

Norfolk Joint Museums Committee

Date: Friday, 13 January 2017

Time: 14:00

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

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

Membership

Norfolk County Council

Mrs J Brociek-Coulton

Mr P Gilmour

Mr H Humphrey

Mr T Jermy

Mr J Joyce

Mr M Kiddle-Morris

Ms E Morgan

Mr M Storey

Mr J Ward

Norwich City Council

Mr T Jones

Dr K Maguire

Mrs V Thomas

Borough Council of King's Lynn & West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck

Breckland District Council

Mr P J Duigan

Great Yarmouth Borough Council

Mr B Lawn

South Norfolk District Council

Mr B Stone

North Norfolk District Council

Miss B Palmer

Co-opted members (Non-Voting)

Arts Council

Ms K Fawcett

Museum Friends

Mr J Knight

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

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

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Agenda

1. **JMC Mins of 28 October 2016** **Page 5**

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

3. **Declarations of Interest**

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

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

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

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

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

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

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

- 5a. **Great Yarmouth Area Museums Committee minutes - 16 November 2016** **Page 11**

- 5b. **King's Lynn and West Norfolk Area Museums minutes - 19 December 2016** **Page 23**

- 5c. **Norwich Area Museums Committee minutes - 13 December 2016** **Page 26**

6. **Finance monitoring for 2016/2017** **Page 30**

Report by Head of Museums

7. Risk monitoring for 2016-2017	Page 35
Report by Head of Museums	
8. Performance and Strategic update	Page 48
Report by Head of Museums	
9. Teaching Museums programme	Page
Presentation by Head of Museums	

Group Meetings

Conservative 2 pm Colman Room

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

Date Agenda Published: 05 January 2017



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held at County Hall, Norwich on 28 October 2016 at 2.00pm ^{Item 1}

Present:

Norfolk County Council

Mrs J Brociek-Coulton

Mr H Humphrey

Ms E Morgan

Mr M Storey

Mr J Ward (Chairman)

Norwich City Council

Mr T Jones

Dr K Maguire

Broadland District Council

Mr D Buck

Borough Council of King's Lynn and West Norfolk

Mrs E Nockolds

Breckland District Council

Mr P J Duigan

South Norfolk District Council

Mr B Stone

Great Yarmouth Borough Council

Mr B Lawn

Co-opted Member (Non-Voting)

Museum Friends

Mr J Knight

1.1 Apologies for Absence

1.2 Apologies for absence were received from Mr P Gilmour, Mr M Kiddle-Morris, Mr T Jermy, Mr J Joyce, Miss B Palmer and Mrs V Thomas.

1.3 Tribute to the late Mr John Bracey

1.4 Members of the Committee stood in silent tribute to the memory of the late Mr John Bracey who had died on 26 August 2016 at the age of 93. Mr Bracey had served as the Broadland District Council representative on the Joint Committee from July 2001 to July 2015 during which time he had made a significant contribution to the joint committee. Mr Bracey's vast experience and wisdom were invaluable to the work of the Joint Committee, particularly during the years when he was Vice Chairman of the Joint Committee from July 2009 to July 2015. Mr Bracey was a much-liked and well-respected Councillor and will be sadly missed.

1.5 Welcome to Mr Tim Jones and Mr Brian Lawn

1.6 The Chairman welcomed Mr Tim Jones of Norwich City Council and Mr Brian Lawn of Great Yarmouth Borough Council to their first meeting of the Joint Committee.

2 Minutes

- 2.1** The minutes of the previous meeting held on 1 July 2016 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

- 3.1** There were no declarations of interest

4 Matters of Urgent Business

- 4.1** There were no matters of urgent business.

5 Reports of Area Museums Committees

(a) Breckland

- 5.1** The annexed report of the Breckland Area Museums Committee meeting held on 4 July 2016 was presented by Mr P J Duigan.
- 5.2** In introducing the report, Mr P Duigan said that the Ancient House Museum had been awarded Best Norfolk Attraction (under 50,000 visitors) at the EDP Tourism Awards for 2015. The award had helped the museum to publicise activities at target audiences.
- 5.3** The Chairman said that during the October 2016 half-term the Chapel at Gressenhall Farm and Workhouse had been turned into an exhibition space for the *Collaborate* project. With the help of the Friends of Gressenhall Museum, this exhibition had featured items from a variety of disciplines including music, creative writing and academic research and had helped to support groups and individuals to gain access to workhouse stories.
- 5.4** It was **RESOLVED** to note the report.

(b) King's Lynn and West Norfolk

- 5.5** The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 26 September 2016 was presented by Mrs E Nockolds.
- 5.6** In introducing the report, Mrs E Nockolds drew the Committee's attention to the success of the 12 month teaching museum traineeship provided at the Lynn Museum through the NMS Teaching Museum Programme. She also drew attention to the West Norfolk mobile phone app that provided a directory guide to places to visit and things to do throughout West Norfolk.
- 5.7** It was **RESOLVED** to note the report.

(c) Norwich

- 5.8** The annexed report of the Norwich Area Museums Committee meeting held on 13 September 2015 was presented by Mrs J Brociek-Coulton.

In introducing the report, Mrs J Brociek-Coulton referred to the success of the *British Art Show 8*, one of the most prestigious contemporary art exhibitions in the country that was hosted by Norwich Castle Museum & Art Gallery and Norwich University of the Arts at three Norwich venues from 24 June 2016 to 4 September 2016. It was pointed out that Norwich was one of only four UK venues for the show and the closest location to London.

- 5.9 In reply to questions, the Head of Operations and Learning spoke about the work of Jen Hooker who had specialised in business development during her traineeship with the NMS. This was the first time that the NMS had provided a traineeship of this kind. Jean had researched areas of NMS income generation such as venue hire and civil ceremonies and how the service could market itself more effectively through improved product lines for retail outlets, contact lists for exhibitions and social media. The NMS would be looking to repeat the success of this traineeship in future years.
- 5.10 In reply to further questions, the Head of Museums said that the NMS was examining HLF funding opportunities for the court room at the Shirehall to be used to provide school learning activities that met with the crime and punishment component of the National history Curriculum.
- 5.11 It was **RESOLVED** to note the report.

6 **Norfolk Joint Museums Service – Integrated Finance and Risk Monitoring Report for 2016/17**

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

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

- 6.2 In the course of discussion, the following key points were noted:
- Progress with NMS Revenue budgets indicated that the Service should achieve a break-even position at the year end.
 - All risks within the NMS had been carefully assessed and were well managed.
 - It was noted that the risks associated with a failure to secure future ACE funding, theft of museum objects and failure to follow data protection procedures would be updated when the risk register was next presented to the Joint Committee. Also, that the risk regarding the review of the joint museums agreement would be deleted.
- 6.3 The Joint Committee **resolved** to note –
- (a) Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2016/17.
 - (b) Progress with the management of risk within the NMS.
 - (c) That the risk register be updated when next presented to the Joint Committee.

7 Norfolk Museums Service – Performance & Strategic Update Report

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

The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2016/17, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the Arts Council England funding programme and the DCMS National Museums Review.

7.2 The Joint Committee also received on the table a copy of the NMS annual review for 2015/16 and a copy of the Museums Association code of ethics. Members recognised that the code was essential to ensure an ethical approach was taken to Museum work.

7.3 During discussion, the following key points were noted:

- Museum visits across all 10 NMS sites for the period 1st April 2016 to 31st August 2016 had shown a slight decrease of 3% when compared to the equivalent period in the preceding year. Given that there was an early Easter in 2016 (meaning that Easter holiday visits were split between two financial years) and a very hot summer which had led to a small percentage reduction in visits to Norwich Castle over the summer holidays, and that 2015/16 represented a record year for the NMS, the total visitor figure for summer 2016 of 188,203 represented a very successful and positive result. The NMS was confident that going forward into the second half of the year that it could match last year's excellent figure of 400,000 visits across the NMS sites plus outreach and special events attendance.
- The numbers of school visits to NMS museums for the period 1st April 2016 to 31st August 2016 had shown an increase of 13% when compared to the equivalent period in the preceding year. This very strong performance when benchmarked against the total for school visits achieved during 2015/16 continued to go against the national trend.
- The good visitor figures represented a very successful summer in 2016 driven by a strong marketing performance and a successful exhibitions and events programme.
- The Joint Committee was pleased to hear that the NMS had received an initial development grant of £462,400 for the Norwich Castle: Gateway to Medieval England project. This funding is helping the Service to progress its plans as well as undertaking a major public fundraising campaign.. The match-funding gap for the project currently stood at c.£2.6m. A successful Stage 2 application to the HLF will result in an additional £8.7m of funding being made available.
- The Joint Committee discussed the impact on the NMS of registry office weddings at Norwich Castle which since they had been introduced on the 1st April 2016 had led to an ever increasing number of civil ceremonies taking place. The wedding parties for these ceremonies took place on Tuesdays to Saturdays and had culminated in significant numbers of additional visitors making use of the rotunda, the museum restaurant and the museum shop. The NMS was conscious of the need to maintain the museum atmosphere of the Castle and had taken steps to ensure that arrivals and departures of wedding guests, particularly during busy periods and in bad weather conditions, did not

disrupt museum visitors.

