sourced to replace the old New Holland tractor which would be traded in with additional investment in a paddock sweeper which would help the farm team clear areas much quicker than working by hand. These investments for farm equipment had been funded through the NCC capital programme.

Action By

The Community Tree Nursery – which formed part of the Gressenhall Environment Hub – was becoming more established. A new automated watering system had been introduced to help and smaller saplings were beginning to grow, and progress was being made. The long-term aim was to supply young trees to be planted at various sites around the county and tied in with the NCC ambition to plant a Million Trees for Norfolk as well as the DEFRA Trees Outside Woodland scheme.

As part of the Gressenhall Environment Hub work, Gressenhall were continuing to work in partnership with the NCC Environment team and neighbouring landowners in the creation of the Wendling Beck Exemplar Project. The project had many different themes from managing wetland, creating an arboretum, regenerative farming practices as well as improving public access to the whole area.

Gressenhall continued to investigate a range of commercial activities as a means of generating income in the future, including room and venue hire.

The private Facebook group for Gressenhall staff and volunteers remained a valuable communication tool. It provided a link to the museum for staff and volunteers who were not currently able to attend or work on site keeping them posted with regular updates. Maintaining and growing a strong social media presence remained a key priority for Gressenhall Farm and Workhouse.

The Chair of the Friends of Gressenhall Farm and Workhouse Museum, Helen Bainbridge stated that the Friends remained incredibly supportive and continued to explore ways to support the Museum. The second-hand bookshop continued to operate, and they had funded reflection benches for the top of the farm track for people to sit and reflect which had lovely views across the farm. The Operations Manager for East and West, Andrew Smith, explained that the reflection benches had been made from an oak tree from the Gressenhall site with support from the farm manager.

All volunteer teams had now returned to site following the pause of non-essential and indoor volunteering during the Covid-19 lockdowns. Some hybrid/remote volunteering opportunities had focussed on the transcription of workhouse records and research continued. Rachel Kidd, Gressenhall Curator, had been holding re-induction meetings and refresher training where needed with volunteer groups. During the month of July, Gressenhall had offered three Year 10 work experience placements. Over a one-week period, students had gained experience working in front of house, events, learning and completed curatorial tasks.

The Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund (NLHF) delivered in partnership with a range of organisations including YMCA Norfolk, continued to engage with young people aged 11 to 25 throughout the Covid-10 lockdown periods. From the start of lockdown to the 21 August 2022 there had

Action By

been a total of 6238 interventions, involving 2,349 individual young people. The current NLHF-funded Kick the Dust project was due to end in March 2023, evidence had clearly demonstrated the positive impact on young people and staff who had engaged in project activity. The aim was to continue to support more working age young people to progress into employment, training, or further learning and long-term volunteering. The new pilot for the bursary pre-traineeship programme would allow the project to gauge the need and success of this entry level pathway into the sector. The project had seen young people move through the programme, gaining the confidence to take on volunteering roles within NMS and others securing their first job through the Government's Kick Start 6-month placement programme; including three young people progressing onto the Teaching Museum and Kick the Dust bursary traineeship programme, three of the current cohort of trainees securing permanent employment in the sector, one with NMS two young people progressing onto Teacher Training, nine young people taking on the Young Ambassador and Young People's Champion roles, one of whom had recently secured a position with the Norfolk and Norwich Festival. Others had stated that their involvement had helped them make choices around subjects and options at school and college.

29/22 CO-OPTION OF A NON-VOTING MEMBER

The Chairman proposed the co-option of Councillor Roy Brame to join the Breckland Area Museums Committee as a non-voting Member. Councillor Brame was a Trustee of the Charles Burrell Museum in Thetford and the Chairman felt this was an opportunity to work together with a two-way flow of communication. This was seconded and agreed by Members. Councillor Kybird would contact Councillor Brame direct to invite him to join the Committee.

30/22 NEXT MEETING

The arrangements for the next meeting to be held on Monday, 20 February 2023 in The Beech Room, Gressenhall Farm & Workhouse Museum, Fakenham Road, Gressenhall, NR20 4DR.

The meeting closed at 11.44 am

CHAIRMAN



Great Yarmouth Area Museums Working Group

Minutes

Wednesday, 20 July 2022 at 09:30

PRESENT:-

Councillor Freeman (in the Chair); Councillors Bird, Jeal, Price & Robinson-Payne.

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

Mr S Best (Head of Inward Investment), Mr D Barbour (Heritage & Conservation Manager) & Ms S Pearson (Democratic Services Officer).

1 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Brian Lawn.

2 DECLARATIONS OF INTEREST

There were no declarations of interest declared.

3 MINUTES

The minutes of the meeting held on 19th November 2021 were confirmed.

4 MATTERS ARISING

There were no matters arising.

5 GREAT YARMOUTH AREA MUSEUMS REPORT

The Working Group received and considered the report which was jointly presented by Andrew Smith, Robin Hanley and Colin Stott, the contents of the report are reproduced as follows:

Great Yarmouth Museums briefing for period: December 2021 – June 2022

1. COVID-19 Service update

1. Covid-19 secure procedures

Despite the ending of legal restrictions, a number of the COVID-secure systems and procedures implemented across Norfolk Museums Service (NMS) sites during the pandemic remain in place, with a focus on keeping staff and visitors safe through minimising any risk of transmission. Sites continue to provide hand sanitiser stations and directional signage. The wearing of face coverings is now optional and visitors are requested to follow “respectful distancing”. The pre-booking of tickets is no longer a requirement but remains an option. Site capacity limits have largely reverted to pre-pandemic levels.

In terms of the COVID-19 procedures and systems that remain in place across NMS sites, the priorities remain:

- Ventilation – maintaining existing ventilation arrangements to maximise fresh air flow including supplementary air purifiers at relevant sites
- Cleaning regimes – maintaining enhanced cleaning arrangements
- Hand sanitisation – maintaining existing sanitiser stations and encourage regular hand sanitisation/hand washing. Additional hand sanitiser stations are being introduced where required (e.g. near reactivated interactives)

To facilitate increased levels of use of museum spaces by visitors, staff and volunteers, CO2 monitors provided through Norfolk County Council have been introduced into a number of rooms and spaces across NMS where there is more limited natural/mechanical ventilation. At Time and Tide these spaces are the 1920’s Row, Temporary Exhibition Gallery (an air purifier also in use due to no natural or mechanical ventilation available), Education Room, Education Office, Duty Managers Office, Blackfriars Meeting Room, Collections Archive, Exhibitions Office and War Years Gallery. These CO2 detectors can be monitored locally by staff using these spaces and they also link into the LoRaWAN network, facilitating the use of monitoring dashboards to track live data and trends. The use of CO2 monitors in spaces such as the Education Office at Time and Tide Museum has enabled a number of spaces to be brought back into use by staff and volunteers and increased capacity for schools and other visitors.

2. NMS pandemic response

Throughout the period of the pandemic, NMS staff developed a broad range of digital resources to support audiences, including resources for children and families. Digital engagement included a significant expansion of social media activity. A number of these

digital resources are now being repurposed to support a hybrid offer e.g. enhanced schools resources.

In line with NCC practice at office hubs, non-frontline NMS staff have been able to return to the workplace. NMS has also implemented NCC Smarter Working principles across teams, which identify patterns of home and office-based working on a team and individual staff member level.

Volunteering has recommenced across NMS sites. Outdoor volunteering commenced earlier in the pandemic. Since Easter 2022 a phased resumption of indoor volunteering has been facilitated.

2. Exhibitions at Time and Tide

2.1 *The Wonderful World of the Ladybird Book Artist* (9 October 2021 to 6 February 2022)

The Wonderful World of the Ladybird Book Artist ran from October 2021 until February this year. This exhibition charts the rise of the Ladybird book from the post First World War period through to the early 1980's. The exhibition is the collection of one person, Helen Day, who has curated this touring show. Our incarnation of the exhibition features some new artworks not shown before which coincided with Black History Month, featuring re-illustrated books from the 1970's and the Sunstart books from the Caribbean which better represent the diversity of the country. The centrepiece of the exhibition was a floor to ceiling sized wall of books featuring over 480 unique cover designs.

Once the exhibition was de-installed in February, it was replaced by *Painting Faces*, an exhibition on loan from the Ashmolean Museum in Oxford. This makes 2021/22 the fullest exhibition schedule the museum has ever hosted, with four exhibitions on display at the museum, rather than the normal two shows.

2.2 *Painting Faces: The Art of Flattery* (19 February to 19 June 2022)

People have been perfecting their faces since the very earliest times, and, whether painting portraits or decorating human skin, they have used exactly the same materials: from kohl in ancient Egypt to white lead and carmine in 18th-century Europe. A touring Ashmolean exhibition, *Painting Faces: The Art of Flattery*, explores this need for 'self-fashioning'. For example, an Egyptian make-up palette, used for grinding green eye make-up, is displayed alongside a present-day eyeshadow set that is decorated with the phrase *Believe in your Selfie*. This show draws upon the collections of the Ashmolean Museum in Oxford and modern-day analogues of the history of make-up.

Painting Faces was deinstalled in late June and *Retro Games* was prepared for the 16 July opening date. This is a Kick the Dust related project, with the exhibition concept originated by young people.

2.3 Forthcoming Exhibitions

Retro Games (16 July 2022 to 20 March 2023)

This innovative exhibition is the result of a creative collaboration between young people involved in the NMS Kick the Dust youth engagement programme – funded by The National Lottery Heritage Fund. Collaborators included East Norfolk Sixth Form level 4 Games Design Students, East Coast College Media Studies Students and the curatorial team at Great Yarmouth Museums.

Gaming has been a feature of our lives for over forty years – *Retro Games* charts the rise of computer gaming through the boom of the 1980s to the present day. Starting with the early days of games arcades in the 70s, just like those found on the seafront of Great Yarmouth, the show moves through the decades of gaming development taking in the consoles and characters which have become household names. Co-curated by the Kick the Dust youth groups in the East, who originally suggested the idea of a retro games exhibition, along with the museum teams and private lenders, this exhibition will focus on the main decades of home gaming covering the 1970's – 2010. Games of the 1970's and 1980's will take up the main displays, including the large display case which will feature original rare consoles and gaming hardware. The centrepiece of this section is the recreation of a 1980's front room with retro carpet, settee and armchair with a playable CRT TV running a period gaming console and game. The story of the Nintendo and Sega fan wars, history of gaming magazines, the rise and fall of publishers and the changing types of format from cassette to disc to memory card are featured in the show.

Visitors will get to see key pieces of vintage hardware set in retro room interiors, including the chance to play games using vintage and contemporary technology to create an immersive experience.

origins of the exhibition date back to February 2021, when the Kick the Dust group based at Caister Academy were asked what exhibitions they would like to see at Time and Tide Museum. Completely unprompted, one of the young people suggested Retro Games and so the seeds of the exhibition were sown. The young people have been involved in decision-making on the exhibition every step of the way, from working on the content for the show, through gallery design concepts to choosing the exhibition identity for the marketing. Now seventeen months later the young people's hard work has come to fruition and they are excited to see their ideas becoming reality as Veronica from the Kick the Dust group explains:

"Having had a part in the new exhibit has been one of the best experiences of my life and I have learnt so much from everyone who has helped to bring the original designs to life. I have had a part in this project since day one and I am proud of what we have all been able to achieve in such a short amount of time. From the first day I have felt encouraged to push the original concept to create something truly incredible and unique. I cannot wait for the exhibit to be open to the public and see their reactions to what an incredible exhibit this is."

Ricardo from the Kick the Dust group adds: *"My role on Retro Games was a primary one; I heavily contributed to its layout by working on the 70s-90s theme we went with: what did a room back then look like visually? That pushed me creatively, and I couldn't have asked for a better team and experience. In addition, I led the creation of a short-documentary on Retro Games that will also be displayed when the display is ready."*

The exhibition will run for longer than the normal six-month period, lasting eight months. This will facilitate a reset of the exhibitions schedule back to the traditional Spring and Autumn changeovers after the disruption experienced during the Covid lockdowns.

2.4 Kick the Dust Trainee - Ricardo

In late October 2021, shortly after the Ladybird Books exhibition opened, Time and Tide Museum welcomed a new trainee from the Kick the Dust: Norfolk project. Ricardo is a local young person who has been attending youth sessions as part of the wider Kick the Dust scheme for a number of years at the museum. He has a background in Video Media production and has been a significant help to the exhibitions team during the installation and

deinstallation of exhibitions. The Ladybird Books exhibition continued to attract interest from a wide range of groups and featured on ITV Anglia just before Christmas. In mid-January 2022, the exhibition closed and Ricardo was able to support the deinstallation process. With over 800 books and artworks in the gallery it was a complex task packing the show away. Staff believe it was probably the largest number of artworks on display in the gallery at any one time in recent years.

Following the deinstallation of the Ladybird Books show, the Ashmolean Museum's exhibition *Painting Faces: The Art of Flattery* was next on the schedule. This show included rare prints and drawings from the University of Oxford archive.

Ricardo was able to help install the items and learnt a lot about the delicate nature of display works on paper and the specific temperature, humidity and light levels required to preserve them.

2.5 Community Displays and Exhibitions

The *Local Foreigners* exhibition on display in the Red Herring Community Gallery opened in May 2022 and will run until the end of July. This exhibition was created as part of the *Migration Heritage and Belonging* Project with Ukrainian artist Maryna Sulym. The artist worked with community members from Great Yarmouth to create stunning portraits and object photography that the museum has now accessioned into our collections. All the photographs can now be seen on our new collections website here:

<https://www.museums.norfolk.gov.uk/collections/collections-search?searchTerm=maryna>

The Red Herring Community Gallery also hosted *Finding Emerson*, a partnership exhibition with Original Projects and local photographer and historian Mark Cator from late 2021 until April 2022. The display focused on the historic local works by Emerson and featured an original platinotype silver gelatine print of Great Yarmouth along with a very rare book of 300 of Emerson's works. The exhibition also had a video showing the work of entrants to the Finding Emerson photo competition which was on display in the PrimeYarc Gallery in Market Gates at the same time.

3. Events

3.1 Spring events

Recruitment is currently underway for a new Events Co-ordinator for the Eastern Area Museums, with interviews due to be held in July. The main event focus in Great Yarmouth has been to ensure additional activities are on offer for our visitors, particularly throughout the school holiday periods. During February half term, the visitor services team put on some excellent craft activities which had a positive response from visitors at Time and Tide. These activities included *Love Bugs* (Love Bug and Valentines Day crafting session) held on the 14 February, plus *Marvellous Masks of History* (mask making activity) and *Print and Paint* (clay printing activity) during the week. A total of 480 visitors enjoyed these activities during half term. All three Great Yarmouth Museum sites offered trails for our family visitors to help engage the children on their visit. These trails always have a good level of response, with children collecting a badge at the end of their visit.

