



Norfolk County Council

Norfolk Joint Museums Committee

Date: **Friday, 02 November 2018**

Time: **14:00**

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

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

Membership

Norfolk County Council

Mr P Duigan

Mr D Harrison

Mr H Humphrey

Mr B Iles

Mr G Nobbs

Ms C Rumsby

Mr T Smith

Mr M Storey

Mr J Ward

Norwich City Council

Dr E Fulton-McAlister

Dr J Huntley

Ms R Trevor

Borough Council of King's Lynn &

West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck

Breckland District Council

Mr R Kybird

Great Yarmouth Borough Council

Mr B Lawn

South Norfolk District Council

Mr R Savage

North Norfolk District Council

Mrs B Palmer

Co-opted members (Non-Voting)

Arts Council

Ms K Fawcett

Museum Friends

Mrs F Devonshire

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

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

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A g e n d a

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

2. **JMC minutes of 26 July 2018**

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3. **Declarations of Interest**

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

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

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

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

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

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

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

5. **Kings Lynn and West Norfolk Area minutes - 3 September 2018**

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6. **Norwich Area Museums Committee Minutes - 11 September 2018**

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7. **Finance monitoring report for 2018-19**
Report by Assistant Director, Culture and Heritage

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|----------------------------------------------------------------------------------------------------------------------|----------------|
| 8. Risk Management report
Report by Assistant Director, Culture and Heritage | Page 30 |
| 9. Performance and Strategic update
Report by Assistant Director, Culture and Heritage | Page 39 |
| 10. The Arts Council England Creative Case For Diversity
Presentation by Jo Warr, Head of Development, NMS | Page |

Group Meetings

Conservative 1.00 pm Colman Room, Ground Floor

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

Date Agenda Published: 25 October 2018



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held at Gressenhall Rural Life Museum on ^{Item 2} 26 July 2018
at 2.00pm

Present:

Norfolk County Council

Mr P Duigan
Mr D Harrison
Mr H Humphrey
Mr M Kiddle-Morris
Mr T Smith
Mr J Ward (Chairman elected during meeting)

Norwich City Council

Dr E Fulton-McAlister
Dr J Huntley

Borough Council of King's Lynn and West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck

Co-opted Member (Non-Voting)

Museum Friends

Mrs F Devonshire

1 Election of Chairman

1.1 Resolved

That Mr J Ward be elected Chairman of the Joint Committee for the ensuing year.

(Mr J Ward in the Chair)

2 Election of Vice-Chairman

2.1 Resolved

That Mr D Buck be elected Vice-Chairman of the Joint Committee for the ensuing year.

3 Minutes

3.1 The minutes of the previous meeting held on 6 April 2018 were confirmed by the Joint Committee and signed by the Chairman.

4 Apologies for absence and Tour of Gressenhall Farm and Workhouse

4.1 The Chairman welcomed to the Committee those new Members who were attending their first meeting.

- 4.2 Apologies for absence were received from Mr B Lawn, Ms K Fawcett, Mr R Kybird, Mr G Nobbs, Mrs B Palmer, Ms C Rumsby, Mr R Savage, Mr M Storey and Ms R Trevor.
- 4.3 The Joint Committee placed on record thanks to Hannah Jackson, NMS Operations Manager (West) and Dr Megan Dennis, NMS Curator, for the tour that they had conducted of Gressenhall Farm and Workhouse that immediately preceded this meeting. Members were given the chance to find out about what life was like within the workhouse walls through the stories of those who lived and worked there over its 200 year history. The tour included the recently completed Collections Gallery with over 2,000 objects telling the story of life, work and play across the county.

5 **Declarations of Interest**

- 5.1 Mr T Smith declared an “other interest” in item 14 (the review of NMS collections Development Strategy) because he was a member of the Midland and Great Northern Joint Railway Society who were the organisation behind the William Marriott Museum located at Holt Station.

6 **Matters of Urgent Business**

- 6.1 There were no matters of urgent business.

7 **Political Representation on the Joint Museums Committee**

- 7.1 The annexed report (7) by the Secretary of the Joint Committee was received.

- 7.2 Members received a report that set out the political representation on the Joint Committee and asked for appointments to be made to the Urgent Business Sub-Committee for 2018/19.

7.3 **Resolved –**

- (a) That the political composition of the Joint Museums Urgent Business Sub-Committee for 2018/19 be as follows:

Conservative	4
Labour	2
Liberal Democrat	1

- (b) That the following Members be appointed to serve on the Joint Museums Urgent Business Sub-Committee for 2018/19:

- Mr D Buck (Conservative)
- Mr D Harrison (Liberal Democrat)
- Mr H Humphrey (Conservative)
- Vacancy (Labour)
- Dr J Huntley (Labour)
- Mr T Smith (Conservative)
- Mr J Ward (Conservative)
- Mrs E Nockolds (Conservative substitute member)