- The Joint Committee was pleased to hear that the NMS was continuing to have a leadership role in the wider museum sector across the East of England and that this was recognised in a very positive end of year report from the Arts Council England.
- The Joint Committee viewed the very good working relationship that the NMS had with Arts Council England as essential to the development of museum initiatives and activities throughout Norfolk and beyond. The excellent programme of financial and professional support, advice and guidance that the Arts Council England provided during the current funding programme (2015-18) had led to many NMS improvements and was something that the Joint Committee wanted to see continued with the Arts Council England 4 year settlement for the period 2018-22. With this in mind, the Joint Committee fully supported and authorised the Head of Museums, in consultation with the Chairman and Vice Chairman, to submit an application to the Arts Council England for a four year funding settlement for the period 2018-22.
- The Joint Committee asked for an update at the next meeting on progress with the Deep History Coast project. It was suggested that this project should consider in greater detail the possibilities for building links with coastline projects wider afield than the Cromer Forest bed and, in particular, with work to interpret the cliffs at Old Hunstanton.
- The Head of Museums said that he would write to Members of the Joint Committee with details about this year's annual SHARE Museums East conference that would be held at the newly developed National Horseracing Museum at Newmarket in November 2016 and to which Members would be invited to attend.

7.4 The Joint Committee resolved:

1. To note progress regarding development of the Keep at Norwich Castle.
2. To note progress regarding development of plans for 2016/17 including the exhibition and events programme and the Service's progress in achieving a balanced budget.
3. To authorise the Head of Museums, after consultation with the Chairman and Vice Chairman, to submit applications to the Arts Council England for National Portfolio Organisation funding for Norfolk Museums Service and for Sector Support Organisation (Museum Development) funding for SHARE Museums East, both for a four year funding settlement for the period 2018-22. The Joint Committee fully supported the work that was being done on these very important applications.
4. The Head of Museums to write to Members of the Joint Committee with details about this year's annual SHARE Museums East conference at the newly developed National Horseracing Museum at Newmarket in November 2016 and to which Members may wish to attend.
5. To request an update at the next meeting on progress with the Deep History Coast project and the building of links between this project and coastal projects elsewhere.
6. That progress on all other museums matters should be reported back to the Joint Committee as part of the Head of Museums' periodic Performance and Strategic Update Report.

7.5 At this point in proceedings the Joint Committee considered a report on the

Collections Review and Rationalisation Programme 2015-18 that was included as an Appendix to the Performance & Strategic Update Report

7.6 The Joint Committee resolved with regard to Appendix 1 to the report:

To agree to the rationalisation of the items listed in Annex 3 to the report (Gressenhall Social History items) and Annex 4 to the report (inc. Internal transfers included for information only) that were considered and approved for rationalisation by the Breckland Area Museums Committee on 4 July 2016.

8 To receive a presentation about the Heritage Lottery Fund supported Olive Edis project

8.1 The Joint Committee received a presentation by Andrew Smith, NMS Operations Manager East, about the Heritage Lottery Fund supported Olive Edis project.

8.2 The Joint Committee heard that the project provided a unique opportunity to view the pioneering photography of Olive Edis who had worked in North Norfolk in the late 19th and early 20th centuries. In addition to being a talented portrait photographer, Edis was also the world's first female war photographer and this exhibition showcased both her photographs of local people and celebrities alongside her record of women during the First World War and her documentary on the battlefields of Northern Europe. The exhibition was part of a wider project supported by the Heritage Lottery Fund with additional support provided by Arts Council England, East Anglia Art Fund and the John Jarrold Trust. It was noted that a touring exhibition of Edis' work would be shown at community venues across North Norfolk during 2017. The exhibition runs from 8 October 2016 to 22 January 2017.

The meeting concluded at 3.45 pm.

Chairman

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Area Museums Committee

Item 5a

Minutes

Wednesday, 16 November 2016 at 10:00

PRESENT :

Councillor B Lawn - Borough Councillor of Great Yarmouth (Chairman)
Councillor Jeal - Borough Councillor of Great Yarmouth
Councillor Mavroudis - Borough Councillor of Great Yarmouth
Dr R Hanley - Norfolk Museums Service
Mr A Smith - Norfolk Museums Service
Mrs J O'Donoghue - Norfolk Museums Service
Mrs S Wintle - Members Services Officer

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Robinson-Payne and Mr S Miller (Head of Museums).

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

The minutes of the meeting held on the 22 March 2016 were agreed as a correct record.

4 MUSEUMS REPORT FOR GYAMC

The Chairman welcomed Members and Officers to the meeting and introductions were undertaken.

The Area Operations & Museums Manager presented the report which provided Members with information on King's Lynn Museums activities for the period from April 2016 – October 2016.

1) Exhibitions at Time and Tide

i) Never Had It So Good - (22 October 2016 - 5 March 2017)

Never Had It So Good explores how design shaped people's lives in 1950s post-war Britain. In the years following the Festival of Britain (1951), companies like Sanderson, Ercol, Robert Welch and Whiteleaf employed innovative designers including Lucienne Day, Terence Conran and Marian Mahler. They helped shape the brave new world of a modern and increasingly prosperous Britain.

Never Had it so Good reflects the design experience of an average, young British couple through the end of austerity and the disappearance of rationing. One of the most iconic artefacts in the exhibition is a 1952 Douglas Vespa scooter.

The exhibition at Time and Tide incorporates photos of Great Yarmouth's post-war re-building and voice recordings of residents who remember the rapid change in fortunes which the 50s brought to the town.

ii) Halfway to Paradise: The Birth of British Rock (19 March – 2 October 2016)

This exhibition was an extremely successful summer show for Time and Tide. Visitor numbers were exceptional - 31% up in September and 36% YTD. Halfway To Paradise comprised of over 80 Harry Hammond photographs.

Visitors explored the music, musicians and fashion of the time. We also showcased memorabilia from the private collections of Yarmouth people who were part of the rock scene in its heyday. Local collector Peter Jay loaned his tabletop jukebox and vintage ABC cinema sign.

Over a thousand school children visited the exhibition through the Seaside Rocks learning programme and events such as our Vintage Look: Hair and Beauty Workshops 'I'm Beehive Believer' & 'Sweet Little Rock'n'Rollers' proved very popular.

2) Forthcoming exhibitions

i) Titanic – Honour & Glory (1 April – 24 September 2017)

The "Titanic Honour & Glory" national touring exhibition is dedicated to preserving the legacy of the White Star Line and their fleet of ships which included Olympic, Titanic and Britannic. The exhibition features many rare and previously unseen artefacts, including chinaware from the Titanic.

ii) Endeavour project

The loan of a Pocket watch from the Titanic is being arranged from Royal Museums Greenwich as part of the HLF- funded Endeavour Partnership. This watch belonged to Robert Douglas Norman who perished in the Titanic disaster. Supplementary Titanic related items will be sourced from NMS collections for a small exhibition and interactive area.

3) Events

i) Museums at Night (Friday 13 May)

The evening event at the Great Yarmouth museums was a great draw this year and was linked into the Halfway to Paradise exhibition theme – music through the ages.

Time and Tide 50's & 60's style activities and a Rockabilly band. Numbers were 22% up.

Elizabethan House (13% up) hosted Queen Elizabeth I and visitors were serenaded by lute music whilst at the Tolhouse Gaol pirates took over and sea shanties were the order of the day. The three GY sites had their best figures since 2012 with 1,350 people enjoying our museums during this national free entry event.

ii) Summer events

On Wednesday 27 July we had Seaside Family Fun Day at Time and Tide. Activities included creating sand art out of driftwood and the traditional British seaside staple, Punch and Judy, was enjoyed by all. 215 visitors attended the event.

Science Day (3rd August) was the second best attended event of the summer with 181 people taking part. Feedback confirmed that many visitors found out about the event from online sources like social media and our website.

On 17th August, we hosted the Dizzy O'Dare Company for Circus, Circus as people learnt the art of juggling, hula hooping and more.

iii) Heritage Open Days (8 – 11 September)

Both Elizabethan House and Tolhouse Gaol were open with free entry for all as part of the four day free entry initiative. Visitor numbers were exceptional.

Tolhouse Gaol saw a 35% increase and Elizabethan House was 88% up and had a record 437 visitors on the Sunday.

iv) October Half Term

Herring Day, held on Monday 24 October at Time and Tide, had handling collections as well as crafts.

STEAM (Science, Technology, Engineering, Art and Maths) Ahead with Drawing, on Wednesday encouraged visitors to design their own tools. A trail, Marvellous Machines and Mechanics, also helped people to discover the machines and engineering items we have on display in the museum.

v) Winter Talk (7 October 2016 - 31 March 2017)

Our winter talk schedule re-commenced in October. We host a different guest speaker each Friday morning.