3.2 Great Yarmouth Museums Jubilee events

During the May half term and Jubilee weekend we hosted special Jubilee events at all three museums. Across that half term week we welcomed over 1,200 visitors to the three sites. Throughout the week at Time and Tide, our younger visitors could hunt for the Queen's corgis hidden around the museum, with a special jubilee trail. A special Jubilee Crafting Event Day was held on Tuesday 31st May, making Queens and soldiers from cardboard tubes.

Visitors could also make their own flag in preparation for the big day. On Thursday 2 June we had a special visitor to the museum – King Charles the First was pacing the galleries, hiding from Oliver Cromwell. Visitors who could find him had their photo taken with the regal visitor.

At Elizabethan House visitors could learn more about the Crown Jewels with our fun trail which was available daily. On Wednesday 1 June, visitors could make their very own crown in our craft session.

The Tolhouse Gaol offered a daily trail challenging our visitors to find the Rats which had escaped from the Tower of London. Could they find them all? On Monday 30 May visitors could find out what life was like in gaol by talking to a Victorian prisoner. For event days, whilst we are still accepting pre-booked tickets for admission to our sites, the preference for our visitors is now to purchase admission tickets on the day. We still recommend pre-booking for major event days and high holiday periods to avoid disappointment.

4. Other Museum Projects and Developments

4.1 Time & Tide Museum major redevelopment project

This project, now named *Changing Tides - Shaping Our Great Yarmouth*, will reinvent and reinterpret the Eastern region's finest surviving herring curing works, creating spaces for engaging audiences and a sustainable future for our museum. Staff have submitted an initial Expression of Interest (EOI) to the National Lottery Heritage Fund (NHLF). The estimated funding request as this early stage of project development is anticipated to be £3.95 million.

Time and Tide Museum was built upon the foundation of community engagement and it is proposed that this next stage of its development will uphold those values by continuing to embed co-production into the collections, displays, engagement programmes and exhibitions. This will include direct partnership working with the National Maritime Museum (Royal Museums Greenwich). The proposals include sensitive adaptations to the courtyard space to accommodate increasing demand from visitors, schools, events and other community groups. The fossil fuel gas heating system would be removed, and environmentally friendly heating installed throughout the building to future proof and lower the carbon impact of the museum adding to its future sustainability. We will investigate installing solar panels as part of the work to improve our carbon footprint in line with the Grade II listing parameters.

The project will work with artists and community groups to reinterpret the building's industrial and maritime heritage, co-producing showstopping artworks within the museum. We will develop new approaches to using digital interpretation in the museum, reflecting the advances in digital technology and social media since the museum first opened in 2004.

4.2 Digital Engagement

In March a new Collections website was launched for Norfolk Museums Service, including Great Yarmouth Museums collections. <https://www.museums.norfolk.gov.uk/collections>

The Great Yarmouth museums are still very active on social media channels and take part in national initiatives including Museum Week. Some individual posts have reaching over 2,000 views by digital audiences.

4.3 New Acquisitions

We have recently accepted the entire collection of a Mr Frederick James Nichols (2nd Battalion, Coldstream Guards) which was donated by a member of his family. The collection consists of letters, medals and memorabilia of this Yarmouth man's journey to war in 1914. It is a complete collection with images and backstory of one man, but it is also a great reflection of many men's stories from Great Yarmouth during the Great War. He was born on 1 December 1895 and died at the age of 20 years on 26 March 1916.

Fred grew up in Cobholm, Great Yarmouth, and lived with his parents and three siblings at 7 Granville Road, Southtown. He was educated at Cobholm Boys School, where he excelled at his studies and was highly thought of by his Headmaster. He was an artistic young man and wanted to go into amateur theatricals, instead at the outbreak of war he enlisted in the Coldstream Guards.

In some of his letters Fred asks after his father James, who worked on Yarmouth docks and lined up with other workers trying to get work unloading ships, often full of coal, in the harbour.

His letters ask about his brother and sisters and paint a fascinating, and very moving picture of the family life he must have missed so much. Despite the hell of trench warfare, he makes light of the conditions he was living and fighting in, obviously not wishing to worry his parents or upset the censors. He was killed at the young age of twenty, as were so many others of his generation.

4.4 Migration, Heritage and Belonging project

The *Migration, Heritage and Belonging* project, funded by the Esmee Fairbairn Foundation, was completed at the end of June. As a project outcome, we will be launching a new trail for children over the summer holiday period at Time and Tide. The trail, aimed at under five year olds, will focus on migrating birds and fun facts about different species. The trail sheet for the five to eleven year old age group will focus on looking at objects around our main galleries and investigate how they arrived in Great Yarmouth.

We also hosted the East of England regional meeting of the Migration Network UK at Time and Tide in March. Talks and presentations from this gathering are now available on YouTube.

5. Learning

The past six months has seen the gradual return to near normal working conditions as Covid-19 restrictions have ended and we have seen a progressive relaxation of controls at our museums. We are still operating with safeguards in place and some restrictions in numbers, but we are pleased to report the return of our regular youth engagement activities at the museums and increased demand from teachers to bring groups out on school trips again

5.1 Schools

In the period between January and March this year 1,013 students took part in museum events. In the period April to June the total figure was 1,680. In addition, we are sending out

digital resources developed during the pandemic to all visiting schools for teachers to use to support follow up work in the classroom.

One particular local teacher who has been coming to us regularly for a number of years responded to a recent Vikings event by saying: *"In the time we had, you managed to cram so much in for them, it was perfectly pitched & timed. I've been teaching and organising visits for 25 years and this has been my favourite so far."* Our teachers return to us regularly and we maintain an open dialogue with them to ensure that what we do is meaningful to their pupils learning.

Our offer is fully inclusive to pupils with a range of needs. A teacher from a SEND school commented after visiting for a Pirates event, *"Being outside of school, socializing, interacting & learning outside of the classroom without anxieties for us is a benefit of this trip "*. One boy after a Roman event on leaving the museum commented to staff that, *"I have had the best day ever!"* Many pupils inform us on the way out that they want to return with their family.

Our schools programme continues to benefit from support from the DFE / ACE Museums and Schools programme, with a further £38,880 of funding confirmed for the current financial year. We are now in our tenth year of the Stories from the Sea project delivered with Royal Museums Greenwich. In addition, this has led to further collaborations on projects such as the *Migration, Heritage and Belonging* project and the current fundraising efforts for the Time and Tide Museum redevelopment project.

Teachers' CPD Workshops

We are continuing to lead the Enjoy-Great Yarmouth Cultural Education Partnership and have recently supported the delivery of a series of Teachers CPD workshops with Andrew Wrenn from the Historical Association and Kate Argyle from Historic England.

The series focused around a set of rigorous historical enquiry questions with guidance on how these can be sequenced into coherent medium-term plans using local history resources to support topics of national significance. Content included reference to changes, significant individuals, first and second order concepts, teaching history within living memory, teaching history beyond living memory with a focus on the Great Fire of London, and studying change and continuity through historic sites.

The series is currently ongoing. Feedback from the first couple of sessions included:

"This is a topic I have taught many times over the last few years but have never felt like I've got it 'right'. I quite literally am now about to rejig my planning thanks to this excellent CPD and have some good to go lessons to put in. Thank you!"

"I certainly feel more confident when talking with my EYFS Lead about Historical concepts"

"Much more confident - there was a wealth of ideas, which were so relevant to my children and easily accessible"

Culture and Heritage Education Group (CHEG)

The second meeting of CHEG since its launch in September 2021 happened in the Spring term with a focus on the Platinum Jubilee. It took place over Zoom, after school, for teachers from both Lowestoft and Great Yarmouth.

The session was delivered by Kate Argyle from Historic England and involved looking at historical resources to use with pupils to commemorate the Platinum Jubilee, including a

focus on anything Royal such as visits and past jubilee celebrations specific to Great Yarmouth and Lowestoft, in order to enable the Platinum jubilee to be accessible and relevant to primary pupils. This included local stories, press coverage and photos; local buildings; and key events across both areas which link to the life of Queen Elizabeth II. These were then explored in the context of single lessons or larger scale projects as well as highlighting aspects such as links to the curriculum, first and second order concepts; links from history to geography; creative arts; British values and citizenship.

Feedback from the session included:

"It has given me lots of ideas to take back to school for our Platinum Jubilee Day and how to get lots of history activities across every year group".

"Lots of useful ideas, not just about the Jubilee!"

When asked to rate this CHEG meeting, all of the teachers rated it at 4/5 or 5/5.

5.2 Youth Engagement

The NMS-wide Kick the Dust project continues, with NLHF funding now extended to the end of March 2023. Fundraising is now under way for a follow-on project in partnership with YMCA Norfolk & Leicester. We have several groups of young people meeting regularly at the museum and are running additional one-off projects with other groups.

YMCA

Kick the Dust has continued to work with YMCA Norfolk to create an engaging programme of positive activities for young adults who struggle with their mental health and wellbeing. The sessions are held every Wednesday throughout the year. During our weekly sessions, we use a range of creative practices to explore historical topics inspired by our museum collections and world history. For example, the clients recently completed a Viking project. For this project, they completed informative zines, created their own version of the popular Viking game, Hnefatafl, and visited Norwich Castle to participate in a Viking object handling session with the learning team. In our latest Mythology project, we have worked with five clients to explore world mythology and design our own playing cards for the storytelling board game, Dixit.

Three of our clients are Youth Ambassadors for the Kick the Dust project. As a Young Ambassador they are members of Kick the Dust's project steering group, which allows them to help shape the future direction of NMS's youth engagement work and keep a 'youth voice' at its heart. The role will help them to gain skills in communication and budget management as well as shaping a project that they are passionate about. These clients are also interested in the Kick the Dust pre-traineeship scheme which will be introduced in September.

Y Heritage (Leicester YMCA)

At the end of May, we were visited by Y Heritage on their '*Norfolk Experience*' heritage trip. Seven heritage ambassadors from Leicester YMCA, Milton Keynes YMCA, Erdington YMCA and Sutton Coldfield YMCA joined us at the Time and Tide Museum on the 24 May to explore how the NMS Kick the Dust project has used youth voices to help shape and direct the future of Norfolk Museums. Tricia Hall led a tour of the Time and Tide Museum for the visitors and a few of the clients expressed their surprise at how interesting local history could be. Adam Hummel and his friend Jessie provided an impressive drag makeup tutorial for the ambassadors, whilst showcasing his '*Catch of the Day*' exhibits. Adam's costumes are inspired

by Great Yarmouth's fishing industry and the LGBTQ+ community and have since been accessioned into the Time and Tide Museums collections. Their workshop inspired the ambassadors to explore how they could use their voices to direct their own museums to collect artwork created by young people and incorporate voices from communities that were previously hidden.

We were joined by six Great Yarmouth YMCA clients who showcased the projects they have completed with the Kick the Dust project. They were confident and informative and gave tips to the ambassadors about their thought process when it came to deciding projects and how they used museums staff and venues to facilitate projects. For example, the clients explained how the YMCA clients were allowed to take over the Tolhouse Gaol to host an Escape Room, inform the retro games exhibition (and host their own), visited museum exhibitions and collections, and participated in local heritage activities such as the HAZ Shop Signs walk.

Finally, we concluded the day by eating fish and chips on the beach. This was particularly exciting for some of the YMCA clients who had never been to the beach before. The clients also helped the heritage ambassadors on their sound walk of Great Yarmouth and enjoyed sharing their ideas with the Y Heritage group on how to incorporate youth voices into heritage work.

Teaching Museum Trainee Visit

On the 27 April, the Time and Tide Museum team hosted training for the eight trainees from the NMS Kick the Dust and Teaching Museum programmes. This was led by Ricardo – the Kick the Dust trainee at Great Yarmouth. The trainees were pushed out of their comfort zone and shadowed the 'Seaside Rocks' school session with the Learning Team. Philip Miles (Exhibitions Officer) and Ricardo also showcased the upcoming *Retro Games* exhibition which features a film produced by Ricardo with ECC media students as part of his Gold Arts Award. The day was concluded by a Creative Evaluation session led by Colin Stott and Tricia Hall. During this session, trainees evaluated the training undertaken and explored ways of conducting evaluation in creative ways.

Saturday Art and Design Club

Since November 2021 our National Saturday Art & Design Club has held 12 sessions, totalling 48 hours of delivery, for young people aged 13-16, most of whom live within the Nelson Ward of Great Yarmouth. A total of 19 young people have sustained their engagement throughout these sessions, and contributed to significant High Street Heritage Action Zone projects; Ghost Signs and 3D Shop Signs, along with local artists Donna Thompson and Gabbi Minas.

50% of participants joined in 2022 and our group of young artists includes three young carers, one young person on the asperges spectrum, two young people with ADHD, and one young person who was referred by a clinical therapist.

As well as innovative multi-arts workshops led by leading artists, our group in 2022 has enjoyed a Masterclass with Jeremy Hutchison at Norwich University of the Arts, an exhibition of their work shown publicly at Skippings Gallery on King Street, Great Yarmouth, as well as a trip to Somerset House in London and the Institute of Engineering and Technology, to take part in the Graduation Ceremony (attended by 73 clubs nationally) and the Summer Exhibition to see their artworks displayed.

Here is a piece of feedback given recently by Club Member, Sophie, aged 15:

"I thoroughly enjoyed each activity, in which I can safely say I have developed my confidence not only in my social life but also within my abilities to attempt new things! And thank you too for the experiences and memories I shall cherish! Hope to see everyone soon."

Please follow these links for further details:

Make Yarmouth

Make Yarmouth works with The Shaw Trust to engage vulnerable teenagers in positive activities. We use a variety of creative arts approaches and the museum collections to investigate heritage. The session runs every Tuesday evening in term time. There are 24 young people currently registered and since December we have delivered 22 sessions which have been attended by approximately 12 young people each week. We have hosted visiting artists from the HAZ Ghost Signs and Ledger Projects and made decorations for the Flavours festival on King Street and informed the planning of the *Retro Games* summer exhibition at Time and Tide.

Ledger

Ledger is a contemporary art project by artist Oliver Chanarin, commissioned by Forma. Using photography as a tool for investigation, dialogue and encounter, Chanarin is travelling across the UK to explore questions of identity, belonging and nationality at a time of deep polarisation and introspection – following the turmoil of Brexit and Covid-19.

The photographer delivered a photo negative workshop and a photoshoot with Make Yarmouth. Local young designer Adam Hummel and make-up artist Jessie Simmons delivered a theatrical/drag make up workshop for visual and performing arts students at East Coast College and the results were photographed by Oliver Chanarin. The project will visit the youth group at St Georges Theatre on 7 July.