4. Other Museum Developments

i) Summer museum installations

Small exhibitions had been added to the summer offer this year.

At the Tolhouse Gaol The Samuel Yarham: A Yarmouth Murderer display was installed, and the Elizabethan House hosted photographs from the Percy Trett collection showing scenes depicting Great Yarmouth and the South Quay.

ii) British Museum Trainee

The Norfolk Museums had been successful in their application to the British Museum to work in partnership with their HLF Skills for the Future Learning Museum programme. This coveted partnership is always oversubscribed, with only 12 places available across the UK which provides young people from diverse backgrounds with high quality entry-level vocational training. Mauro Maia the Museums BM trainee was recruited and started with the museum in September on a 12 month secondment.

The core objectives of the BM Learning Museum programme are to:

- Nurture the next generation of the museum workforce, drawing in fresh perspectives from a diverse cohort of trainees, enabling them to harness the power of objects and engage under-represented audiences
- Champion best practice in dynamic collections skills and showcase innovation in museum development across the UK, ensuring a sustainable future for the museum sector

- Develop a proactive network of trainees, partner museums and the British Museum, leading to long term nationwide collaborative projects of all kinds

ii) Sea History Differently Project

It was reported that the Museums had been successful in their application to the Esmée Fairbairn Collections Fund administered by the Museums Association (one of the UK's largest independent grant-making foundations) to undertake the Sea History Differently project at Time and Tide.

A grant of £90,500 had been awarded to deliver this exiting project. Permanent displays will be refreshed as well as touring outreach projects and exhibitions. The project will provide a focus for skills sharing and working with local communities.

Through this project we aim to transform access to our important maritime and historic boat collections and a community co-curated maritime fine art exhibition at Time & Tide will be delivered for summer 2018.

This exhibition will include works of fine art by artists such as J.M.W Turner, John Constable and J.S Cotman.

Councillor Jeal asked in relation to the Nelson Exhibition and raised concern as to the recalling of items from the Nelson Museum for the Exhibition. The Head of Operations & Learning stated that he would liaise with the relevant exhibition Curator and that the concerns raised would be taken into account.

iii) Winter Pass

The Time and Tide winter pass was launched ready for the winter opening hours which run from 1 November until 31 March 2017.

This offer is available for local residents and visitors from further afield and they can enjoy unlimited visits to the museum during the winter months.

vi) Visitor Experience

Time and Tide Museum has been selected as a finalist in the EDP Hseasons Tourism Awards 2016. Great Yarmouth museums are one of three finalists in the Norfolk Tourist Attractions Association Best Small Visitor Attraction of the Year Award.

The museum is also recognised by visitors and currently sits in third place for the best things to do in Norfolk. It is also first place in the listings for Great Yarmouth.

v) Weddings and venue hire

Both the Tolhouse Gaol and Elizabethan House are licenced to hold weddings. The first wedding has been booked at Elizabethan House for summer 2018. Paranormal group booking remain strong and this success was reported in the Museums Journal in January.

5. Learning

This year has been a particularly busy one for learning staff at the museums. Once again there has been record breaking numbers of schools visits helped by the programme of new events, the Stories from the Sea project and the popular Halfway to Paradise exhibition at Time and Tide. Our Little Kippers under 5s sessions continue to gain in popularity with lots of lively activities throughout the museum.

Highlights of the youth engagement programme have included the fabulous giant puppets featured in the Great Yarmouth Arts Festival carnival in June and the Halfway to Paradise exhibition of work by talented young photographers.

The young archaeologists club finished a successful first year with a great event at Time and Tide where they were able to show off what they have learned and display finds including part of a mammoth tooth found on Winterton beach.

i) School Visits

Time & Tide had its highest ever number of school pupil visits in the last academic year, with 9,008 pupil visits between September 2015 and July 2016. This was up 3,257 on the previous academic year. We also delivered outreach events to over 500 school pupils in the last academic year. The Summer term (Apr – Jul 16) saw 3,488 pupil visits to the Time & Tide. Of this total, 1,639 were made by pupils from a Great Yarmouth Borough school. The year to date figure for our three museums in Great Yarmouth is 5,485.

ii) Seaside Rocks! - Halfway to Paradise

A large number of school groups took part in Seaside Rocks event this summer. Inspired by the brilliant Halfway to Paradise special exhibition, children toured the interactive exhibition with the resident teddy-boy and talent agent Rik O'Shea, all in a bid to see whether they had the moves and style to make it as a rock & roll performer on Great Yarmouth seafront in the 1950's. A total of 1,108 school pupils experienced the Halfway to Paradise exhibition between May – July 2016

iii) Romans: Life Outside the walls @ Burgh Castle & Time & Tide

The Time & Tide Museum teamed up with the Norfolk Archaeological Trust for the Heritage Lottery funded project: Burgh Castle Roman Fort: Life outside the walls.

A total of 417 pupils took part in this exciting event, which allowed them to meet costumed characters and handle real artefacts at Time & Tide before going to explore the Burgh Castle site itself with community volunteers.

iv) Stories from the Sea - EAL Explorers Project

The Stories from the Sea project is now in its fifth year with Time and Tide Museum working in partnership with the National Maritime Museum and RNLi Henry Blogg Museum. The Museums are currently working with Inderjit Soor (NCC Ethnic Minorities Achievement Advisor) from the schools professional development centre on a project to research how museum events can be adapted to better address the needs of students with English as a second language. Focusing on adapting our Explorers literacy event, with students from St Georges Primary and Alderman Swindell primary visiting the museum to try out our new approaches. The museums visits are being followed by a workshop in school with a writer from the Writers Centre Norwich. We will be producing a report will be produces to include our findings from this project using the techniques developed to make events more accessible to EAL students.

v) Young History and Archaeology Club

Members of the Great Yarmouth Young History and Archaeology Club were proud to show off their knowledge and expertise as they invited family, friends and important visitors, to their own pop-up exhibition at the Time and Tide Museum on the 23rd July.

All current members are keen to re-enrol and there is a waiting list for September when the new programme of activities begins. 2016/17 looks to be another busy year for Yarmouth's young archaeologists.

vi) Little Kippers

This month sees the end of the third year of running Little Kippers sessions for children under 5 and it has gone from strength to strength. The group is now well established and has grown over this year. There is now a core group of 15-20 regular attenders.

Another success, has been designing sessions linked to the temporary exhibitions this year, with the Halfway to Paradise session proving very popular. This has been an effective way of gaining new attenders as it has been advertised in the events brochure for the exhibition and so has reached a wider audience.

vii) Youth Engagement

Carnival Puppets

Young people from the Creative Collisions youth arts network worked

alongside professional puppet makers Tinhouse Arts to create giant articulated puppets of rock 'n' roll stars for Great Yarmouth Arts Festival Parade.

The puppets were inspired by Halfway to Paradise, the summer exhibition at Time at Tide Museum. Great Yarmouth Arts Festival also adopted and extended the theme for its carnival parade.

Twenty six young people made four metre high articulated puppets of Dusty Springfield and Buddy Holly as well as The Beatles in a Yellow Submarine, a Rock 'n' Roll band with guitars and drum kit and Harry Hammonds camera.

viii) Photo Exhibitions

Halfway to Paradise - Wide Angle Portraits

Wide Angle documentary photography group had their latest exhibition in the community gallery at Time and Tide in April. The portraits in the show celebrated the diverse multi-cultural communities of Great Yarmouth.

Two students from East Norfolk Sixth Form also displayed a joint photography exhibition at Time & Tide Museum. Ellie Pendergast researched museum archives and illustrated how Great Yarmouth has changed over time by re-visiting locations in the archive photos and shooting them again using traditional 35mm film.

Maddie Rhodes photographed a journey along Northgate Street where she documented several small businesses including a traditional fish monger, a barber shop which has been on the street since 1950, a butcher, a garage and a popular pub.

Both students were introduced to Time & Tide Museum through the Wide Angle documentary photography group and hope to have a career in photography.

ix) Crafting History

Basketry Artists in Residence Clare Pastorious and Sarah Dyball taught the skills used traditionally to create Swill Baskets and Crans in Great Yarmouth. Fourteen students from four Creative Collisions schools and colleges implemented their new found skills to make imaginative pieces inspired by our collections including a shield and a ships wheel.

x) Saturday Art Club

A new Saturday Art Club is running at Time and Tide Museum which started in October. This will provide 30 weeks of free art workshops delivered by staff from Great Yarmouth College and Time and Tide Museum.

xi) Enjoy - Great Yarmouth

Enjoy is a partnership that provides a forum for arts and cultural organisations to work with schools, colleges and other educational providers to increase the

opportunities for children and young people to learn by engaging in arts and cultural activities.

The Museum have been leading the development of this network since September 2015 with support from the Norfolk and Norwich Festival Bridge. The Museums have also been working to support the development of the Great Yarmouth Arts Festival and are working with the Music Service to survey and develop music provision.

xii) Endeavour Project

The Museums are pleased to be extending their partnership with the National Maritime Museum by working on a new Heritage Lottery funded project which will see an artefact from the Titanic disaster on display at Time and Tide Museum. A pocket watch worn by one of the victims will be the centre piece for an exhibition from April – September 2017.

xiii) Partnerships

Cultural Heritage Partnership

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Great Yarmouth museums continue to actively support a range of local partnerships. The Head of Operations & Learning & the Operations Manager – East attend the Great Yarmouth Cultural Heritage Partnership meetings and also sit on the steering group.

The Learning Manager – East is part of the Cultural Educational Partnership.

Cultural Education Partnership

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The Museums Learning Manager continues to chair this network, which is branded Enjoy – Great Yarmouth, and has been concentrating in engaging more schools in its activities. Currently a keen group of head teachers are involved and they are instrumental in further developing an Arts and Culture Pledge scheme for schools in the Great Yarmouth area.

ix) Visitor Numbers

The Area Operations & Museums Manager reported on the Visitor Numbers for the Museums as follows :-

Time and Tide

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- Admissions September - 31%
- Admission Year to Date - 36%
- Income Year to Date - 16%
- Retail Year to Date - 18%

Elizabethan House

-

- Admissions September - 12%
- Admissions Year to Date - Level
- Income Year to Date - -1%
- Retail Year to Date - 15%

-

Tolhouse Gaol

-

- Admissions Sept - 18%
- Admissions Year to Date - -10%
- Income Year to Date - -14%
- Retail Year to Date - -2%

Councillor Mavroudis asked in terms of capacity how many people could the Museums hold and had the Museums been know to reach full capacity, and he was advised of the capacity threshold although it was pointed out that reaching those limits would be unlikely. Councillor Mavroudis then suggested ways in which the Museums could raise customer numbers.

Resolved :

That the Committee note the excellent report from The Area Operations & Museums Manager report.

5 TEACHING MUSEUM PROGRAMME UPDATE

The Committee received a short video presentation on the Teaching Museums Programme from the Learning Manager.

The Committee's attention was drawn to paragraph 4.13 of the Museum report which provided Members with a short written statement from Holly Morrison (Learning trainee) as follows :-

"My role as learning trainee, with the Eastern Areas Learning Team, based at Time and Tide Museum in Great Yarmouth, is incredibly varied, encompassing formal, informal, outreach and youth engagement programmes, allowing me to gain invaluable practical skills, knowledge and confidence in a variety of roles, to further my future employment prospects. Within the first four months of my traineeship I already feel I have achieved a great deal gaining confidence in my ability to deliver schools sessions. Successfully delivering a number of formal learning sessions, often in costume, with handling collections and or facilitating craft activities. To list but a few, I have been lucky enough to become a Victorian time traveller, a Roman lady, a Pirate treasure hunter, a Tudor mask maker, and a Medieval damsel.

I have also had the opportunity to support several exciting outreach programmes, one of the most memorable being the development of 'Rock

and Roll Tea Parties'. During this project I created reminiscence resource boxes and attended sessions with local primary schools and older people in Great Yarmouth. This project allowed us to engage audiences with the 'Halfway to Paradise' exhibition at Time and Tide Museum as well as promoting inter-generational exchanges. We engaged with an estimated 731 school children, parents and community members during the events.

I have also supported several Informal learning events at the museum, including 'Young Archaeological History Club' and 'Little Kippers' under 5s sessions, the latter of which I have been able to contribute to the production of resources, craft activities, and the planning of each session. I have also gained confidence in working with larger audiences at Museums at Night, where all three of the GY museums were visited by a total of 1,350 visitors, the highest numbers since 2012.

To Complement these experiences of working with younger children my traineeship has been balanced by supporting the Youth Engagement officer. In this role I have gained experience of applying for funding, recruiting artists and young people, planning programmes, and managing partnerships. Some of the projects have included: 'Crafting Histories' a Heritage Lottery Young Roots Funded Project, where Creative practitioners run masterclass workshops on crafts connected to the museum's collections; 'Creative Collisions' Great Yarmouth Arts Festival Puppets Projects, where young people created large scale puppets for a parade; and the Installation of 'Wide Angle' young photographers exhibitions at both Time and Tide Museum and Great Yarmouth Library.

Outside of the my placement the wider training programme has enabled me to gain an insight into other areas of best museum practice, such as Conservation, Documentation, Collections Management, IPM, and Social Media Advocacy. A highlight of this experience so far has been the completion of an audit, with my fellow trainee, from start to finish at Gressenhall Workhouse Museum, allowing me to explore the treasure trove within all Norfolk Museum Collections, and to develop skills for using MODES documentation database system.

Looking forward to the rest of my traineeship, in the coming months I will continue to build confidence in my school session delivery to the widest possible audiences and to develop differentiated approaches to suit different learning styles. Within the Youth Engagement team I have been assigned to lead on Take Over Day which officially takes place on Nov 18th.

For Take Over Day we are working with GYROS (an organisation that works with migrant communities) and English as Additional Language students. They will help us to develop multi-lingual museum trails and a pop up exhibition of objects from our collections as well as objects from home that students feel reflect their own heritage. The young people will work with museum professionals, designers and translators to interpret the objects in their own language, and host a celebratory launch for families and friends.

I have also been leading on the setup of the Sorrell Foundation National Art and Design Saturday Club at Time and Tide. This is a partnership project with Great Yarmouth College, to provide free creative workshops at the Museum every Saturday for 30 weeks from October.

We are very pleased to announce that Holly has already secured her first museum job and will be taking on a part time role with the education team at the

Fitzwilliam Museum in Cambridge from mid - November. She will be continuing her traineeship on the remaining days until April 2017.

The Learning Manager advised that the Museum were very pleased to announce that Holly has already secured her first museum job and will be taking on a part time role with the education team at the Fitzwilliam Museum in Cambridge from mid - November. And that she he will be continuing her traineeship on the remaining days until April 2017.

6 RECENT ACQUISITIONS AND COLLECTIONS UPDATE

The Committee received for information a presentation from Jo O'Donoghue on recent acquisitions and collections update which included:-

- Mammoth Teeth
- Message in a bottle
- Postcards from the 1900 to 1920's
- Jumping Jack Doll
- Paintings

7 ANY OTHER BUSINESS

The meeting ended at: 12:00

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK
KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE Item 5b

Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 19th December, 2016 at 2.15 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn

PRESENT: Councillor Mrs E Nockolds (Chairman)
 Councillors M Chenery of Horsburgh, T Smith, A Tyler and T Wing-Pentelow

An apology for absence was received from Councillor H Humphrey and
 Mrs A Wright

1 APOLOGIES FOR ABSENCE

Borough Councillor Mrs A Wright, County Councillors H Humphrey, J Ward, Mr S Miller, Mr R Hanley, Ms S Thompson

2 MINUTES

RESOLVED: That the minutes of the previous meeting held on 13 June 2016 and the informal discussion notes from the meeting held on 26 September 2016 be approved.

3 MATTERS ARISING

There were no matters arising.

4 DECLARATIONS OF INTEREST

None.

5 REPORT OF THE WESTERN AREA MANAGER

The Committee received the report from the Head of Operations and Learning as circulated with the Agenda. The details of the report were enlarged upon for the meeting.

The Head of Operations and Learning responded to questions relating to:

It was suggested that Pentney Parish Council and Pentney Church be contacted to inform them about the display of two of the Anglo-Saxon Pentney Brooches in January and February 2017. S Winter agreed to send them the Parish Clerk's details.

In response to questions re the advertisement of events, it was explained that a banner was obtained to hang on the railings to advertise events taking place. It was noted that the social media following was also assisting with this.

It was explained that the mystery shopper work that had been carried out produced a large feedback report which had already resulted in some changes and improvements. The only cost of the process was that of sending our staff/volunteers to mystery shop other museums as part of the process. It was agreed to provide a summary of the report for the next meeting.

Attention was drawn to the recent donation of Samuel Gurney Cresswell items from the estate of the late Brian Hanrahan, and the fact that the Museum Service was trying to obtain an H Baines painting of the two, now demolished chapels at the Hardwick Cemetery. Funding had been achieved from the Art Fund and the V&A Purchase fund, and with support from the Friends of the Museum. It was hoped that if they were successful in acquiring the picture the image could be used for the Hardwick Cemetery interpretation boards.

The Museum “Mash up” was explained as putting different elements close to each other to encourage creative thinking and ideas.

Feedback on the Google Art photography had not been received, O Bone undertook to come back with some information. NB: after the meeting it was confirmed that the Sam Johns the Museum collections manager had confirmed that there were plans for a ‘core launch’ in January 2017 with several other museums and collections including the British Fashion Council. There were about 50 images at super high resolution for the Lynn Museum and there would also be an online exhibition about King’s Lynn’s whaling history on view.

In relation to the pop up recitals proposed for the museum during the Festival which were successful during 2015 and 2016, it was explained that an area for approximately 25 people could be provided within the Sea Henge area which it was hoped would promote the museum. Bryan Howling was also planning on presenting a talk on the history of the Festival.