Former Kick the Dust trainee Ricardo, who is from Great Yarmouth, has been working as assistant photographer for Ledger. He will also receive a Gold Arts Award for his work on a Time and Tide sound installation for the *Wreck and Rescue* gallery, and a film that he produced with ECC media students for the *Retro Games* exhibition.

Heritage Action Zone - 3D Shop Signs

Time and Tide is working with six artists and five different groups of young people (Make Yarmouth, YMCA, East Coast College, East Norfolk Sixth Form and National Saturday Club) to create six 3D shop signs, inspired by trading and the use of shops and buildings in the Heritage Action Zone (HAZ) area. Along with their artists, the groups visited the HAZ, learned about the heritage of the area and selected their favourite buildings. They have collaborated to design and begin creating their signs. Highlights have been visiting the artists workshops and taking part in 3D practical workshops. National Saturday Club shared their ideas with their parents and made voice recordings of their parents' memories of the area.

5.3 *Kick the Dust: Norfolk* – countywide project update

The NMS *Kick the Dust: Norfolk* project, funded through the National Lottery Heritage Fund, has continued to engage with young people aged 11-25. The project team have adapted their

activities to support existing groups across Norfolk, in particular YMCA groups, using digital means. The team is delivering a blended approach with most sessions being delivered face-to-face but using online engagement where this has been the most effective for young people. This is the case for our online work experience programme which removes access barriers for those wishing to engage in this acclaimed programme but where travel would be a barrier.

This update also compares our data with that of the other 12 national Kick the Dust projects through the Renaisi data produced for the National Lottery Heritage Fund from Oct 2020 to September 2021.

Current number of interventions with young people:

From the start of lockdown to 30 June 2022 there were a total of 5,953 interventions, involving 2,220 individual young people taking part in 2988 hours of quality digital activity. Following reopening and access to groups on site and in outdoor settings, the team has delivered 359 face to face sessions (41% of all delivery) with young people across the county, out of a total of 879 sessions delivered between March 20 and 30 June 2022. This equates to 72% of all activity now being delivered face to face, with 83% of all activity taking place in June 2022 being delivered on site.

Total participation numbers from the project start date in October 2018 are 12,025 interventions, involving 3,942 individual young people taking part in 6,120 hours of quality activity, taking us beyond the initial target of 8,000 interventions. As more young people take the lead in projects this is shifting the percentage of activity at each of the 4 levels. In June, of all activity, none was at the pre-player level showing that the YMCA young people are more confident and taking part in longer term projects as they engage on site. At Player level this represented 17% of all activity, Shaper 52% and Leader 30%. More importantly, of these activities, 82% involve young people in leading and designing projects, taking on the role of Young Ambassador and playing a leading part in the Youth Board.

Breakdown of activity taking place in each area since October 2018:

- 47% (1284 opportunities) in the West (covering Kings Lynn, Thetford and Gressenhall), (56% face to face in May)
- 28% (775 opportunities) in the East (covering Great Yarmouth, Cromer and Sheringham) (100% face to face in May)
- 25% (671 opportunities) in Norwich (57% face to face in May),
- 282 volunteering opportunities have been provided to 142 individual young people.

We continue to develop and deliver an online training offer for all staff and volunteers who support youth engagement in NMS. In total 308 staff have taken part in training since October 2018, with 151 having taken up opportunities in lockdown. As we have opened the opportunities to volunteers, a further 37 young volunteers have taken part in training. Kick the Dust has supported a total of 7 young people on its bursary traineeship programme, the last cohort finishing on 31 May 22. One Kick the Dust participant progressed onto the NMS Teaching Museum traineeship programme. We have recruited a further 9 Young Ambassadors to support Institutional Change within NMS and to join the strategic Youth Board and Project Board, with three of these young people coming through from the YMCA. Staff from NMS Front of House and Visitor Services teams have taken part in Autism Awareness training—'Removing Barriers for young people' and we have arranged further

onsite training for FOH teams to consider how their spaces can be made more inclusive. The Supervisor at Norwich Castle stated *'It's been great to see customer focused enthusiasm again from the team, as a result we plan to have a small group who will regularly look at ways in which we can improve access, be more aware and more inclusive as a team.'*

Our offer to support staff and volunteers around the important theme of mental health and wellbeing is on-going and additional training to support staff working with young people facing more complex needs is to be delivered in conjunction with our new colleagues from Leicester YMCA, Y Heritage, as we embark on a potential new bid to the National Lottery Heritage Fund. The new training programme accommodates the needs of staff and includes opportunities for FOH staff to take part, linked to the new outcome in the Institutional Change findings focusing on equipping staff to feel confident in working with young people facing more complex barriers to engagement as well supporting Front of House and Visitor Services staff to have increased awareness of the opportunities to engage with young people. Data from the young people's feedback forms shows that 22% of young people up to June 22 identified as having a mental health issue, an increase of a further 2% on May 22.

NMS and NCC continue to work together through the 'Making Creative Futures' group where members from across Children's Services identify ways to engage the hardest to reach and most vulnerable children and young people through a joint effort. The group continues to play a key part in the delivery of activity as part of the DfE funded Holiday Activities and Food (HAF) project through the Big Norfolk Fun programme ([Big Norfolk Holiday Fun - Active Norfolk](#)) and through our own contributions to this through our Kick the Dust offer. The focus is now on mental health and wellbeing, with activity taking place across the county in support of Creativity and Wellbeing week in May.

Breakdown of respondents

The age ranges reflect the way the team is currently working and having access to young people through partners. We continue to work with a higher number of older young people as we work with YMCA clients and those from the University of East Anglia and Norwich University of the Arts who are aged 18-25 years of age. Whilst the number of young people aged 11-16 years is lower than the older age groups, this allows this group to progress through the programme.

The comparison with the Renaisi data is in brackets and highlights the changes since the last Renaisi report in 2020. Across all 12 Kick the Dust projects, the largest proportion of participants were from the 17-19 category (24%), while the largest proportion in Years 2 and 3 of the project came from the 14-16 category (32%). Approximately half of participants (49%) were aged 11-16 in Years 2 and 3, compared to 32% in this final year. The reasons cited by Renaisi for this change is that young people are engaging in deeper levels of engagement than in previous years which in turn could explain why participants are from the older age groups. Whilst this is the case for Kick the Dust Norfolk, we are providing a range of shaper and leader opportunities for young people across all age groups participating although the older age groups tend to be engaged at Leader level.

7% aged 11-13 years (15%)
13% aged 14-16 years (17%)
29% aged 17-19 years (24%)
27% aged 20-22 years (22%)
24% aged 23-25 years (23%)

Data is collected around ethnicity through the Young People's Feedback form (should they choose to answer this question) and is based on the descriptions used by the NLHF: (Renaisi data is shown in brackets)

Breakdown of ethnicity:

- Asian – 3% (5%)
- Black- 1.5% (7%)
- Arab – 0.7% (1%)
- Irish traveller – 0.7% (1%)
- Mixed ethnic – 4% (5%)
- White – 90% (70%)

Those who chose to respond to the question on whether they had a physical or mental disability which can be a barrier to engagement is as follows:

- Disabled – 21% (9% in Renaisi data)
- Non-disabled – 15%
- Preferred not to answer – 64%

A large number chose not to answer this question but a further 6% of young people added that additional barriers to their engagement included transport and finances.

How young people are finding out about Kick the Dust has changed since the beginning of the project with 16% coming to us through social media posts and the new Kick the Dust web pages, 10% through flyers and posters, 19% through friends or a family member and 12% from having taken part in a previous Kick the Dust activity. Strong partnerships with Children's Services and other cultural and youth organisations accounts for 43% of young people being signposted to Kick the Dust

Target audiences: (some young people fall into more than one category)

- FE/HE – 35%
- YMCA clients – 35%
- Secondary schools – 23%
- Young people with mental health issues – 22%
- SEND – 10%
- Outside of mainstream education – 7%
- NEET – 7%
- Looked after children and adopted living those at home - 5%
- Young Offenders and those at risk of offending – 4%
- Care Leavers – 3%
- Young Carers – 3%
- New arrivals and refugees – 2%
- Pregnant young mums and teenage parents – 1%

As part of the feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceive museums in terms of being spaces for young people.

Before taking part in a KTD programme, 77% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector. After their engagement 61% of these young people stated they now had a good understanding of the different job roles available in the sector and a further 36% felt more knowledgeable. 91% stated that the skills they had learnt would be useful to them in the future (Renaisi 92%). This shows that Kick the Dust as a programme enables young people to gain a greater understanding of the opportunities within the heritage sector and develop transferable work skills.

Following their engagement, 88% felt that museums were a space they would use in the future.

When we compare all our data to the Renaisi findings, (which uses data from October 2020 to September 2021 across all 12 national Kick the Dust projects), it shows we are in line with other Kick the Dust projects, scoring higher in 9 of the 13 areas. (The Renaisi responses can be found in the brackets).

Following their engagement:

80% of young people felt that there were jobs for young people like themselves to work in heritage with 13% not sure and needing to find out more. (Renaisi **67%**).

90% of young people said they had learnt new and interesting things about heritage (Renaisi **85%**); **85%** of young people felt that heritage represented young people like them (Renaisi **73%**)

81% of young people said they were more likely to become a volunteer because of their involvement in KTD (Renaisi **78%**) and **81%** stated they would be looking to take part in other local heritage events as a result of their engagement (Renaisi **73%**).

96% of young people stated they felt welcomed and respected by staff (Renaisi **95%**) and **84%** felt a sense of achievement (Renaisi **82%**).

90% felt heritage delivered in this way would engage other young people (Renaisi **92%**) with **81%** of young people stating they now had a better understanding of heritage having taken part in the programme although 19% weren't sure and needed more engagement. (Renaisi **85%**)

64% of young people felt they had the opportunity to influence decisions. (Renaisi **64%**)

92% stated there was something for everyone irrespective of background (Renaisi **91%**) although this needs to be put into context of other demographic data for Norfolk.

98% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them with 50% of this number stating financial concerns as a barrier. (Renaisi **93%**).

78% of young people said they had found heritage more relevant than they had before embarking on their Kick the Dust journey with 19% neither agreeing nor disagreeing (Renaisi **81%**).

Summary

The Kick the Dust project continues to successfully demonstrate the impact on young people and staff engaging in activity. As we deliver activity through our new blended offer of face-to-face activity and online engagement, this impact is increased further as more staff engage in the co-delivery of activity and see the benefits to their own development. This has been seen in the delivery of current exhibitions, curation, and collections.

Kick the Dust was set up as a three-stage journey, with young people developing transferable work-related skills and gaining experiences that they would struggle to find elsewhere, to support them in securing employment. Whilst young people cite being involved in curation and creating exhibitions as the main areas they have enjoyed, it is through these activities that they hone their skills and understanding of the workplace, which will help them secure employment longer term.

Our aim as we move forward is to support more working age young people to progress into employment, training or further learning and long-term volunteering. We have seen young people move through the programme, gaining the confidence to take on volunteering roles within NMS, others securing their first job through the Government's Kick Start 6-month placement programme; three young people who have taken up positions within NMS Front of House teams, eight young people progressing onto the Teaching Museum and Kick the Dust bursary traineeship programme following their engagement in Kick the Dust, two young people progressing onto Teacher Training, and nine young people taking on the Young Ambassador and Young People's Champion roles, one of whom has recently secured a position with Norfolk and Norwich Festival. Others have stated that their involvement has helped them make choices around subjects and options at school and college.

QUOTES

'Make Yarmouth & Saturday Art Club have influenced me to do more creativity and thanks to Kick the Dust for helping and supporting us. I was really shy when I started and didn't speak much. I feel quite confident and have improved a lot more by being here and learning and artists and the history of Time and Tide' (Young Carer in the East).

'M chose film production after a National Saturday Club taster session at East Norfolk Sixth Form. She is now applying for a volunteering role as a result.' (Project Worker East)

'I still thought it was worth emailing to say thank you for the photos of the museum club enjoying the trail, it's so lovely to know they gave it such positive feedback as well! It was a lovely project to be involved in and I feel I have learned a lot about creating heritage projects in more practical terms, so thank you for that. I also hope that when I have the time there are more Kick the Dust projects I can get involved in!' (Young Person on the Faith and Ritual YAF project)

'It was a wonderful opportunity to be able to be a part of the SHARE organising group, so thank you for having young people, like myself, involved at an organising capacity at this event. It was very insightful and I learnt a lot. Thank you also for being so patient and helpful with my questions!' (Lily F Young Ambassador KTD)

Following the event Lily secured a job with Norfolk & Norwich Festival in Kings Lynn – 'I have been successful in a job application (which I'm so happy about!!), to work at Kings Lynn Festival as their 'events and communications intern'

'Kick the Dust has helped me to gain real-life experience within the museum and heritage sector. I was able to curate, organise and develop my own creative project which has since been on display in numerous venues in Norfolk. As a result of this, I have been able to kick start my career as a project coordinator within the arts and culture sector. Without the hands-on experience that Kick the Dust gave me, and the help and knowledge of the scheme's organisers, I wouldn't have had the experience or confidence to start applying for the jobs I once dreamed of.' (Young person on the online work experience programme.)

Take up continues to expand through the establishment of new partnerships with schools, colleges, Children's Services, and other cultural organisations as well as Job Centre Plus and

Norfolk and Waveney MIND. The launch of the new Kick the Dust web pages on the NMS site is bringing traffic and enquiries from young people who would not ordinarily come to us through our existing partnerships which will support this growth and solidify the way NMS approaches youth engagement going forward. <https://www.museums.norfolk.gov.uk/join-and-support/kick-the-dust>

Planning is now in place to consider the next steps for Kick the Dust and the NMS youth engagement strategy. Recent partnership development work with Y Heritage - another Kick the Dust project based in Leicester YMCA - included a 3-day experience visit hosted by our young people from the YMCA's in Norwich and Great Yarmouth, as well as two other Kick the Dust young people. Feedback shows that this cross-fertilisation of ideas and peer mentoring approach allows other young people and their partner organisations to develop the skills and knowledge to implement their own youth engagement programmes. This legacy work will support a new NLHF bid and highlight the need for a new project based around the principles of Kick the Dust. The new project will also be embedding our work with SHARE Museums East to share best practice within a wider range of museum and heritage organisations across the East of England, building on our current successes and approach to youth engagement.

6. Participation numbers

A summary of participation numbers including via social media will be circulated with the minutes.

It was noted that an Expression of Interest for funding from the Heritage Lottery Fund had been given the green light and work is now underway to work up a more detailed application building on the experience and success of the current project. Other funding opportunities are being explored.

Councillor Jeal asked how the trip to London for local children was paid for. It was confirmed that this was offered free of charge which is a core part of the Kick the Dust programme.