A suggestion was made to look into the “Fenland Christmas” book showing old pictures of Christmas for examples for any Christmas display. It was noted that True’s Yard currently had a Christmas display, which was deliberately different from that at the Custom House.

The visitor figures were tabled for information, and it was explained that as the weather in August was hot, it resulted in lower than anticipated attendance figures as people stayed outdoors and along the coast etc. In order to try to combat this it was proposed to change the marketing

approach, getting printed materials out earlier to the schools for the summer trails, and continue to work with Stories of Lynn to prevent any clashes.

Attention was drawn to the poor attendance of many of the Norfolk County Council representatives to the meetings.

6 **DATE OF NEXT MEETING**

Possibly 13 March 2017, at the Lynn Museum. Date to be confirmed after consultations complete.

The meeting closed at 3.12 pm



Norwich Area Museums committee

14:00 to 15:10

13 December 2016

Present:	City Councillors: Davis Kendrick (substitute for Brociek-Coulton) Maguire Price Thomas (Vi)	County Councillors: Hannah (Vice chair in the chair) Bremner Morgan Sands
Co-opted non-voting members:	Brenda Ferris (Norfolk Contemporary Art Society), Ceri Lamb (Friends of Norwich Museums), Councillor Buck (Broadland District Council) and Councillor Ward (ex officio member)	
Apologies:	City Councillors Brociek-Coulton and Jones (T), County Councillor Dearnley Amanda Geitner (East Anglia Arts Fund) and Councillor Hardy (South Norfolk District Council)	

1. Public questions/petitions

There were no public questions or petitions received.

2. Declarations of interest

There were no declarations of interest.

3. Minutes

Brenda Ferris queried when an update would be given to the committee on the Magritte discovery. The operations manager said that this would be brought to the March meeting of the Norwich Area Museums Committee.

Subject to noting a spelling mistake in the second paragraph of page five of the agenda which read 'form' rather than 'from' it was:-

RESOLVED to agree the accuracy of the minutes of the meeting held on 13 September 2016.

4. Norwich Museums briefing for period August to December 2016

The head of development presented the report. During discussion the officers referred to the report and answered members' questions.

She said that an evaluation of the British Art Show had been completed and over 90,000 people had visited the exhibition with 40,000 of these visiting Norwich Castle. It had attracted a different audience with a younger profile. The opening night had been scheduled for the same night as the EU referendum so unfortunately, the exhibition did not get the level of media coverage that had been hoped for.

A member commented that it was encouraging to see that 33% of the visitors had postcodes outside of Norfolk.

The head of development said that there was a good turnover of displays within the castle and highlighted some of the upcoming exhibitions.

She said that the Olive Edis exhibition would be going on a tour of North Norfolk and would be shown at Sheringham museum as one of the venues.

There would be an exhibition on Nelson from the end of July 2017 which would be an in house exhibition. The recent Manet exhibition had been the most visited at the castle but officers were hoping that the Nelson exhibition would top this in terms of visitor numbers. The Norwich School had been approached and some of their memorabilia would be on display along with Nelson's Nile coat. The operations manager said that usually exhibitions were planned around three years in advance and would run for at least six months. Due to unforeseen circumstances, the Nelson exhibition had only recently been decided upon. He said that marketing and promotion for it would begin in the near future.

In response to a member's question, the head of development reassured the committee that as the curator for this was a social historian, the exhibition would not just focus on Nelson as a hero but also on Nelson as a person.

A Rembrandt exhibition would follow the Nelson exhibition with over ninety etchings from the Norfolk Museums Service collection, along with other paintings from national galleries on display. Links with the Dutch community had been explored and the collection would be opened by the Dutch ambassador. In response to a member's question, the head of development said that links with Strangers' Hall and historical Dutch immigration had been thought about and the museums service was exploring sponsorship options for marketing.

The operations manager said that there was an average of 2000 – 3000 extra visitors to Norwich Castle as a result of holding weddings in the benefactor's room. Registry office bookings had gone up by twenty percent as a result of the ceremonies being held in the castle. Members welcomed this as it provided an extra income stream for the museums service.

Fewer weddings had taken place at Strangers Hall than anticipated and the museums service had ceased its contract with the event provider and were about to

tender for a new company. It was anticipated that this appointment would be made by the end of the financial year.

Members were given an update on the keep project and the operations manager said that dates for the second round applications had been pushed back slightly due to the volume of work involved. The head of development said that Norwich City Council had been consulted on the project as well as many local heritage groups.

In response to a members question, the operation manager said that work was being undertaken on recording the current state of the keep before the project began. A new research assistant had been appointed and was working on this. The building had been digitally mapped and there were some timbers in the keep that would have to be retained and stored.

He added that the new design of the keep would mean that the building was compartmentalised, rather than being such a wide open space and this would help with heat and energy consumption. Strategies, including the environmental strategy were in the process of being developed and member input was welcomed.

Members praised the work of the teaching museums and members were encouraged to visit the castle during these sessions to experience them. The head of development said that Norwich Castle was a case study on one of the GCSE history papers which had increased the number of school visits from children on GCSE age. Members asked for an update on the work of the teaching museums work at the next Norwich Area Museums meeting.

Hannah Henderson, curator at the Museum of Norwich at the Bridewell gave members an overview on the work being undertaken around dementia friendly museums.

She said that the project began with pilots undertaken with the NHS and the library service. The museums service had worked with the library service to develop memory kits that could be used by families. They realised that this could be used in outreach work and wrote instructions for the kits on how to use them at home. It was realised dementia patients could benefit from visiting the museum and sharing memories.

Sessions would be run in the future hosting a small group of dementia patients to trail new approaches. The sessions would be less structured and feedback on all aspects would be encouraged. A welcome walk would also be held once a month which would be free of charge and would be a chance for patients to enjoy the collections and tea and cake with a family member.

In response to a member's question, Hannah said that extra funding had been applied for, however, with training for key staff and reviewing how business was conducted, she said that the programme should be able to be delivered with existing resources.

RESOLVED to:

- 1) Note the Norwich museums briefing period August to December 2016

- 2) Ask officers to bring an update on the teaching museums to the next meeting;
and
- 3) Ask the head of operations to circulate school visitor numbers

RESOLVED to note the report.

CHAIR

Norfolk Joint Museums Committee

Item No

Report title:	Finance monitoring for 2016/17 Item 6
Date of meeting:	13 January 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report covers the forecast position for the Norfolk Museums Service (NMS) in 2016/17 as at 31 st October 2016.	

Executive summary

This report covers the forecast Norfolk Museums Service (NMS) budget out-turn for 2016/17. Section 1 covers progress with the NMS revenue budget for 2016/17, reserves and provisions, the capital programme, and savings applied to the revenue budget for 2017/18.

The main issues for consideration by this Committee are:

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

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

- **Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2016/17**
- **Note the proposed savings and changes for 2017/18 and beyond**

1. Proposal (or options)

1.1 Revenue Budget 2016/17

1.1.1 The NMS expects to achieve a break-even revenue budget outturn for 2016/17.

1.1.2 There is a projected shortfall of £0.074m from Admissions Income, which is -5.7% of the target. Admissions income continues to follow the strong performance of 2015-16, however the current forecast is suggesting a shortfall compared to the increased 2016-17 budget, although with planned exhibitions in the second half of the year we are anticipating an improvement in this position. Any shortfall is likely to be offset by other additional income and by the control of expenditure.

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

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Norfolk Museums Service	2.422	2.422	0.000	0.00%	0
NMS Total	2.422	2.422	0.000	0.00%	0

1.2 Capital programme

- 1.2.1 Norfolk County Council's commitment to the county's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. The Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. There are currently no new Norfolk County Council schemes planned for future years.
- 1.2.3 The NMS 2016/17 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2016/17 – Norfolk Museums Service

Scheme or programme of work	Approved 2016/17 Capital Budget £m	2016/17 Forecast Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Voices from the Workhouse Project	1.187	1.187	0	Project estimated to be completed in 17/18
Norwich Museums Capital Projects	0.017	0.017	0	Project estimated to be completed in 17/18
Seahenge	0.007	0.007	0	Ongoing conservation
Gressenhall Biomass Boiler CERF *	0.008	0.008	0	Project estimated to be completed in 16/17
Strangers Replacement Lighting	0.002	0.002	0	Project complete – final payments due
Castle Keep Improvements	0.172	0.172	0	Stage 1 estimated to be completed in 17/18
Total	1.393	1.393	0	

* CERF is the Carbon Energy Reduction Fund.