Councillor Freeman commented on the positive engagement with young people in the Borough particularly in those areas with deprivation.

Councillor Robinson-Payne congratulated NMS on the events and work which had been happening under difficult circumstances and asked if the Drag artist who had worked with the young people would be involved in the Pride event due to be held in September.

Councillor Robinson-Payne also asked if weddings would continue to be held at the museums and for an update on the café.

Andrew Smith confirmed that he was not aware of involvement of the Drag artist in the Pride event but will look into this. He confirmed that a review of sites used for weddings had concluded that they would only be held in the Elizabethan House moving forward, the marketing has been refreshed and bookings are being taken for 2023/24 onwards.

The previous tenant for the café could not continue post Covid but a lease agreement is being drafted with a new local company, 'Hope Coffee Company' who would be expected to be on site 3 days per week, 4-6 days in the school holidays and 2 days per week in the winter months.

Councillor Price asked, if the possible change in legislation for wedding venues did not happen, whether weddings would be a financially viable use for the Museums. Andrew Smith advised that the wedding offer had been rationalised and that they were a secondary income stream. If bookings were not received this would be reviewed. He added that the Paranormal evenings are very popular and hosted across the year.

Councillor Freeman asked if it was expected that the museum would remain open during the redevelopment and if there was a programme timeline. It was advised that the next 12 months be securing the funding in place and the works would then start late 2024-25 with completion in 2027. The works will be phased and if possible closure will be avoided.

Andrew Smith added that the statistics on social media and the participation numbers will be circulated with the minutes. A new Marketing Manager has been appointed, a new online marketing campaign has started and a new leaflet has been produced which had been circulated to schools.

RESOLVED:

That the Area Museums Committee note the report.

6 ANY OTHER BUSINESS

Dates to be agreed for the next meetings to be held during October 2022 and January 2023.

The meeting ended at: 11:00



Norwich Area Museums Committee

14:05 to 15:30

6 September 2022

Present:

City Councillors:

Huntley (chair)
Kidman
Schmierer
Wright

County Councillors:

Brociek-Coulton (vice chair)
Birmingham
Reilly
Ward
Watkins

Co-opted non-voting members:

Felicity Devonshire (Friends of Norwich Museums) and Danusia Wurm (Norfolk Contemporary Art Society)

Apologies:

City Councillors Osborn and Thomas (Vi), County Councillor Rumsby, Councillor Kybird (ex officio member), Amanda Geitner (East Anglia Arts Fund) and Councillor King (Broadland District Council)

1. Public questions/petitions

There were no public questions or petitions.

2. Declarations of interest

None.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 7 June 2022.

4. Norwich Museums Report – May to July 2022

The assistant head of museums introduced the report and proposed that he and his colleagues would present the relevant sections and pause after each section for members to ask questions or comment.

The assistant head of museums presented the first section of the report. The Covid-19 measures that had been implemented continued to be in place. These included the use of CO2 monitors to monitor ventilation, regular cleaning and hand sanitiser points across each site. Indoor volunteering was being resumed for the first time since the pandemic.

The operations manager presented section 2, Reopening the Norwich Museums. Members noted that the entrance to Norwich Castle was still taking place via a temporary route. A new pop-up café had been opened in the part of the museum that had been handed back to the Norfolk Museums Service (NMS) by the contractors of the Norwich Castle: Royal Palace Reborn project. Members noted that the figures on the total number of ceremonies held at Norwich Castle were slightly distorted due to the reporting timelines. In response to a member's question the operations manager said that the August figures for this year were around 10% higher than the previous August. Overall, the figures over the previous 12 months showed that the usually quieter periods for ceremonies had seen the highest increase since the pandemic.

The learning manager presented section 3, Norwich Learning Team activity – highlights report. The committee noted that the number of schools groups was continuing to increase to pre-pandemic levels across all sites. The numbers for Norwich Castle continue to be capped due to the construction work. Schools continued to take advantage of the digital resources created during the pandemic which remained free of charge. Members noted the positive feedback from attendees of the Early Years Foundation Stage events held at the Castle. Norfolk Museums Service (NMS) staff held an A-Level Conference for students and teachers and a History teachers' conference in July. Feedback from attendees had been very positive. The learning manager said in reference to section 3.2 of the report that the digital programme continued to be successful and there had been bookings from schools from outside the county. In reference to section 3.3 of the report members noted that NMS had worked with a range of partners on the Royal Palace Reborn: *Castle 900 – Keeping it Regal* project. Over 240 people from Norwich had had their portraits taken by a photographer and the portraits would be projected on to the Castle walls in the autumn. The committee also noted that NMS had worked with The British Museum and Jarrold's to create window displays for the platinum jubilee. Drama students from the University of East Anglia worked with NMS to create an original piece which was performed at the Sainsbury Centre. Members noted that The Garage had been a key project partner and had also held performances as part of the *Keeping it Regal* project. The learning manager highlighted that the Knight Club had been very popular and had reached 151,000 people through events hosted at sites across the country, including Latitude Festival and the British Museum Festival of British Archaeology. A range of activities had also taken place to support the current exhibition at Norwich Castle: *The World We Live In: Art and the Urban Environment*. These activities were held with a range of different community groups, this included Community Culture Club, The Museum Club and New Routes. A range of other activities had taken place including, a link with *GoGoDiscover* at the Museum of Norwich, Time and Place tours for Norwich Pride at Norwich Castle and there continued to be guided tours at all museum sites in Norwich. Members noted section 3.4 Early Years Visitor Engagement, and the positive feedback that had been received about the monthly Snaplings and Snapdragon groups and the CPD training for Early Years practitioners.

The chair commented that there was a full and rich programme of activities at the museums, and it was good to see positive feedback on these programmes. A member said that she welcomed the use of sign within the Early Years groups, and that it was great to see the positive feedback on this. The assistant head of museums said that the development of Early Years provision was key in the Norwich Castle Development plan and were using this to take a creative approach for this, and that this could become best practice for other practitioners across the sector.

The assistant head of museums presented section 4, Kick the Dust: Norfolk – project activity update, of the report. Members noted that since the start of the project to 21 August 2022 over 12,000 interventions had taken place. Data from the project showed the positive impact on the participants. The shape of the project had evolved, and this trend was particularly driven by the young people who were involved with the project. 87% of activities now involved young people helping to design and shape the activity. The project was now primarily focussing on older participants, particularly in the age range 16 to 25 year olds. Staff engagement with both Kick the Dust participants and other visitors with access barriers was increasing based on the training provided, with positive feedback received from staff. The assistant head of museums drew member's attention to the breakdown in the figures of the Kick the Dust participants on page 24 of the agenda, in particularly it was noted that participants might fall into more than one category and that many of the participants said that they were suffering from mental health issues. Due to the easing of COVID-19 restrictions more of the work could be conducted in person. Feedback from participants highlighted that the Kick the Dust project was helpful in terms of decreasing isolation, increasing confidence and employability. One participant of the project was now employed by NMS. Members noted the comparative figures of the NMS Kick the Dust project and other Kick the Dust projects across the country, the NMS Kick the Dust project scored higher in 9 of the 13 areas. The assistant head of museums said that the service was working with the Y Heritage project in Leicester to develop a funding bid, this would be based on the learnings from the current project. Overall, it was clear from both participants and partners how beneficial the programme was.

A member commented that he had visited, the Retro Games exhibition at the Time and Tide Museum which had been curated by Kick the Dust participants. The exhibition was a draw for people, especially young people, who might not have visited the museum otherwise. This showed the clear benefit in working with young people to develop this exhibition. It was evident that the work with the Kick the Dust project had embedded across the service with regard to working with and involving young people. In response to a member's question the assistant head of museums said he would provide a breakdown of care leavers among participants and that the YMCA was a close partner in this work. Due to this the project funded a post within the YMCA, split across three posts in Norwich, Great Yarmouth and Kings Lynn.

The assistant head of museums presented section 5 of the report: Norwich Castle: Royal Palace Reborn – project update. Members of the committee had been invited to a tour of Norwich Castle which had been held before commencement of the committee, the assistant head of museums said that there would be other opportunities for tours as work progressed and milestones were reached. He highlighted that the new pop-up café had opened the week commencing 29 August 2022. On 6 September 2022 the museum had opened the new toilet block to members of the public. The Changing Places facility would open within weeks and was in line with national specifications and would be listed for members of the public. The intention was that this facility would be free to use for anyone regardless of whether they were visitors to the museum or not. The installation of the steel supports in the Keep was ongoing, and it was starting to become evident where each floor would be, the next phase would be the installation of the floor joists that would hold each floor. Within the former main entrance, the demolition work had started, and work was progressing in creating new entrances to the museum. Curatorial

colleagues from NMS were working with the British Museum to agree long-term loans for the British Museum gallery, this work had been progressing well. NMS were working on an activity plan for Norwich Castle and the branding and marketing materials for the opening and launch events.

The chair commented that he appreciated the progress since the previous tour of Norwich Castle. He asked how it had been possible for someone to gain access to the crane. The assistant head of museums said that NMS was highly aware of the risks of people attempting to gain access to the site, overall, the site did have good levels of security, but these had been reviewed and enhanced since that incident. The service did not condone this action and arrangements had been put in place to continuously review the security of the site to mitigate against the risk as much as possible.

The operations manager presented section 5.2 of the report. He highlighted to members that work was ongoing to ensure that the free use of the Changing Places facilities was advertised to members of the public that might need it. The Wider Impact Group was facilitating the delivery of the Keep project to ensure that the museum continued to be accessible to visitors and that it would be accessible throughout. The group ensured that collections were protected from the vibrations caused by the installation of the steels. Work had also progressed regarding the content and visual displays for a new Dungeons Tour. This new Dungeon Tour would be fully immersive and recreating a Turnkey's room as it would have been in the late 1800s, including sounds. A punishment display would also be created showing objects that would have been used in the Castle's history as a prison. The committee noted that a new case would be displayed in the Rotunda in due course to inform visitors of the Castle's 500 year history as a prison. With regard to the new restaurant NMS were still working on agreeing a colour scheme for the furniture but crockery for the museum had been purchased. The new ticket barrier system was also being worked on that would allow visitors to visit the shop and restaurant without visiting the museum. In response to a member's question the operations manager said that visitors to the restaurant, who subsequently wanted to visit the museum, would need to go back to the entrance to purchase a ticket. A member asked whether the Changing Places toilet facility would require a RADAR Key. The operations manager confirmed that this would be the case and visitors should make staff aware that they need to use the Changing Places facilities and would be given access to these.

The assistant head of museums presented section 6.1 Museum of Norwich. Members noted that the Museum of Norwich had taken part in a number of events. This included the *Dominoes* event as part of the launch of the 2022 Norfolk and Norwich Festival, an exhibition for the 2022 Norfolk and Norwich Festival, Norwich City of Ale and the *GoGoDiscover* Dinosaur Trail. The Museum of Norwich staff had also been engaged with several different community groups on a range of events detailed in the report. Members also noted section 6.2 of the report, Strangers' Hall. Strangers' Hall had hosted events with school groups and family groups. The staff from the museum had also been engaged with *Kick the Dust* participants as part of their curatorial programme of selecting objects that showed the museum's first opening as well as more contemporary items for the centenary celebration. Staff at Strangers' Hall had been working on bringing out some of the larger collections to clean these, which was constrained due to the building's history.

The senior curator of Norwich Museums and keeper of fine and decorative arts presented section 7, Norwich Curatorial update. Members noted that the curator of historic art was working on reworking the Rembrandt exhibition for the Time and Tide Museum and was also working on an exhibition for the Colman Project space. The curator of historic art was also working on reorganising the art stores and had recently received a donation from the Arts Fund which included historic prints, drawings, and water colours, some of these were sketches of paintings that were in the NMS collection. The curator of contemporary art had worked on *The World We Live In: Art and the Urban Environment* exhibition including the workshops held at the Castle and would be working with the senior curator of costume and textiles on the forthcoming exhibition, *The Singh Twins: Slaves of Fashion*. This exhibition would be held in the refurbished temporary exhibition galleries at the Norwich Castle and would have a multimedia project and further updates on this exhibition would be reported to the committee. The senior curator of costume and textiles was also working, with partners, on the exhibition *The Last Voyage of the Gloucester, Norfolk's Royal Shipwreck, 1682*. Members noted that the curator of regimental collections had been on a tour of historic battlefields. She was also working on repacking and photographing the collection to ensure that it was accessible. The senior curator of natural history had worked on a range of different projects, which included the deep freeze of artefacts to ensure that these can be redisplayed following an outbreak of clothes moths, he had also been involved in the Steppe Mammoth trail for *GoGoDiscover*. The senior curator of natural history had been interviewed for a range of radio shows and TV programmes that had either already aired or would be airing in future. Members also noted that the senior curator of archaeology was heavily involved in the Castle Project which included working with the British Museum and working on the prison display. He had also been working on research projects. The senior curator of Norwich museums and keeper of fine and decorative art had been working on *The Last Voyage of the Gloucester, Norfolk's Royal Shipwreck, 1682* exhibition with the senior curator of costume and textiles. She had also worked on the exhibition at Lynn Museum, *JMW Turner and the Moods of Water: Rivers, Estuaries and the Sea* which had recently opened. The senior curator of Norwich Museums and keeper of fine and decorative art had created a film to accompany the exhibition. She had worked with *Kick the Dust* participants on the exhibition over the school holidays in the summer, participants had also volunteered at the opening session.

A member commented that that he had been to an evening showing of the film that had been produced for *The World We Live In: Art and the Urban Environment*. Clips of the film had been used throughout the exhibition but it had been good to see the entire thing, following the showing there had been an question and answer session with the director and their assistant. In response to a member's question the senior curator of Norwich museums and keeper of fine and decorative arts said that she would ask the curator to find out whether the film or any of the relevant documentation was available to members of the public.

The operations manager presented section 8, Visitor numbers, of the report. He highlighted that there had been a jump in the numbers attending which reflected that people were more comfortable visiting inside spaces. During the particularly hot period in July visitor numbers had decreased slightly The Museum of Norwich had had bolstered numbers of visitors as each visitor to Castle Museum was given a voucher to attend the Museum of Norwich free of charge. The visitor numbers for

Strangers' Hall were still comparatively low but this was due to the museum only having opened in July 2021 and only for two days a week.

The operations manager presented the social media update for the Norwich museums. ([This report is available on the council's website and was circulated to members after the meeting.](#)) The Norwich Museums had gained 1,323 followers across three platforms which was an increase of 2%. The Norwich Museums now had 66,429 followers across all platforms. The use of Instagram Reels continued to be successful in terms of driving engagement as these had garnered over 26,000 views to date. During the summer holidays all sites had been used to promote the activities and events happening within the museums, including the Museum of Norwich's dinosaur craft activity. Visitors could follow the progress of the squares being added to Terry the Triceratops using the #GoGoTerry hashtag on Twitter and Facebook. The Norwich Castle Instagram page had been holding a weekly showcase asking followers to identify objects from the collection using polls. This had been written by a *Kick the Dust* participant. This series would end in September and a report detailing the engagement would be produced. The operations manager highlighted that NMS were taking part in the National Heritage Open Days. On Saturday 10 September 2022 the Castle Museum would be free to enter for members of the public, the Museum of Norwich would be open for free on Friday 9 September, Saturday 10 September, Friday 16 September and Saturday 17 September. Strangers' Hall would be free to visitors on Sunday 11 September, Wednesday 14 September and Sunday 18 September.

A member asked whether there were any graphics or posters that included the dates for the National Heritage Open Days that could be shared by members on their own social media accounts. The operations manager said that these were available on the website but that he would see if the link to these could be circulated to members.

RESOLVED to:

- (1) thank the assistant head of museums and his staff for presenting [the report](#);
- (2) note that members of the committee may visit any Norfolk Museums Service site in Norfolk by showing their councillor passes;

5. Reports of the Representatives of the Voluntary Organisations

The chair paid tribute to Brenda Ferris who had recently passed away. He said that Brenda Ferris had been a significant cultural presence within Norwich. Danusia Wurm, Norfolk Contemporary Art Society (NCAS), addressed the committee to say that the full programme was now in place, the next talk that would be held was with celebrated photographer H el ene Binet on 21 September 2022. The society was hosting more events geared towards younger people. She thanked the curator of *The World We Live In* for the exhibition and for the talk on the exhibition. She said the society was looking forward to *The Singh Twins: Slaves to Fashion* exhibition as the Norfolk Contemporary Art Society had contributed to the exhibition and it was likely to attract a broad audience. Danusia also paid tribute to Brenda Ferris who had been the previous representative from NCAS on the committee. She said that Brenda Ferris had been a pillar of NCAS and would be sorely missed.

Felicity Devonshire, Friends of Norwich Museums, presented the report from Friends of Norwich Museums (the report had been circulated to members and is available on the council's website). She said that it had been a relatively quiet period for the Friends. She thanked the assistant head of museums and his staff for the tour of the Castle, she said it was interesting to see the progress of the works. Felicity Devonshire said the group were looking forward to the completion of the Friends' Tapestry. The Friends were looking to increase their membership; previous membership drives had been successful. Felicity Devonshire said that comments had been received on the reduced offer at the Castle Museum.

The chairman of the joint museums committee said that a panel of the Friends' Tapestry had been at the Royal Norfolk Show in the summer and visitors were encouraged to add a stitch.

RESOLVED to thank Danusia Wurm and Felicity Devonshire for their reports and record the committee's gratitude to the voluntary organisations that support the Norwich museums.

CHAIR

Joint Museums Committee

Item No 8

Report title:	Norfolk Museums Service – Finance Monitoring Report for 2022/23
Date of meeting:	28 October 2022
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Chief Officer:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2022/23 as at 31 August 2022.	

Executive summary

This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2022/23 and details the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

The main issues for consideration by this Committee are:

- Monitoring of the NMS Revenue Budget indicates that the Service is currently facing a number of significant pressures for 2022/23 and is currently projecting an over-spend.
- Latest monitoring position of NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.

Recommendations:

- **To consider and comment on the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast outturn for 2022/23.**

1. Background and Purpose

1.1 Revenue Budget 2022/23

- 1.1.1 The Service is currently projecting an over-spend of £0.850m as it continues to face significant uncertainty in relation to the main income

streams following a slower than hoped for return to normal, pre-pandemic visitor numbers and patterns. The very hot summer and reduced visitor offer in place at Norwich Castle Museum as a result of the ongoing work for the Keep re-development are also factors.

- 1.1.2 NMS is closely monitoring all spend on utilities as this is expected to increase the financial pressures on the Service, particularly over the Winter months when usage across all sites will be much higher, combined with the planned increase in prices by energy companies.
- 1.1.3 We are planning to mitigate the potential over-spend by managing costs wherever possible throughout the year. Due to the unprecedented nature of the pressures that the Service continues to face, this is an issue that is being managed at a wider CES departmental level and the Service will be supported by the CES business risk reserve.
- 1.1.4 The table below sets out the net revenue Service budgets for 2022/23 and the forecast outturn for NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.287	3.137	0.850	37.17%
NMS Total	2.287	3.137	0.850	37.17%

1.2 Capital programme

- 1.2.1 Norfolk County Council's commitment to the County's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. A number of NCC supported capital renewal schemes, both currently live and planned, for Norwich Castle are being delivered over the current 3-year period, including work to improve the operation of the external lift and the visitor welcome and to improve the air-handling systems within the main galleries.
- 1.2.3 NMS 2022/23 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2022/23 – Norfolk Museums Service

Scheme or programme of work	Approved 2022/23 Capital Budget £m	2022/23 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 2022/23
Seahenge	0.007	0.007	0	Ongoing conservation
Norwich Castle Critical M&E Services	0.095	0.095	0	Project completed in 2022/23
NLHF Keep Delivery Phase	5.019	5.019	0	Project will be ongoing until 2023/24
Gressenhall Playground Improvements	0.034	0.034	0	Project completed in 2022/23
Gateway to Medieval England Project Management	0.136	0.136	0	Project will be ongoing until 2023/24
Gressenhall Building Improvements	0.010	0.010	0	Project estimated to be completed in 2022/23
Support for Key Care of Buildings & Collections	0.200	0.200	0	Project will be ongoing until 2023/24
Develop Gressenhall Farm & Workhouse as an Environment Hub	0.200	0.200	0	Project will be ongoing until 2023/24
GFW Environmental Landscape Management Project	0.149	0.149	0	Project will be ongoing until 2024/25
Total	5.853	5.853	0	

Funding of the NMS Capital Programme

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

- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the NLHF bid. Further development funding of £0.462m was received from the National Lottery Heritage Fund for the Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18. Following the submission of a successful Round 2 funding application, the National Lottery Heritage Fund awarded a further £8.757m funding towards a total project cost of £13.344m. Additional match funding included £1.950m NCC capital funding and funding from a number of external trusts and other organisations. Additional capital funding was approved by Full Council in February 2020 and subsequently a further award of £1.372m from the National Lottery Heritage Fund was received in 2021 giving a revised total project budget of £17.216m, The Norwich Castle:

Gateway to Medieval England has now entered its delivery phase including the award of the main construction works contract, with all capital works expected to be completed by the end of 2023. The learning, skills and engagement programme which is a key part of the overall project funding and delivery, is ongoing.

- Policy & Resources Committee approved the funding of £0.400m to replace the existing woodland adventure playground at Gressenhall Farm & Workhouse which has become dated, and the key structures and equipment have reached the end of their lifespan. The new development was completed in 2021 and is now operational. It is expected to give a substantial return on investment in terms of additional visitors in the current financial year and beyond.
- Policy & Resources Committee have approved the funding of £0.247m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period.
- Policy & Resources Committee have approved the funding of £0.695m to support the key care of buildings and collections over the next three years. This involves the capitalisation of staff costs previously funded by revenue.
- Policy & Resources Committee have approved the funding of £0.507m to develop Gressenhall Farm & Workhouse as an Environment Hub for Norfolk over the next three years.
- Policy & Resources Committee have approved the funding of £0.249m to develop the Gressenhall Farm & Workhouse Environmental Landscape Management Project over the next two years.

1.3 Reserves and Provisions

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

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

Reserves and Provisions 2022/23	Balances at 01 Apr 22	Balances at 31 Mar 23	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.513	0.513	0.000
Museums Repairs and Renewals Reserve	0.154	0.154	0.000
Unspent Grants and Contributions Reserve	0.532	0.487	0.045
Service Total	1.199	1.154	0.045

2. Financial Implications

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

3. Issues, risks, and innovation

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

4. Background

There are no other documents to refer to.

Officer Contact

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

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

Officer Name, Tel No., and Email address:

Officer name: Steve Miller, Director of Culture & Heritage, Head of Museums **Tel No.:** 01603 493620

Email address: steve.miller@norfolk.gov.uk

Officer name: Julie Frosdick, Finance Officer, Budgeting & Accounting Team, Finance & Commercial Services **Tel No.:** 01603 223423

Email address: julie.frosdick@norfolk.gov.uk



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Norfolk Joint Museums Committee

Item No: 9

Report Title: Risk Management

Date of Meeting: 28th October 2022

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Steve Miller, Director of Culture & Heritage, Head of Norfolk Museums Service, Head of Norfolk Arts Service

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: N/A

Executive Summary / Introduction from Cabinet Member

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.

Recommendations:

To consider and agree;

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

1. Background and Purpose

- 1.1 This report provides Members of this Committee with an insight into the key 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 regularly reviewed and updated in accordance with the Council's Risk Management Policy.

2. Proposal

- 2.1 For risk **RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales**, the target date has been amended to the end of March 2023. This will be further reviewed and amended accordingly in March to roll on a six-monthly review cycle until the end of the project.
- 2.2 For risk **RM14499 - Future Arts Council England (ACE) Funding**, we are currently awaiting the decision from the ACE. This should be known by the end of October 2022. Provided we are successful in our bid for ACE funding, a recommendation should be made to close the risk accordingly. If the bid outcome becomes known between publishing this report and the Committee meeting, The Director of Culture & Heritage will notify the Committee of the outcome and recommend the appropriate action to take following the outcome of the bid.

3. Impact of the Proposal

- 3.1 The current risks are those identified against departmental objectives for 2022/23 and are included in Appendices A and B.
- 3.2 The risk register currently contains eight risks. Of these, six risks are actively being managed, as presented in Appendix A, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as dormant risks shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring. There are three risk scores to note;
- 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.

4. Evidence and Reasons for Decision

- 4.1 The evidence is that risks are being managed to an appropriate level with the mitigation tasks being undertaken. In all cases, risks have been reviewed by the risk owner in conjunction with independent scrutiny from the Risk Management Officer to ensure that the risks reflect the current position against current service objectives.

5. Alternative Options

- 5.1 There are no key decisions to take within this report, therefore no alternative options are applicable.

6. Financial Implications

- 6.1 There remain financial implications for revenue generation resulting from the effects of previous site closure owing to COVID-19, and reduced visitor numbers to museums. This is noted in risk RM14162 in Appendix A. Further detailed financial reporting for the quarter can be viewed in the Finance report to this Committee.

7. Resource Implications

- 7.1 **Staff:** There are no staff implications to report.
- 7.2 **Property:** Museums sites have been adapted to ensure the museums' offering is delivered in a safe environment for staff and visitors alike.
- 7.3 **IT:** There are no IT implications to report and the online offer for museums continues alongside an on-site experience for visitors.

8. Other Implications

- 8.1 **Legal Implications:** There are no legal implications to report.

8.2 Human Rights Implications: There are no human rights implications to report.

8.3 Equality Impact Assessment (EqIA) (this must be included): Not applicable.

8.4 Data Protection Impact Assessments (DPIA): Not applicable.

8.5 Health and Safety implications (where appropriate): Museums staff continue to ensure the continued safe physical environment of museums for all users.

8.6 Sustainability implications (where appropriate): There are no sustainability implications to report.

8.7 Any Other Implications: There are no other implications to report.

9. Risk Implications / Assessment

9.1 Active risk implications can be seen within the active risks at Appendix A.

10. Select Committee Comments

10.1 There are no Select Committee comments to report.

11. Recommendations

To consider and agree;

1. The active and dormant risks as per appendices A and B.

12. Background Papers

12.1 There are no background papers to note for this report.

Officer Contact

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

Steve Miller – Director, Culture and Heritage

Tel. No.: 01603 493620

Thomas Osborne – Risk Management Officer

Tel. No.: 01603 222780



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Risk Number	RM14381		Date of update		04 October 2022					
Risk Name	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
Portfolio lead	Cllr. Margaret Dewsbury		Risk Owner		Steve Miller					
Risk Description			Date entered on risk register		29 January 2019					
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-23	Amber
Tasks to mitigate the risk										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project.										
Progress update										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place. An audit of the project has been carried out with the final report being delivered in April 2021. The report was positive with assurance received on the adequacy and effectiveness of the controls in place to deliver the objectives of the project. The Project Board last met in September 2022 and continues to be updated on progress and any new emerging risks are added into the project risk register. The next project board will take place in December 2022.										

Risk Number	RM14286		Date of update		04 October 2022					
Risk Name	Reduction of centralised support services									
Portfolio lead	Cllr. Margaret Dewsbury			Risk Owner	Steve Miller					
Risk Description			Date entered on risk register		23 June 2020					
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Mar-23	Amber
Tasks to mitigate the risk										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution. Strengthening independence of staff through increasing familiarity with central support services that they can use independently.										
Progress update										
Risk regularly reviewed by the Senior Management Team. Greater familiarity amongst staff using HR Budget Manager, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools. Training has been carried out for the movement to the new MyOracle system which went live in April 2022. Progress with being able to use the new MyOracle system for NMS purposes will continue to be monitored for the rest of the financial year.										

Risk Number	RM14364		Date of update		04 October 2022					
Risk Name	Failure to deliver Arts Council England business plan 2018-22									
Portfolio lead	Cllr. Margaret Dewsbury			Risk Owner		Steve Miller				
Risk Description			Date entered on risk register		03 October 2018					
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-23	Amber
Tasks to mitigate the risk										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
Progress update										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate. Arts Council England are requesting that all relevant organisations extend their business plans by 1 year, which we are doing. As ACE have now confirmed extension of the business plan by 1 year, the target date has been amended to the end of the financial year 2022/23.										

Risk Number	RM14162		Date of update		04 October 2022					
Risk Name	Failure to generate additional income streams for 2022/23 in accordance with service plan.									
Portfolio lead	Cllr. Margaret Dewsbury			Risk Owner	Steve Miller					
Risk Description			Date entered on risk register		23 June 2020					
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	3	15	5	3	15	4	3	12	Mar-23	Red
Tasks to mitigate the risk										
Continue to review additional income levels generated.										
Progress update										
Museum sites have re-opened but challenges remain due to the impact of Covid and additional pressures on secondary spend. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score remains 5 and the impact score 3.										