Funding of the NMS Capital Programme

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

- The feasibility element of the Museum of Norwich at the Bridewell project was funded from NMS. The capital programme is £1.573m with approved HLF funding of £0.979m, £0.224m NCC capital, £0.76m Norwich City Council and £0.025m from the Friends of Norwich Museums and service contributions.
- Seahenge funding is for ongoing conservation work. This is rolled forward from prior years.
- Voices from the Workhouse project is funded from Heritage Lottery Fund (HLF). £1.800m funding will be received over 2 years, to transform Gressenhall into a national centre for workhouse interpretation and increase the role of Gressenhall as a regional centre for heritage tourism
- Initial capital funds used for Castle Keep development prior to HLF bid. Successful capital bid money was received in July 2015 from Historic England £0.800m. Further development funding of £0.462m was received from the Heritage Lottery Fund to develop the project further during 2016/18

1.3 Reserves and Provisions

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

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

Reserves and Provisions 2016/17	Balances at 01Apr16	Forecast Outturn at 31Mar17	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.130	0.130	0.000
Museums Repairs and Renewals Reserve	0.176	0.163	-0.013
Unspent Grants and Contributions Reserve	0.635	0.593	-0.042
Service Total	0.941	0.886	-0.055

1.4 2017/18 Budget Proposals

1.4.1 The budget savings proposals are summarised below:

3a – Income and Rates of Return	2017/18 £m	2018/19 £m	2019/20 £m
CMM037 – Additional Income generation	-0.005	0	0
Additional Income generation	-0.020	0	0
Total	-0.025	0	0

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

Description	2016/17 budget £m	Additional Costs (Inflation) 2017/18 £m	Savings 2017/18 £m	Cost Neutral Adjustment/ Virements 2017/18 £m	Proposed 2017/18 Budget £m	Savings Reference
Employee related costs	3.985	0.040	0	0.023	4.048	
Premises	0.714	0.015	0	0	0.729	
Transport	0.033	0	0	0	0.033	
Supplies & Services	1.443	0.001	0	0.541	1.985	
Third Party Payments	0.004	0	0	0	0.004	
Support Services	0.078	0	0	0	0.078	
Depreciation & Impairment	0.395	0	0	0	0.395	
Income	-4.230	-0.013	-0.025	-0.564	-4.832	CMM037
Total	2.422	0.043	-0.025	0.000	2.440	

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 take into account

4. Background

There are no other documents to refer to.

Officer Contact

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

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Officer name : Julie Berry, Finance Officer, Budgeting & Accounting Team, Finance

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Norfolk Joint Museums Committee

Item 7 Item No

Report title:	Risk monitoring for 2016-17
Date of meeting:	13 January 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact The Joint Museums Committee's role is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the departmental risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving departmental objectives and is a key part of the performance management framework.	

Executive summary

This report provides the Committee with the latest Norfolk Museums Service Risk Register as at December 2016. The reporting of risk is aligned with and complements the Performance and Financial reporting to the Committee.

The Norfolk Museums Service Risk Register was last reported to the Joint Museums Committee in October 2016. Since the last Committee meeting the Risk Register has been updated to show the latest developments

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

- **Progress with Risk Management since the last Joint Museums Committee meeting, shown in the reconciliation report in Appendix B.**
- **Review and comment on the risk data, information and analysis presented in the newly formatted risk register report in Appendix A and determine whether the recommended mitigating actions identified are appropriate.**

1. Proposal (or options)

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

2. Evidence

- 2.1 The Norfolk Museums Service (NMS) risk data detailed in this report reflects those key business risks that are managed by the NMS Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's 'Well Managed Risk – Management of Risk framework'.
- 2.2 The current risks are those identified against departmental objectives for 2016/17 and are included in **Appendix A**.

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

3. Financial Implications

There are no significant financial implications arising from the Risk Management report.

4. Issues, risks and innovation

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

Officer Contact

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

Officer name : Steve Miller, Acting Assistant Director, Community and Environmental Services (Cultural & Lifelong Learning),

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Officer name : Julie Berry, Finance Officer, Budgeting & Accounting Team, Finance

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Appendix A: Risk Register for Norfolk Museums Service - attached

Appendix B: Risk reconciliation report - attached

Risk Number	RM14162					Date of update		07 December 2016		
Risk Name	Failure to generate additional income streams in 2014/2017 in accordance with service plan.									
Risk Owner	Steve Miller					Date entered on risk register		21 March 2014		
Risk Description										
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	5	15	2	3	6	Mar-17	Green
Tasks to mitigate the risk										
Commercial Strategy in place Staff will be trained and supported in the delivery of key goals Wedding licences obtained and in place New conference and banqueting offer in place External income generation for Conservation and Design underway										
Progress update										
Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. Despite significant reductions in staffing as a result of funding reductions, revenue generation is progressing well.										

Risk Number	RM14027					Date of update			07 December 2016	
Risk Name	Theft of museum objects									
Risk Owner	John Davies					Date entered on risk register			22 March 2012	
Risk Description										
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	2	5	10	2	5	10	Mar-17	Amber
Tasks to mitigate the risk										
Review of display case security undertaken										
Review of security staffing and systems completed										
Additional CCTV coverage provided										
Upgrade of case locks where necessary completed										
Installation of additional case alarms where necessary completed										
Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors										
Progress update										
Reviewed by SMT September 2016. Internal audit by NCC in 2016 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.										

Risk Number	RM13947		Date of update		07 December 2016					
Risk Name	Failure to maintain historic buildings									
Risk Owner	Steve Miller		Date entered on risk register		30 June 2011					
Risk Description										
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	3	3	9	Mar-17	Green
Tasks to mitigate the risk										
Close liaison with NPS and Norwich City Council to identify priorities in building maintenance										
Ensure we include investment in buildings maintenance in all capital projects										
Ensure we foster a good personal and professional relationship between our staff and that of NPS										
Ensure that our building staff are continuously monitoring our buildings to supplement NPS										
Ensure we have appropriate emergency response procedure in place in all premises										
Progress update										
Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Andrew Crossley point of contact for standards monitoring with NPS. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard.										
Reviewed by SMT 20 August 2013 - As this is a risk to be managed on an on-going basis, having met its target score by January 2013 - agreed at SMT 20 August 2013 to show prospects as 'Green', amend target date to 01 April 2017 and retain on the risk register for monitoring purposes until 2017.										
Reviewed by SMT 20 September 2016 - No change.										

Risk Number	RM14286		Date of update		07 December 2016					
Risk Name	Reduction of centralised support services									
Risk Owner	Steve Miller		Date entered on risk register		21 March 2014					
Risk Description										
Impact on NMS from reducing resources within County Hall including finance, HR, ICT, NPS, etc. Also, pressure on minor works budget will 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	4	8	3	3	9	Mar-17	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.										
Progress update										
Reviewed by SMT September 2016 - ongoing concerns in the reduction and quality of central services and continuing impact from cost pressures being applied centrally and impacting at the level of the Service.										

Risk Number	RM13948		Date of update		07 December 2016					
Risk Name	Significant flooding in Gt Yarmouth area									
Risk Owner	Steve Miller		Date entered on risk register		30 June 2011					
Risk Description										
If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	2	3	6	2	3	6	Mar-17	Green
Tasks to mitigate the risk										
Emergency plan is in place Regular checks of the store are carried out to check on safety of contents Insurance in place Risk assessment is reviewed regularly High risk items relocated Ensure location records are accurate										
Progress update										
Following extensive work between 2013 - 2016, 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.										

Risk Number	RM14132					Date of update		07 December 2016		
Risk Name	Failure to secure Arts Council England (ACE) Renaissance funding and continue as a Major Partner Museum/National Portfolio Organisation.									
Risk Owner	Steve Miller					Date entered on risk register		20 September 2016		
Risk Description										
Failure to secure ACE funding for the period 2018-2022 will result in a massive loss of investment in NMS and the wider County in the region of £1.4m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	1	5	5	1	5	5	Jul-17	Green
Tasks to mitigate the risk										
Deliver the current ACE Renaissance programme successfully										
Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods										
Put together the strongest application possible										
Strategic conversations with NCC Directors and Elected Members involved in discussions relating to 2018-22 programme										
Progress update										
Positive progress on key items as at 31 March 2014. To be reviewed at ACE/Renaissance Board Meetings and future SMT meetings.										
Funding for 2015-8 secured. Need to continue to deliver agreed MPM plan. Reviewed by SMT September 2016 - new funding programme announced for 2018-2022. New priorities and increased competition. Application to be submitted Spring 2017.										

Risk Number	RM14065		Date of update		07 December 2016					
Risk Name	Failure to follow data protection procedures									
Risk Owner	Steve Miller		Date entered on risk register		31 May 2012					
Risk Description										
Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	1	4	4	1	4	4	Mar-17	Green
Tasks to mitigate the risk										
New staff not allowed computing access until they have completed the data protection and information security e-learning courses										
A workbook on data protection and information security has been published for staff and volunteers who have no computer access										
Mandatory refresher training and monitoring rates of completion of training. Introduction of more stringent rules to ensure sensitive information is sent to the correct recipient										
Social media policy reviewed 2016										
Progress update										
Reviewed by SMT September 2016 - internal procedures and systems have been reviewed and tested across the Service.										