Risk Number	RM14027		Date of update		04 October 2022					
Risk Name	Theft of museum objects									
Portfolio lead	Cllr. Margaret Dewsbury			Risk Owner	Steve Miller					
Risk Description			Date entered on risk register		23 June 2020					
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
2	3	6	2	3	6	1	3	3	Sep-22	Green
Tasks to mitigate the risk										
<p>Review of display case security undertaken</p> <p>Review of security staffing and systems completed, factoring in those museums that currently remain closed due to COVID-19.</p> <p>Additional CCTV coverage provided.</p> <p>Upgrade of case locks where necessary completed.</p> <p>Installation of additional case alarms where necessary completed.</p> <p>Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.</p>										
Progress update										
<p>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. The likelihood has been maintained at 2 to reflect this. The impact remains scored at 3.</p>										

Risk Number	RM14499		Date of update		04 October 2022					
Risk Name	Future Arts Council England Funding									
Portfolio lead	Cllr. Margaret Dewsbury			Risk Owner	Steve Miller					
Risk Description			Date entered on risk register		21 June 2022					
There is a risk that NCC doesn't receive future ACE funding beyond the existing funding programme. Whilst a low likelihood, this would have a high detrimental impact on the ability to deliver key services and projects within the Norfolk 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
2	5	10	2	5	10	1	5	5	Nov-22	Green
Tasks to mitigate the risk										
<ol style="list-style-type: none"> 1) Submit a strong application to the Arts Council England. 2) Deliver as strongly as possible against the deliverables of the existing funding programme to give NCC the best possible chance of demonstrating that future funding is merited. 3) Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods. Maintain close liaison with ACE Relationship Manager to ensure that they are aware of achievement and challenges. 4) Continued strategic conversations with NCC Directors and Elected Members involved in discussions relating to 2022-26 programme 5) Monitor service delivery to ensure that targets are being met 										
Progress update										
<ol style="list-style-type: none"> 1) A strong application was submitted in May 2022. We are currently awaiting the outcome of this, which will be known by the beginning of November 2022. 2) We are continuing to deliver against the current plan as fully and effectively as possible to give ourselves the best possible chance of securing future funding. This links to risk RM14364. 3) A close working relationship with ACE colleagues is being maintained. 4) Continued conversations taking place with key stakeholders to keep them informed on progress towards receiving funding for the next programme cycle. 5) Continued close monitoring of service delivery performance against the targets set. 										

Risk Number	RM13947		Date of update		04 October 2022					
Risk Name	Failure to maintain historic buildings									
Portfolio lead	Cllr. Margaret Dewsbury			Risk Owner	Steve Miller					
Risk Description			Date entered on risk register		23 June 2020					
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 partners 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
2	3	6	2	3	6	2	3	6	Mar-23	Met
Tasks to mitigate the risk										
<p>Close liaison with our partners going forward to identify priorities in building maintenance.</p> <p>Ensure we include investment in buildings maintenance in all capital projects.</p> <p>Ensure we foster a good personal and professional relationship between our staff and our partners.</p> <p>Ensure that our building staff are continuously monitoring our buildings to supplement the security provided by contracted partners.</p> <p>Ensure we have appropriate emergency response procedure in place in all premises.</p>										
Progress update										
<p>Constructive discussions with partners 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 this site up to required standard.</p> <p>As this is an ongoing low level risk, the target date has been amended to end of March 2023.</p>										

Risk Number	RM13948		Date of update		04 October 2022					
Risk Name	Significant flooding at any of the Museum sites.									
Portfolio lead	Cllr. Margaret Dewsbury			Risk Owner	Steve Miller					
Risk Description			Date entered on risk register		23 June 2020					
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	2	2	1	2	2	1	2	2	Mar-23	Met
Tasks to mitigate the risk										
<p>Emergency plan is in place</p> <p>Regular checks of the store are carried out to check on safety of contents</p> <p>Insurance in place</p> <p>Risk assessment is reviewed regularly</p> <p>High risk items relocated</p> <p>Ensure location records are accurate</p>										
Progress update										
<p>Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.</p> <p>As this is an ongoing low level risk, the target date is set for the end of March 2023.</p>										

Norfolk Joint Museums Committee

Item No. 10

Decision making report title:	Performance & Strategic Update Report
Date of meeting:	28 October 2022
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
<p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To receive an update on the 2022/23 position to date 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's planning relating to its future Arts Council England funding 	

1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2022/23, including the Service's award-winning learning programmes and the Service's work with key identified groups including Looked After Children, carers and foster families, and vulnerable older residents across the County. The report also provides an update on all major projects, including the *Norwich Castle: Gateway to Medieval England* project and the National Lottery Heritage Fund supported youth development programme, *Kick the Dust Norfolk*.

2. Performance Summary

- 2.1. The following details the performance summary from 1 April 2022 to 31 August 2022.
- 2.2. The visitor numbers for the first five months of the financial year were 118,706 against a target of 95,948. The Museums Service continues to emerge positively from the disruption of the pandemic in terms of normal programming and

operational delivery. However, overall visitor numbers continue to be impacted by changes in visitor behaviour, a very hot summer, cost of living pressures, and the continuing development of Norwich Castle.

- 2.3. The Museums Learning Team continue to deliver high-quality learning programmes, both in person and online. Schools figures up until 31 August 2022 were 12,040 physical visits and 2,558 virtual visits.

New learning programmes are currently being developed at Gressenhall as the new Environmental Hub is now fully operational.

3. Digital engagement and Learning Team Highlights

3.1. Summary Report: Social Media at Norfolk Museums 1 June – 30 August 2022

1. Headline Social Media Statistics 1 June to 30 August 2022

NMS has continued to see an increase in followers across our key social media platforms in the last three months, with Instagram and YouTube continuing to be the fastest growing.

Facebook			
<i>Account</i>	<i>Total Followers end May 2022</i>	<i>Total Followers end August 2022</i>	<i>% Increase (to the nearest 1%)</i>
Norwich Castle	13,446	13,815	3%
Gressenhall	7,578	7,817	3%
Time & Tide	4,327	4,401	2%
Twitter			
<i>Account Name</i>	<i>Total Followers end May 2022</i>	<i>Total Followers end August 2022</i>	<i>% Increase (to the nearest 1%)</i>
Norwich Castle	15,092	15,344	2%
Gressenhall	6,197	6,228	1%
Time & Tide	5,604	5,644	1%

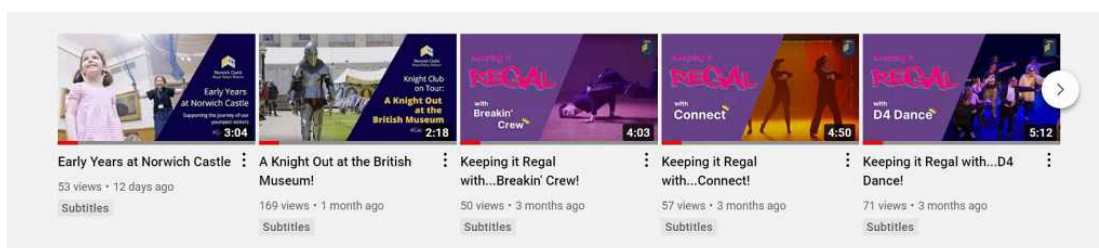
Instagram			
Account	Total Followers end May 2022	Total Followers end August 2022	% Increase (to the nearest 1%)
Norwich Castle	7,681	7,808	2%
Gressenhall	2,133	2,397	12%
Time and Tide	1,864	1,896	2%
YouTube			
Account	Total Followers end May 2022	Total Followers end August 2022	% Increase (to the nearest 1%)
Norfolk Museums	713	730	2%
Norwich Castle	611	670	10%

In total, the ten Norfolk Museums Service sites (including the above) have a combined **142,548** followers across these four key social media platforms representing a total **2.2% increase** on the previous quarter.

2. YouTube Highlights

Video highlights since June have included:

- [A Knight Out at the British Museum](#), highlighting outreach work through the Castle's 'Knight Club' at the British Museum's Festival of Archaeology.
- [The Bellerophon Tapestry](#), exploring the story of a stunning piece of medieval craftsmanship which will go on display in the redeveloped Castle Keep.

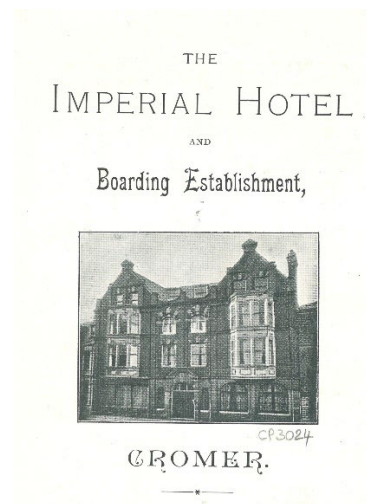


3. Blog Highlights

The Norwich Castle blog, which also includes posts from Strangers' Hall and The Museum of Norwich, earned almost 4,000 views between 01 June and 31 August.

The most recent post explored the untold story of indigenous collectors who contributed to the Natural History collection.

The Yarmouth Museums blog, which also includes posts from Cromer Museum, have shared posts on badges as political statements, the history of the Imperial Hotel in Cromer, and Norfolk's Deep History.



4. NMS-wide Social Media Campaigns

NMS' social media accounts took part in a number of national and international campaigns and awareness days in June, July and August including:

- #HeadEast (to promoting the diversity of arts, culture and heritage across Norfolk & Suffolk)
- Refugee Week
- Pride Month
- Norfolk Day
- Summer holidays

5. Social Media Highlights

Norwich

Following the success of Reels on the Norwich Castle Instagram as mentioned in the last report, the social media team continued to create these short videos on the Castle feed, including a two-part introduction into how the Castle would have looked in the 12th century and a showcase of some of the summer holiday activities happening in the museum. These have continued to be popular with our audience, gaining a total of **26,702 views** to date.



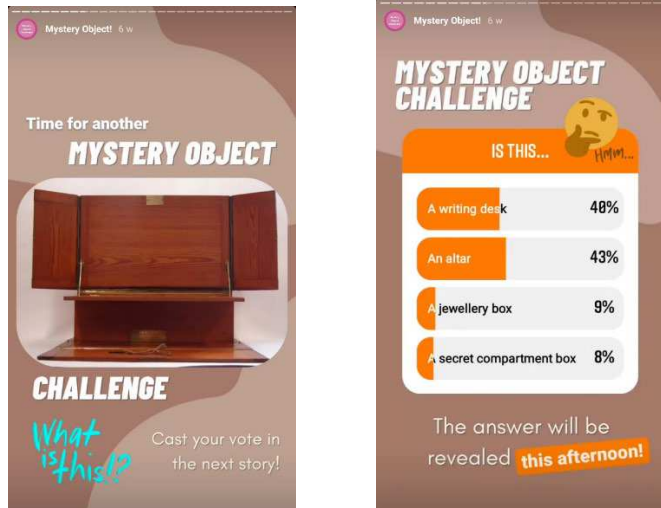
Over the summer holidays, all three sites have promoted the activities and events happening on site, including Strangers' Hall's family activity day, 'Go Wild in the Garden', and Museum of Norwich's collaborative dinosaur craft activity, where visitors were invited to add a square to Terry the Triceratops. Visitors could follow Terry's progress using #GoGoTerry on Twitter and Facebook.



Over the summer the Norwich Castle Instagram ran a weekly feature researched and written by Marr Sinisi, a participant with the Kick the Dust programme, who is interested in how museums engage audiences using social media. Marr created an interesting and engaging series of grid posts and Stories called 'Mystery Object Challenge', which challenged our followers to guess the use, age or significance of various objects from the Castle's collections. Each week followers could vote in a poll via Instagram Stories to guess what they thought the object was, and the next day the answer was revealed on our feed.

The series ran weekly from mid-July to the end of August and had great engagement from our followers, with over 500 votes cast across the six posts.

This was a great way to encourage people to engage with our posts in a more meaningful way than a simple 'like'. We're really grateful to Marr for taking the time to create this series and giving us the chance to explore a new way of using Instagram.



Eastern Area

Time & Tide Museum of Great Yarmouth Life's feeds have promoted the current exhibition, 'Retro Games', as well as their regular popular school sessions, holiday activities and events.

With the Tolhouse and Elizabethan House back open for the summer season, their feeds have focused on welcoming visitors back and promoting events and activities over the school holidays.



Cromer Museum continued to brilliantly engage their local audience with archive photographs and fascinating stories about the town. Their monthly Facebook 'Mardles' were as popular as ever, including topics such as towns around the world which share the name 'Cromer' and the well-known places and faces of the seaside town. These Facebook gatherings are always really well received and encourage plenty of conversation and memories in the comments.

Western Area

Lynn Museum's social media feeds have continued to highlight Seahenge with their ongoing series of [#SeahengeSunday](#) posts. Author Elly Griffiths joined in too, tweeting a photo of her visiting the timbers at Lynn Museum which received nearly 600 likes.

They have also continued with their regular feature #TaylorsTuesday, featuring posts on the history of local seed merchants Taylors.

A particular highlight of the Lynn Museum feeds have been posts promoting the tour of Turner's 'Walton Bridges' (1806) with their weekly #TurnerThursday. This weekly feature introduces details from the painting, fascinating facts about Turner and his work, and contextual information about the society in which Turner lived and worked.



Details in Turner's Walton Bridges tell us the time it was painted.

The direction of shadows suggests it is late afternoon. Three plants in the painting are Arrowhead, Meadowsweet and Yellow Water-lily. They bloom in midsummer, so the season is June or July!

[#TurnerThursday](#)





One of the successes of Gressenhall's summer social media campaigns was an exclusive Instagram giveaway to celebrate Norfolk Day on 27 July, which offered a prize of a Norfolk Museums Pass to one lucky winner. To enter, users had to be following @gressenhallfw, 'like' the post and tag a friend in the comments who might also like to enter the draw. This model was trialled on the @norwichcastle account last year.

The aim of the campaign was to promote the Norfolk Museums Pass, increase follower number on the @gressenhallfw Instagram account, and reach new audiences on that platform who may not already be aware of our presence there.

The campaign was a great success: we saw a follower increase of 7% over the course of the campaign, and the account has continued to gain new followers since then (up 12% since May). One third of users who entered the giveaway were not following us beforehand.

This is something we aim to run again in future, and the marketing team are exploring the possibility of offering an exclusive Museums Pass discount to users who entered a giveaway but didn't win.

The Western area sites have successfully used social media to promote their holiday activities and share what's happening on site throughout the summer, as well as promote the exhibitions 'Georgie Meadows: Stitched Drawings' at Gressenhall and 'Vikings, History On Your Doorstep' at Ancient House.

Ancient House have been also marking #VikingThursday each week with objects from the show and fun Viking facts.



4. Teaching Museum, Kick the Dust & Skills

4.1. Teaching Museum Trainees

Currently we have 4 trainees based in the Collections, Learning, Curatorial Western and Communications teams. They continue to make a valuable contribution to the core work of the service and are helping to deliver its objectives. They are 6 months into their 12-month posts and have built up an enviable range of experience of learning by doing. They have also had formal training in most areas of professional activity across the museums. One of the trainees has been able to enrol for the Level 3 diploma in Cultural Heritage. This is a work-based qualification equivalent to an A level which can be assessed by the TM Manager, thanks to the ongoing relationship with the National Programmes department at the British Museum. She will be the 6th trainee to benefit from this offer.

The Training Manager hopes to bring Trainees to County Hall in the new year for the next JMC where they may be able to present and talk about their experience of the programme.

British Museum International Training Programme

NMS continues to be an active partner of the British Museum's International Training Programme. At the time of writing the 2nd cohort of 2022 are resident at NMS, the first having visited in March and there being 2 courses this year due to the Covid having put it on pause for 2 years.

This cohort is unusual in that it consists of 2 young women with no prior professional experience in museums. Shahira and Kezia come from Singapore and Indonesia respectively and have recently completed their Masters' degrees at SOAS. They have been selected for an internship at the BM and the International Programme is bridging the gap before that starts. They were sent to NMS as they were considered to be an excellent fit for our trainee programme. ITP fellows and trainees have spent the week together on a full week of training including

collections management, partnership working – using the case study of the Keep redevelopment, learning and interpretation and collections care and cleaning.

4.2. **KICK THE DUST**

April 2020 to October 2022

The team continue to deliver a blended approach with three quarters of sessions being delivered face-to-face and online engagement for those groups where this has been the most effective in particular for gaining a valuable insight into the workplace. This is the case for our online work experience programme which removes access barriers for those wishing to engage in this acclaimed programme, but where travel would be a barrier.

This report compares our data with that of the other 12 national Kick the Dust projects through the Renaisi data produced for the National Lottery Heritage Fund from Oct 2020 to September 2021. This will be updated in January 2023.

Current number of interventions with young people:

From the start of lockdown to the 6 October 2022 there were a total of 6,657 interventions, involving 2,361 individual young people taking part in 3,355 hours of quality digital activity. Following reopening and access to groups on site and in outdoor settings, the team has delivered 761 face to face sessions (77% of all delivery) with young people across the county, out of a total of 988 sessions delivered between March 20 and 6 October 2022. This equates to 77% of all activity now being delivered face to face and 91% of this being face to face in September 2022. This blended approach offers a more diverse range of opportunities for young people to engage in heritage.

Total numbers from October 2018 are 12,729 interventions, involving 4,083 individual young people taking part in 6487 hours of quality activity, taking us beyond the initial target of 8000 interventions. As more young people take the lead in projects this is shifting the percentage of activity at each of the 4 levels. In September, of all activity delivered only one session was at pre-player level showing that the YMCA young people are more confident and taking part in longer term projects as they engage on site. At Player level this represented 30% of all activity, Shaper 9% and Leader 62%. More importantly, of these activities, 71% of all the activity in September involved young people in leading and designing projects, taking on the role of Young Ambassador and playing a leading part in the Youth Board.

Breakdown of activity taking place in each area since October 2018:

- 48% (1387 opportunities) in the West (covering Kings Lynn, Thetford and Gressenhall),
- 28% (790 opportunities) in the East (covering Great Yarmouth, Cromer and Sheringham)
- 24% (685 opportunities) in Norwich

- *294 volunteering opportunities have been provided to 154 individual young people.*
-

We continue to develop and deliver an online training offer for all staff and volunteers who support youth engagement in NMS. In total 320 staff have taken part in training since October 2018, with 151 having taken up opportunities in lockdown. As we have opened the opportunities to volunteers, a further 39 young volunteers have taken part in training. Kick the Dust has supported a total of 7 young people on its bursary traineeship programme, the last cohort finishing on the 31 May 22, all of whom have secured permanent employment within the heritage sector. One Kick the Dust participant progressed onto the NMS Teaching Museum traineeship programme. We have recruited a further 9 Young Ambassadors to support Institutional Change within NMS and to join the strategic Youth Board and Project Board, with 3 of these young people coming through from the YMCA.

Staff from our Front of House and Visitor Services teams have taken part in Autism Awareness training—‘Removing Barriers for young people’ which has ‘creating an autism friendly space’ at Norwich Castle in July 2022 and Mentoring and Coaching in September 2022 which forms part of the training offer to support the new pre-traineeship pilot programme for YMCA clients. The Supervisor at Norwich Castle stated *‘It’s been great to see customer focused enthusiasm again from the team, as a result we plan to have a small group who will regularly look at ways in which we can improve access, be more aware and more inclusive as a team.’*

Our offer to support staff and volunteers around the important theme of mental health and wellbeing is on-going and additional training to support staff working with young people facing more complex needs is to be delivered in conjunction with our new colleagues from Leicester YMCA, Y Heritage, as we embark on a new bid to the National Lottery Heritage Fund entitled ‘Your Heritage Your Future’. Data from the young people’s feedback forms shows that 22% of young people up to the end of September 2022 identified as having a mental health issue, a slight decrease on the previous month where it was 23%.

As we have more FOH staff taking part in training to gain confidence in working with young people facing more complex barriers to engagement these Teams are offering opportunities to young people to gain further experience. The team at the Museum of Norwich and Time and Tide Museum have recruited 2 YMCA clients onto the new bursary pre-traineeship programme and Stories of Lynn have taken on a young person with complex learning needs to support the Learning and Engagement Officer. This programme will run until the 1 December 2022 and will be evaluated to inform the new ‘Your Heritage Your Future’ bid.

NMS and NCC continue to work together through the ‘Making Creative Futures’ group where members from across Children’s Services identify ways to engage the

hardest to reach and most vulnerable children and young people through a joint effort. The group continues to play a key part in the delivery of activity as part of the DfE funded Holiday Activities and Food (HAF) project through the Big Norfolk Fun programme ([Big Norfolk Holiday Fun - Active Norfolk](#)) and through our own contributions to this through our Kick the Dust offer. The focus is on mental health and wellbeing.

Breakdown of respondents

We continue to work with a higher number of older young people as we work with YMCA clients and those from the University of East Anglia and Norwich University of the Arts who are aged 18-25 years of age. Whilst the number of young people aged 11-16 years is lower than the older age groups, this allows this group to progress through the programme.

The comparison with the Renaisi data is in brackets and highlights the changes since the last Renaisi report in 2020. Across all 12 Kick the Dust projects, the largest proportion of participants were from the 17-19 category (24%), while the largest proportion in Years 2 and 3 of the project came from the 14-16 category (32%). Approximately half of participants (49%) were aged 11-16 in Years 2 and 3, compared to 32% in this final year. The reasons cited by Renaisi for this change is that young people are engaging in deeper levels of engagement than in previous years which in turn could explain why participants are from the older age groups. Whilst this is the case for Kick the Dust Norfolk, we are providing a range of shaper and leader opportunities for young people across all age groups participating although the older age groups tend to be engaged at Leader level.

- 7% aged 11-13 years (15%)
- 10% aged 14-16 years (17%)
- 30% aged 17-19 years (24%)
- 29% aged 20-22 years (22%)
- 24% aged 23-25 years (23%)

How young people are finding out about Kick the Dust has changed since the beginning of the project with 16% coming to us through social media posts and the new Kick the Dust web pages, 10% through flyers and posters, 19% through friends or a family member and 12% from having taken part in a previous Kick the Dust activity. Strong partnerships with Children's Services and other cultural and youth organisations accounts for 43% of young people being signposted to Kick the Dust

Target audiences: (some young people fall into more than one category)

- FE/HE – 35%
- YMCA clients – 34%

- Secondary schools – 23%
- Young people with mental health issues – 22%
- SEND – 11%
- Outside of mainstream education – 8%
- NEET – 7%
- Looked after children and adopted living those at home - 5%
- Young Offenders and those at risk of offending – 4%
- Care Leavers – 3%
- Young Carers – 3%
- New arrivals and refugees – 2%
- Pregnant young mums and teenage parents – 1%

As part of the feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceive museums in terms of being spaces for young people.

- Before taking part in a KTD programme, 77% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector. After their engagement 61% of these young people stated they now had a good understanding of the different job roles available in the sector and a further 36% felt more knowledgeable. 91% stated that the skills they had learnt would be useful to them in the future (Renaisi 92%). This shows that Kick the Dust as a programme enables young people to gain a greater understanding of the opportunities within the heritage sector and develop transferable work skills.
- Following their engagement, 88% felt that museums were a space they would use in the future.

When we compare all our data to the Renaisi findings, (which uses data from October 2020 to September 2021 across all 12 national Kick the Dust projects), it shows we are in line with other Kick the Dust projects, scoring higher in 9 of the 13 areas. (The Renaisi responses can be found in the brackets).

Following their engagement:

- 80% of young people felt that there were jobs for young people like themselves to work in heritage with 13% not sure and needing to find out more. (Renaisi 67%).
- 90% of young people said they had learnt new and interesting things about heritage (Renaisi 85%); 85% of young people felt that heritage represented young people like them (Renaisi 73%)
- 81% of young people said they were more likely to become a volunteer because of their involvement in KTD (Renaisi 78%) and 81% stated they

would be looking to take part in other local heritage events as a result of their engagement (Renaisi 73%).

- 96% of young people stated they felt welcomed and respected by staff (Renaisi 95%) and 84% felt a sense of achievement (Renaisi 82%).
- 90% felt heritage delivered in this way would engage other young people (Renaisi 92%) with 81% of young people stating they now had a better understanding of heritage having taken part in the programme although 19% weren't sure and needed more engagement. (Renaisi 85%)
- 64% of young people felt they had the opportunity to influence decisions. (Renaisi 64%)
- 92% stated there was something for everyone irrespective of background (Renaisi 91%) although this needs to be put into context of other demographic data for Norfolk.
- 98% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them with 50% of this number stating financial concerns as a barrier. (Renaisi 93%).
- 78% of young people said they had found heritage more relevant than they had before embarking on their Kick the Dust journey with 19% neither agreeing nor disagreeing (Renaisi 81%).

Summary

The Kick the Dust project is due to end in March 2023 with evidence clearly demonstrating the impact on young people and staff engaging in activity. As we deliver activity through our new blended offer of face-to-face activity and online engagement, this impact is increased further as more staff engage in the co-delivery of activity and see the benefits to their own development. This has been seen in the delivery of current exhibitions, curation, and collections.

Kick the Dust was set up as a three-stage journey, with young people developing transferable work-related skills and gaining experiences that they would struggle to find elsewhere, to support them in securing employment. Whilst young people cite being involved in curation and creating exhibitions as the main areas they have enjoyed, it is through these activities that they hone their skills and understanding of the workplace, which will help them secure employment longer term. The introduction of the 10 hour per week pre-traineeship programme allows those young people who have been developing their skills through the Kick the Dust programme but who lack the confidence to put themselves forward for job roles, to go through a supportive recruitment process and receive mentoring support to help them progress after the programme ends.

Our aim as we move forward is to support more working age young people to progress into employment, training or further learning and long-term volunteering.

capacity at this event. It was very insightful and I learnt a lot. Thank you also for being so patient and helpful with my questions!' (Lily F Young Ambassador KTD)

Following the event Lily secured a job with Norfolk & Norwich Festival in Kings Lynn – 'I have been successful in a job application (which I'm so happy about!!), to work at Kings Lynn Festival as their 'events and communications intern'

'Kick the Dust has helped me to gain real-life experience within the museum and heritage sector. I was able to curate, organise and develop my own creative project which has since been on display in numerous venues in Norfolk. As a result of this, I have been able to kick start my career as a project coordinator within the arts and culture sector. Without the hands-on experience that Kick the Dust gave me, and the help and knowledge of the scheme's organisers, I wouldn't have had the experience or confidence to start applying for the jobs I once dreamed of.' (Young person on the online work experience programme).

Take up continues to expand through the establishment of new partnerships with schools, colleges, Children's Services, and other cultural organisations as well as Job Centre Plus and Norfolk and Waveney MIND. The launch of the new Kick the Dust web pages on the NMS site is bringing traffic and enquiries from young people who would not ordinarily come to us through our existing partnerships which will support this growth and solidify the way NMS approaches youth engagement going forward.

The Y Heritage, another Kick the Dust project based in Leicester YMCA, who undertook a 3-day visit hosted by our young people in May, held a Young Peoples' Conference in September where the feedback from our Kick the Dust young people and those who took part from Leicester was well received. Feedback shows that this cross-fertilisation of ideas and peer mentoring approach allows young people and their partner organisations to develop the skills and knowledge to implement in their own youth engagement programmes. This legacy work will support the new bid, highlighting the need for a new project based around the principles of Kick the Dust but embedding our work with SHARE East to embed learning within a wider range of museum and heritage organisations across the East of England building on our current successes and approach to youth engagement.

5. Partnerships

- 5.1. NMS continues to work closely with Broadland and with South Norfolk, with the continuing development of the new agreement enabling the Museums Service to support a range of new work, including development programmes linked to Market Towns, and a digital learning programme around Robert Kett.
- 5.2. NMS continues to support Thetford Town Council in their work to create a Heritage Masterplan for the Town. The Town Council's focus is on their heritage assets, particularly St Peters Church, which they wish to turn into a skills centre. This work

continues to dovetail with the Museums Service's development plans for Ancient House Museum and our Duleep Singh partnerships and project plans.

- 5.3. NMS continues to work closely with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk. New work continues to focus on the development of the historic Guildhall in King's Lynn, with an application recently submitted to the National Lottery Heritage Fund.
- 5.4. NMS is looking to develop a new Memorandum of Understanding (MoU) with Norwich University of the Arts (NUA) covering a range of services and programmes. The current focus is on the recently acquired NUA site formerly known as Open, and on the Singh Twins: Slaves of Fashion exhibition, which is jointly being shown at both Norwich Castle and NUA's Gallery East.

6. Exhibitions

6.1. The Singh Twins: Slaves of Fashion; Norwich Castle Museum & Art Gallery, 1 October 2022 – 22 January 2023

Original mixed media artworks sit alongside historical objects from our own collection and a brand-new commission in this exhibition from the internationally renowned artists, The Singh Twins.

Slaves of Fashion explores how the history of Indian textiles is a global story of Empire, conflict, enslavement and luxury lifestyle which has contemporary relevance - connecting to ethical trade, consumerism and attitudes to race in the world today.

Included in the exhibition are eleven striking, highly detailed and symbolic digital mixed medium portraits printed on fabric and displayed as lightboxes. Collectively they reveal not only the beauty, renown and craftsmanship of Indian fabrics but also their political, social and cultural significance as a commodity connected to complex narratives of colonial history. Being seen for the first time is a commission in response to items in our collection, which will go on permanent display at Norwich Castle after the exhibition. Also included are artist films, as well as smaller drawings, paintings and archival material offering insights into the Twins' creative thinking and processes.