Risk Number	RM13949			Date of update			07 December 2016			
Risk Name	Not delivering business plan targets as Arts Council England (ACE) funded Major Partner Museum									
Risk Owner	Steve Miller			Date entered on risk register			30 June 2015			
Risk Description										
If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2015-18, the loss of funding and a resulting reduction in service provision.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	1	3	3	1	3	3	Mar-17	Green
Tasks to mitigate the risk										
Monitor service delivery to ensure that targets are being met										
Maintain close liaison with ACE Relationship Manager to ensure that she is aware of achievement and challenges										
Progress update										
Positive progress against all business plans (MPM, Museums Development and Museums & Schools). Visitor numbers across the 10 museums are high and learning programme targets are being delivered. Reviewed September 2016 - positive progress continuing.										

Risk Number	RM14163			Date of update			07 December 2016			
Risk Name	Joint museums agreement review.									
Risk Owner	Steve Miller			Date entered on risk register			21 March 2014			
Risk Description										
Failure to reach agreement over contributions from participants in the joint museums agreement may lead to reduced service and loss of 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	4	8	1	3	3	1	3	3	Mar-15	Met
Tasks to mitigate the risk										
JMA remains a key priority in the 5 Year Strategy and the Service Plan										
Progress update										
Review completed with all JMC partners. Final Joint Museums Agreement signed off 2015.										

Appendix B – Risk Reconciliation Report

Item 7

Significant changes to the Norfolk Museums Service Departmental Risk Register since the last report presented in October 2016

Risk additions:

1. RM14286: Reduction of centralised support services – impact on NMS from reducing resources from Finance, HR, ICT, NPS etc. Also pressure on minor works budget will create additional problems / maintenance costs.

Risk changes:

2. RM14163: Joint Museums agreement review – Risk score reduced from 8 to 3 as a review was completed with all JMC partners and signed off in 2015.

Norfolk Joint Museums Committee

Item No.

Report title:	Performance and Strategic update Item 8
Date of meeting:	13 January 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

Executive summary

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

Recommendations:

- To note progress regarding development of the Keep at Norwich Castle
- To note the plans for 2016/17 including the exhibition and events programme and the Service's progress in achieving a balanced budget
- To note the Arts Council England's new funding programme for 2018-22 and progress with the Service's funding applications

1. Background

This report notes the performance of Norfolk Museums Service over the current financial year 2016/17 including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children and foster families. The report also provides an update on all major projects including the Voices from the Workhouse project at Gressenhall and the Keep development at Norwich Castle.

2. Performance Summary

- 2.1 Total museum visits across all 10 NMS sites for the period 1st April 2016 to 31st October 2016 were 265,614 compared to 268,823 for the equivalent period 1st April 2015 – 31st October 2015. This represents a 1% decrease on last year's total visitor numbers for the equivalent Period. Factors impacting negatively on the overall visitor figure include an early Easter in 2016 (meaning Easter holiday visits were split between two financial years) and a very hot summer, which saw a small percentage reduction in visits to Norwich Castle over the summer holidays. However, the visitor figures for the autumn period have been very strong and, given that 2015/16 represents a record year for the Museums Service, the total visitor figure year-to-date is very encouraging.
- 2.2 School visits across the 10 NMS sites for the period 1st April 2016 – 31st October 2016 were 24,791 compared to 23,244 for the period 1st April 2015 – 31st October 2015. This represents a 7% increase on the year-to-date. This is a very strong performance, especially as it is benchmarking against the excellent total for school visits achieved during 2015/16.

3. Performance/Service Plan highlights

3.1 LITTLE LIVES: Snapshots of Childhood 1800 to the Present Day: exhibition at Lynn Museum, King's Lynn

This new exhibition at the Lynn Museum touches on the stories of childhood over the last two centuries. Childhood objects from the museum collections together with photographs and paintings offer snapshots of the changing experience of childhood.

The exhibition ran from 23 September 2016 and continues into 2017.

3.2 Flint Rocks: exhibition at Ancient House Museum

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

The exhibition ran until 29 October 2016.

3.3 'Sixty Years On': Norfolk Contemporary Art Society; exhibition at Norwich Castle

An exhibition celebrating the impact of Norfolk Contemporary Art Society on Norwich Castle's collections over the last six decades.

Exhibition in the Timothy Gurney Gallery running until spring 2017.

3.4 Fishermen & Kings: The Photography of Olive Edis. Exhibition at Norwich Castle

An exhibition celebrating the pioneering photography of Olive Edis who worked in North Norfolk in the late 19th and early 20th centuries. As well as being a talented portrait photographer, Edis was also the world's first female war photographer and this exhibition showcases both her photographs of local people and celebrities alongside her record of women during the First World War and her documentary on the battlefields of Northern Europe.

The exhibition is part of a wider project supported by the Heritage Lottery Fund with additional support provided by Arts Council England, East Anglia Art Fund and the John Jarrold Trust.

A touring exhibition of Edis' work will be shown at community venues across North Norfolk during 2017.

The exhibition runs from 8 October 2016 to 22 January 2017.

3.5 Punk in the East. Exhibition at Museum of Norwich at the Bridewell.

An exhibition celebrating 40 years of punk heritage and influence in Norwich and beyond, told through stories, photos and punk memorabilia.

The exhibition runs from 22 October – 28 January 2017.

3.6 Never Had It So Good: Exhibition at Time and Tide Museum, Great Yarmouth

Emerging from austerity and rationing, the 1950s was a time when Britain led the world in the quality and innovation of its decorative and applied arts, and when good design became affordable by all. This exhibition creates a vision of the 1950s through many different aspects of design, both inside and outside the home.

Never Had It So Good is a touring exhibition from Compton Verney Museum in Warwickshire.

The exhibition runs from 22 October 2016 - 5 March 2017.

4. Learning Programmes

- 4.1 The learning teams across the County continue to deliver a number of award-winning programmes for all ages with a focus on the priority groups of schools, disadvantaged communities and our Looked After Children.
- 4.2 Members of the Teenage History Club from Ancient House Museum, Thetford, have been preparing their 'Dream Rooms' for inclusion in the V&A Museum's 'Small Stories: At Home in a Dolls' House' exhibition at Norwich Castle in 2017.
- 4.3 Rachel Duffield, Learning Officer at Gressenhall Farm & Workhouse, featured in the Heritage Lottery Fund's 'Changing Lives' national social media promotion during December talking about the 'Creating a Stir' programme, part of the Voices from the Workhouse project. 'Creating a Stir' involved work with inmates from HM Prison Wayland, local community groups and older people in residential care.
- 4.4 As previously reported, the Department for Education (DfE) and Arts Council England have confirmed a further extension to the schools' literacy programme 'Museums and Schools'. This funding extension is enabling NMS to roll out the very successful *Stories from the Sea* in North Norfolk whilst continuing to build the programme in Great Yarmouth.
- 4.5 A partnership project application to deliver educational theatre sessions for schools in the Shirehall Courtroom has been successful. The project is being supported by the Heritage Lottery Fund.

5. Teaching Museum & Skills

- 5.1 The briefing sessions for the next round of the Teaching Museum were held on 9 & 10 December. As in previous years, the Service received a huge amount of interest in these unique posts with hundreds of people attending.
- 5.2 The Heritage Lottery Fund has launched a second round of *Skills for the Future*, a programme which focuses on the development of heritage skills and supports training for entrants to the heritage sector. NMS ran the largest Skills for the Future programme in the UK in partnership with the Museum of East Anglian Life in Suffolk. An application for the new programme was submitted in November.
- 5.3 A joint application for *Kick the Dust*, a new Heritage Lottery Fund programme aimed at developing opportunities for young people aged 16-25, was also submitted in November by the Service in partnership with YMCA Norfolk.

6. Marketing and PR

- 6.1 Time and Tide Museum won the Best Small Visitor Attraction (under 50,000 visitors) in the EDP/Hoseason's Annual Tourism Awards, 2016. This success

follows on from Ancient House Museum who won the same award in 2015.

- 6.2 The award was accepted at an awards ceremony attended by Cllr John Ward and Andrew Smith, Operations Manager for the East. Congratulations go to the team at Time and Tide.

7. Partnerships

- 7.1 NMS continues to work closely with the national charity *Kids in Museums* and other learning partners on the 'Takeover Day' initiative which gives young people the chance to run an institution for the day. The latest programme, delivered at Time and Tide Museum, was with Gyros, an organisation who exist to support the integration of communities in the Great Yarmouth area.
- 7.2 The Museums Service will be lending the wing of the P10 aircraft to be displayed in the ground-breaking Norwich International Aviation Academy. The wing, from the first steel-framed plane in the world, was made by Norwich manufacturing company, Boulton & Paul and was exhibited at the Paris Air Show in 1919.
- 7.3 Norwich Castle worked with the Norwich Business Improvement District (BID) and Norwich City Council on the Remembrance Day and Christmas projections on Norwich Castle. Both of these projections have generated international interest via social media.

8. Commercial Developments

- 8.1 A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the Service's commercial income targets. Key developments since the last meeting are listed below:
- 8.2 To date, over 500 ceremonies have been held within the Benefactors' Room at Norwich and advance bookings for 2017 are very strong. In September, Norwich Castle hosted its first wedding reception in the Rotunda and across our other sites a growing number of bookings have been secured for Strangers' Hall and Gressenhall.
- 8.3 The Arts Council England supported project developed in partnership with Norwich University of the Arts (NUA) to create commercial opportunities using the Museum's collections has been completed. Evaluation has now been completed on this innovative project and the findings will inform future projects.
- 8.4 External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

The Design Team have recently secured some highly prestigious contracts, including one to support the design of a new dementia-friendly ward at the Norfolk & Norwich Hospital.

For more details visit www.conserveanddisplay.co.uk

- 8.5 An increasing number of commercial bookings for Norwich Castle continue to be delivered, including major events and celebrations for local businesses.

8.6 Conclusion

Despite the challenges of an early Easter and a very hot summer, the Service's financial performance up to the end of September has been positive and, with a strong exhibitions and events programme in place across the 10 museums over the current and final quarters, a breakeven budget position is forecast.

Commercial income strands including conference and banqueting, conservation and design services and weddings continue to develop positively, especially the Registry partnership at Norwich Castle.

9 Strategic Developments

9.1 Norwich Castle Keep

- 9.1.1 Norfolk Museums Service has received earmarked funding from the Heritage Lottery Fund (HLF) for the *Norwich Castle: Gateway to Medieval England* project.
- 9.1.2 An initial development grant of £462,400 is a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep into one of the region's premier heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.
- 9.1.3 Along with the recreation of the 12th Century Royal Palace, the project will enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.
- 9.1.4 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which is expected to be submitted in late 2017/early 2018.
- 9.1.5 The following important meetings have been held since the last AMC report:
 - The second Academic Advisory Board meeting was held on 16 September 2016
 - The second Project Board meeting was held on 12 October 2016
 - The second HLF Monitor/Mentor meeting was held on 21 October 2016
- 9.1.6 Following a European tender process, Artelia Projects UK Ltd were appointed to provide project and cost management services for the Development and Delivery phases of the project in November 2016. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council Corporate Property Team, and approval to appoint was granted by the Project Board. An inception meeting with the Project Team has been scheduled for 14 December 2016 and the contract will officially commence on 9 January 2017.
- 9.1.7 Regular communication is being held between curatorial and project teams at NMS and the British Museum in order to develop concepts for the British Museum Partnership Gallery of the Medieval Period within the Keep. An important and creative full-day meeting was held with the Head of National Programmes, Project Curators of Late Medieval Europe and Loans Administration Team at the British Museum and NMS Project Team on 24 November 2016. The meeting was

focussed around working in collaboration on the new displays, including digital initiatives, but also saw significant progress made towards developing working practices.

- 9.1.8 A new member of staff, Dickon Whitewood, was successfully appointed as Research Assistant on 28 November 2016. This 12-month HLF-funded post will focus on gathering archival material for Development-Phase work, as well as researching the townscape of medieval Norwich.
- 9.1.9 A consultation session was held on 5 September 2016 with The Society for the Protection of Ancient Buildings, which resulted in favourable responses to the design proposals for the Castle Keep and entrance hall. The Project Team is awaiting written feedback.

9.2 Norfolk Museums Development Foundation (NMDF) & Fundraising

- 9.2.1 Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well and a Board Development Day has been held which has been helpful in assisting the Trust in developing a clear vision which complements the work of the Joint Museums Committee and our other sister charities.
- 9.2.2 A new website for the Foundation has been created to give the charity a profile for potential supporters and grant giving bodies – <http://nmdf.org.uk/>
- 9.2.3 Current focus for the Foundation remains the Keep development project for which a large amount of preparatory research and advocacy work is being undertaken ahead of the submission of applications to grant-giving trusts and foundations in the New Year.
- 9.2.4 The forthcoming Norwich Castle exhibition programme, including the Nelson exhibition in the summer and the Rembrandt exhibition in the autumn, are also being supported by fundraising through the Foundation.

9.3 Gressenhall Farm & Workhouse – Voices from the Workhouse project

- 9.3.1 The *Voices from the Workhouse* development project at Gressenhall, supported by the Heritage Lottery Fund and other key funders including DCMS Wolfson and Breckland DC, is progressing according to schedule and the main exhibition was opened to the public in May.
- 9.3.2 The VIP opening with the Heritage Lottery Fund took place on Friday 8th July, with the relatives of workhouse inmates whose stories are told in the main exhibition cutting the ribbon to officially open the new galleries.
- 9.3.3 Positive work on the digital App to support the interpretation in the new galleries has been completed during the period and the Heritage Lottery Fund has also given their approval to the redevelopment of the Collections Gallery above the new workhouse displays.
- 9.3.4 Learning and outreach work with local schools and community groups linked to the project continues.
- 9.3.5 The Gressenhall project team have been recognised for their hard work and dedication to delivering an exemplary project by Norfolk County Council in the form of an Outstanding Contribution Award (OSCA).

9.4 Arts Council England

- 9.4.1 Whilst NMS continues to deliver its current funding programme (2015-18), work is underway to prepare for the application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22. The application will be submitted in February. In addition to the NPO application, the Service will also be submitting an application to continue as one of the nine national providers of Museum Development services.
- 9.4.2 Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This has involved delivering a national conference on 12 December and publicising case studies drawn from NMS's work and that of 5 other Major Partner Museums across England. NMS is also working with Kids in Museums, the national charity, to develop a new Takeover Day programme aimed at introducing children from diverse backgrounds to the idea of working in museums and the cultural sector.
- 9.4.3 The Museums Service has received a very positive end of year report from the Arts Council with particular credit given to the Museum's progress embedding new income generation initiatives and activities, and its award-winning work with children and young people.

9.5 Deep History Coast Project

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.
- 9.5.2 Staff continue to work on the Deep History Coast (DHC) publication.
- 9.5.3 Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event was delivered at Time & Tide Museum over the summer and behind the scenes tours as part of Heritage Open Weekends in September.
- 9.5.4 NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support has also been provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled.
- 9.5.5 A partnership application led by NNDC to the Government's Coastal Communities Fund (CCF) was submitted at the end of June and has been successful in obtaining a Stage 1 pass. The second round application was submitted in December following a programme of exploratory work and detailed planning supported by NMS. If successful, the funding will enable the development of new tourism facilities across the North Norfolk Coast and improvements to the area immediately in front of Cromer Museum.

9.6 DCMS National Museums Review

- 9.6.1 The Department for Culture, Media and Sport has begun a National Museums Review, the first such review in more than 15 years.
- 9.6.2 As part of the Review, the Museums Service received a visit in August from Neil Mendoza, Chair of the Review, Dr Simon Thurley and Kate Bellamy from the

- 9.6.3 In parallel to the National Review, the Museums Association has created a Museums Taskforce to examine the state of the museums sector across the UK and produce a report by May 2017. NMS is represented on the Steering Group for this piece of work.

9.7 Health & Wellbeing

- 9.7.1 Following the Health & Wellbeing Conference held at Norwich Castle in May, development work has been undertaken over the summer and early part of the autumn. An application has been made to the national Great Place programme, funded by the Arts Council England and the Heritage Lottery Fund. The application proposes a series of health and wellbeing projects across the County, led by Creative Arts East and supported by Norfolk County Council's Cultural Services and Public Health.

10. Museum Development across Norfolk

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East. Recent developments include the launch of the 2016-17 training calendar which offers over 80 events including training courses, workshops, conferences and seminars.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 The annual SHARE Museums East Volunteers Awards was held at the Fitzwilliam Museum in Cambridge in June.
- 10.5 This year's annual SHARE Museums East conference was held in November at the newly developed National Horseracing Museum at Newmarket. The theme of the conference was Place Making and speakers included Paul Bristow, Director of Strategic Partnerships at Arts Council England and Robyn Llewellyn, Regional Director of the Heritage Lottery Fund.
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

11. Equality Impact Assessment (EqIA)

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

12. Section 17 – Crime and Disorder Act

- 12.1 NMS is working hard to help address the issues of social exclusion, one of the key triggers for crime and disorder. NMS provides services that are accessible to local people, encourage participation in cultural activities by people who are at risk of offending, engage offenders through a range of cultural projects, assist schools in improving pupil attainment and deliver opportunities to increase the number of people who are in education, employment or training.
- 12.2 Through these and many other projects the NMS is using its resources to contribute towards reducing crime and disorder in Norfolk.

13. Conclusion

- 13.1 Meeting the Service's financial targets for 2016/17 is dependent on the delivery of commercial and fundraising targets as well as the maintenance of high visitor numbers across the 10 museums.
- 13.2 Following the opening of the new *Voices from the Workhouse* galleries at Gressenhall and a strong exhibitions and events programme across the County, the Service remains optimistic of meeting its challenging targets.
- 13.3 The redevelopment of the Keep at Norwich Castle is the key focus for the Service for the coming period.

Officer Contact

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

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