The Singh Twins

The Singh Twins' British-Asian heritage has played a significant role in influencing their work, and they are widely known for pioneering a modern development of the Indian miniature tradition within contemporary art practice. Inspired by Eastern and Western artforms, the Twins' use artistic language from centuries ago to address a range of modern, social and political themes through a combination of hand-painted and digital techniques. At the heart of their work lies the desire to

challenge narrow perceptions of heritage, culture and identity and show a more balanced representation and understanding of the past can influence how we relate to the present.

Lumen; Norwich Castle Museum & Art Gallery, July 2022 to April 2023

Lumen brings together works from Norwich Castle's collection of modern and contemporary art to explore how artists engage with ideas around light.

Light impacts us in a wide range of ways. It is a spectrum that enables us to experience colour in different ways depending on the viewer, location and conditions; it distinguishes night and day – underpinning many of the rhythms at the core of our lives. And it has metaphorical implications embedded within language, referencing clearness and insight.

On display are 25 works exploring these themes, by artists including Bridget Riley, Andy Warhol, and Patrick Hughes, as well as recently acquired works by Bruce Lacey and Eva Rothschild.

JMW Turner and the Moods of Water: rivers, estuaries and the sea; Lynn Museum, 25 June – 15 October 2022

This exhibition is based around Turner's painting Walton Bridges of 1806, which was purchased by Norfolk Museums Service in 2019 and is the first oil painting by Turner to enter any public collection in Norfolk, Suffolk or Essex. We are celebrating its arrival by touring it to museums around East Anglia, introducing it to our region with a series of five exhibitions.

This exhibition has a particular focus on the artist's use of water. Turner has always been especially admired as a painter of earth, air, fire and water, the 'four elements'. Many other artists were also deeply inspired by the ways in which he captured these fundamentals of nature. This show compares how artists who either influenced Turner, or were influenced by him, portrayed the element of water, expressing the many moods of rivers, estuaries and the sea.

This painting was acquired due to the generous support of the National Lottery Heritage Fund, also the Art Fund and a private donor.

Retro Games: A Gaming Journey from Arcade to ZX Spectrum; Time & Tide Museum, 9 July 2022 - 20 March 2023

Retro Games charts the rise of computer gaming through the boom of the 1980s to the present day. Starting with the early days of the '70s games arcades – like those on Great Yarmouth seafront – visitors will see key pieces of vintage hardware in retro room settings and have the chance to play games using vintage and contemporary technology for an immersive experience.

Retro Games is curated by young people from Kick The Dust in Great Yarmouth, funded by The National Lottery Heritage Fund, in collaboration with East Norfolk

Sixth Form level 4 Games Design Students and the curatorial team at Great Yarmouth Museums.

Frederick Sandys: The Greatest Draughtsman; Norwich Castle Museum & Art Gallery, Opens 8 October 2022

Norwich-born, Frederick Sandys (1829-1904) was a precocious talent who first exhibited at the age of ten.

He later moved to London where he associated with the Pre-Raphaelite artists, becoming particularly close to Dante Gabriel Rossetti who pronounced him 'the greatest of living draughtsmen'.

Sandys specialised in subjects taken from literature and mythology and was renowned for his exquisite chalk portraits, which often included elegant Japanese-inspired floral backgrounds. Due to their fragile nature Sandys' chalk portraits are seldom on display - this is a rare opportunity to see six of these chalk portraits along with one self-portrait.

Conclusion

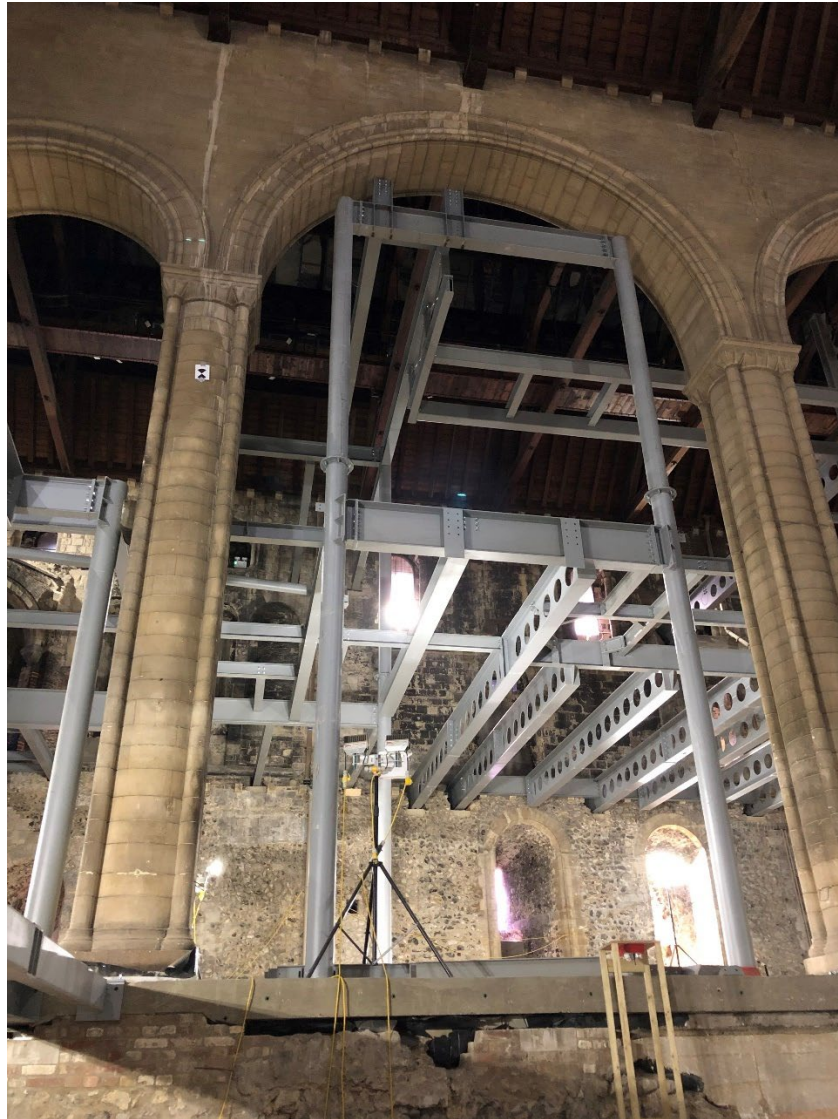
Normal performance is returning slowly after Covid-19 and programmes and projects are now being delivered as normal. Financial performance still lags behind our expected levels, but is in line with other museums nationally, and is building back positively.

7. Strategic Developments

7.1. Norwich Castle: Gateway to Medieval England project

Progress on the Norwich Castle: Gateway to Medieval England project has been very positive with construction over the last few months.

Steelwork is now fully erected in the Keep and the first of the three-stage handover has been completed, with the return of the new schools' entrance, toilets and Changing Place facility, and pop-up café.



Completed steelwork within the Keep, September 2022

The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 13 September 2022, and a full report on progress was given to the Board, including updates on planning, and the development of the British Museum Partnership Gallery of the Medieval Period.

An update on the latest developments will be given at the meeting.

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

- 7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues, although the negative impact of Covid-19 continues to be felt by all charities. The website for the Foundation is: <http://nmdf.org.uk/>

- 7.2.2. Current focus for the Foundation remains the Keep development project. Applications to grant-giving trusts and foundations continue to be developed and submitted.
- 7.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, was relaunched again for Christmas 2021, and performed very well with many new adoptions.
- For more details, visit www.adoptanobject.co.uk
- 7.2.4. Discussions with potential new corporate sponsors are currently ongoing, led by Jo Warr, Head of Development.
- 7.3. **Norfolk Museums Service – 5 Year Strategic Framework**
- 7.3.1. Following support from the Joint Museums Committee, the new 5 Year Strategic Framework went to Norfolk Museums Service's Cabinet for endorsement on 13 January 2020 and was approved.

<https://www.museums.norfolk.gov.uk/about-us/5-year-strategic-framework-2019-2023>

7.4. **Arts Council England**

- 7.4.1. Norfolk Museums Service has been in receipt of annual funding from Arts Council England since 2012.

Museums and arts organisations in receipt of regular annual funding from the Arts Council are called National Portfolio Organisations (NPOs). NMS joined the National Portfolio in 2018 and was awarded £4,856,956. Due to the pandemic the 4-year funding agreement was extended for a further year, securing an additional £1,225,308 for 2022-23.

Current Position

NMS is currently in receipt of £1,225,308 per year until 31 March 2023.

83% of the funding supports museum salaries across all departments and sites. This funding supports 34 members of staff (29 FTEs) and high-profile programmes such as the Teaching Museum, digital content and the Service's schools programme.

The funding supports delivery of the 25 goals set out in NMS' 5 Year Strategic Framework for 2019-23, including activity around skills and training, health and wellbeing, learning and access, collections, sector leadership, and resilience. This support has been invaluable in terms of delivering key services to Norfolk communities and vulnerable groups.

There are only 57 museum organisations in England that are in the National Portfolio representing around 200 museums. Of the 57 NPOs, only 12 are in the

top tier of museums that receive in excess of £1M per year and NMS is one of these 12, expected to demonstrate sector leadership.

Arts Council's 10 Year Strategy

The Arts Council's 10 Year Strategy for 2020-23 is called *Let's Create*. The vision of the strategy is:

By 2030, we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences

Museums and arts organisations wishing to join the National Portfolio for 2023-26 will need to demonstrate how they contribute to the outcomes that the Arts Council has identified that will help it to achieve its vision.

The outcomes set out in *Let's Create* are:

- Creative People – Everyone can develop and express creativity throughout their life
- Cultural Communities – Villages, towns and cities thrive through a collaborative approach to culture
- A Creative and Cultural Country – England's cultural sector is innovative, collaborative and international

Arts Council England's investment strategy will be underpinned through four investment principles:

- Ambition & Quality – Cultural organisations are ambitious and committed to improving the quality of their work
- Inclusivity & Relevance – England's diversity is fully reflected in the organisations and individuals that Arts Council England supports and in the culture they produce
- Dynamism – Cultural organisations are dynamic and able to respond to the challenges of the next decade
- Environmental Responsibility – Cultural organisations lead the way in their approach to environmental responsibility

Levelling Up

The Arts Council has been instructed by the Department of Culture Media & Sport to support the Government's Levelling Up Agenda by reducing investment in London and distributing more funding in areas outside of the capital, particularly in areas where there are low levels of cultural engagement and the potential for growth. The Government has identified 109 'Levelling Up for Culture Places' where funding will be prioritised. These 109 places include:

- Breckland

- Great Yarmouth
- King's Lynn and West Norfolk
- North Norfolk

This puts NMS' application in a strong position as seven of our ten museums are located in these priority places.

Update

Following the update to the Joint Museums Committee in April, NMS' NPO application for 2023-26 is currently under review, and news of the outcome is expected at the end of October 2022.

- 7.4.2. The Museums Service received feedback in September 2020 on its work around the Creative Case for Diversity, a key focus for Arts Council England and for the Museums Service.

The overall rating for the Service is now **Strong** with the following summary received from Arts Council England:

'Overall NMS has been making great strides towards diversity and inclusivity, and, therefore, receives a strong rating for the year 2019/20.'

This important work continues to be a high priority across all NMS departments.

7.5. Deep History Coast Project

- 7.5.1. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.
- 7.5.2. Staff are supporting North Norfolk District Council (NNDC) in the delivery of a range of Deep History Coast projects, with a good degree of overlap with the €23m EU-funded EXPERIENCE project, run by the County Council's Environment Service with additional support from NMS and Norfolk Arts Service.
- 7.5.3. NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the future direction of the project in North Norfolk with planning now underway for the forthcoming programme of activities and a major academic event is currently being explored, although the impact of Covid-19 has necessitated a review of the existing plans.

7.6. National Lottery Heritage Fund

- 7.6.1. The NLHF continues to be very responsive and supportive in terms of the delivery of our two major projects, the Norwich Castle: Gateway to Medieval England project and Kick the Dust. As discussed at previous Joint Museums Committee meetings, the museum has now submitted an expression of interest of a grant relating to the development of Time & Tide Museum, Great Yarmouth.

7.7. Health & Wellbeing

- 7.7.1. Development work continues on a range of initiatives to support Norfolk residents including projects on the topic of mental health and early onset dementia. Many of these programmes are being delivered in partnership with NCC's Public Health services and third sector partners.
- 7.7.2. Norfolk Creativity and Wellbeing Week 16-22 May 2022
Norfolk County Council delivered our 4th annual Norfolk Creativity & Wellbeing Week between 16 - 22 May 2022.

Creativity and Wellbeing Week is a national festival celebrating the power of creativity and culture to transform our health and wellbeing and is promoted by the London Arts and Health Forum and the Culture, Health & Wellbeing Alliance.

Our first Norfolk Week which launched in 2019 was a great success and this now annual event is an important part of our ongoing work to encourage and support greater collaboration across culture and health. It also provides a key opportunity to highlight, both locally and nationally, the year-round work of our cultural services, arts organisations and artists to provide creative and cultural activities with and for Norfolk communities.

- 7.7.3. Wellbeing continues to be a high priority for Norfolk County Council, and NMS staff continue to benefit from a number of wellbeing programmes and initiatives.

7.8. **Volunteering**

- 7.8.1. Volunteer numbers across the Service are high. Of particular note is the continuing important work of the volunteers working on the Friends of the Norwich Museums' Tapestry, one of the most significant elements of the planned interpretation.

Michelle Gaskin, NMS' Volunteer Coordinator, is the lead officer for this important work.

8. **Museum Development across Norfolk**

- 8.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22, extended in December 2021 until March 2023. The programme of support is delivered by SHARE Museums East.
- 8.2. 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.
- 8.3. The Arts Council supported annual Share Museums East conference took place virtually on 23 November 2021. The conference was entitled 'Regroup, Rethink, Reset' and explored how museums will evolve and work in a post-pandemic world.

9. Issues, Risks & Innovation

9.1. Issues

There are no major new issues to report.

9.2. Risks

The NMS Risk Register is updated and reviewed regularly.

9.3. Innovation

New initiatives in the Museums Service include support for vulnerable members of our communities and delivery of recovery programmes. New approaches have also been taken in terms of the delivery of the Service's major projects, and in its work with other key partners.

10. Conclusion

10.1. Operations, programmes and projects are now back to normal, although performance in terms of visitor numbers and financial income will take time to return to its pre-pandemic levels.

10.2. Despite the impact of Covid-19, the Norwich Castle Gateway to Medieval England project continues to progress positively with construction work beginning on site in August 2020 and progressing positively over the last 26 months.

10.3. A full exhibition programme is now in place across all sites.

Officer Contact

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