8 Breckland Area Committee

- 8.1 The annexed report of the Breckland Area Museums Committee meeting held on 14 May 2018 was presented by Mr P Duigan.
- 8.2 The Chairman drew the Joint Committee's attention to the annual SHARE Museums East Volunteers Awards that were referred to on page 17 of the agenda. The Assistant Director, Community and Environmental Services, agreed to let Members have further details after the meeting about these awards which can be found at Appendix A to these minutes.
- 8.3 Mr Humphrey asked for clarification around the figure of approximately 10,000 volunteer hours recorded for Gressenhall in 2017 (page 17 of the agenda). (Note: the answer can be found at Appendix B to these minutes).
- 8.4 The Assistant Director, Community and Environmental Services, drew attention to the new exhibition highlighting the story of Duleep Singh and his family, launched as part of the *Festival of Thetford and Punjab* at Thetford Ancient House. He said that the *Festival of Thetford and Punjab* was a partnership project between Essex Cultural Diversity Project, working with Norfolk Museum Service, Norfolk Library Service and Norfolk Arts Service, and funded by the Heritage Lottery Fund. The festival worked with a wide range of partners, venues and event organisers to put on different events that appealed to a wide variety of audiences and had the potential to grow in importance in the Norfolk cultural calendar in future years.
- 8.5 It was **RESOLVED** to note the report.

9 King's Lynn and West Norfolk Area Committee

- 9.1 The annexed report of the King's Lynn and West Norfolk Area Museums Committee meetings held on 14 May 2018 was presented by Mrs E Nockolds.
- 9.2 In introducing the report, Mrs E Nockolds referred to Norfolk Day on 27 July 2018 when it would be possible for the public to buy a special Norfolk Day ticket for use at Stories of Lynn, Lynn Museum, True's Yard Museum and the Custom House.
- 9.3 It was **RESOLVED** to note the report.

10 Norwich Area Committee

- 10.1 The annexed report of the Norwich Area Museums Committee meeting held on 5 June 2018 was presented by Dr E Fulton-McAlister.
- 10.2 In introducing the report, Dr E Fulton-McAlister referred to the successful crowdfunding campaign to put the Samson figure, one of the City's most iconic figures, back on public display. She also referred to the successful submission of the second stage bid to the Heritage Lottery Fund for the *Norwich Castle: Gateway to Medieval England* project and the recent opening of *The Paston Treasure: Riches and Rarities of the Known World* exhibition.
- 10.3 Members drew attention to a new partnership with an organisation called *History Mystery* to create a range of unique Escape Room games with an historic theme

which would complement existing operational offers at the Shirehall and at the Museum of Norwich at the Bridewell. The NMS was the first museums service in England to enter into a commercial arrangement where the historic building and objects from museum collections were used as the direct inspiration for games of this kind.

10.4 Members referred to the work of the 2018-19 cohort of museums trainees who delivered a huge range of impressive projects and programmes across the county. In reply to questions, it was pointed out that there were over 400 applicants for these posts and that the British Museum had introduced a similar training scheme to that of the NMS. The NMS trainees came from a wide range of backgrounds. On completion of their individualised training programmes virtually all of the former trainees had gone on to secure jobs in the culture and heritage sector.

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

11 Finance Monitoring Report for 2017/18 (Outturn)

11.1 The annexed report (11) by the Assistant Executive Director, Community and Environmental Services was received.

11.2 Members received a report that covered the Norfolk Museums Service (NMS) budget outturn for 2017/18, including the revenue budget, reserves and provisions and the capital programme.

11.3 Members pointed out that the budget over-spend of £49,000 on staffing was spent on extended opening hours and additional events across the county and should be considered in the context of the £90,000 surplus on admissions income which was 6.85% above target.

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

The final revenue budget, capital programme and reserves and provisions positions for 2017/18.

12 Risk Management Report

12.1 The annexed report (12) by the Assistant Director, Community and Environmental Services was received.

12.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at 31st January 2018.

12.3 Members were given an update on progress with the management of risk within the NMS. Members were informed of the positive progress that had been made against the risks on the register and that a new risk would be added to the register at the next meeting to stress the importance of the NMS performing well in the delivery of the newly signed-off Arts Council England (ACE) Business Plan for 2018-22.

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

1. The closure of risk RM14132 - Failure to secure Arts Council England

(ACE) funding as a National Portfolio Organisation, following sign-off in June 2018 of Arts Council Funding for 2018-2022 and that a new risk would be added to the risk register at the next meeting to stress the importance of the NMS performing well in the delivery of the Arts Council England (ACE) Business Plan.

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

13 Norfolk Museums Service – Performance & Strategic Update Report

13.1 The annexed report (13) by the Assistant Director, Community and Environmental Services was received.

13.2 The Joint Committee received a report that provided progress with performance over the current financial year 2018/19, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other strategic developments, NMS fundraising, the Arts Council England funding programme and national priorities for the museum sector.

13.3 During discussion, the following key points were noted:

- The Joint Committee was informed that the NMS had successfully delivered its Service Plan priorities for 2017/18, including a balanced budget. The Service remained on track to deliver its key priorities in terms of programmes and events for 2018/19.
- The Joint Committee analysed the number of visits made by members of the public to the museums operated by the Norfolk Museums Service for the financial year 2017/18. During that period, Museum visits across all 10 NMS sites were 426,110, a 10% increase on what had been a very successful previous year.
- The numbers of school visits to NMS museums for the financial year 2017/18 were confirmed as 49,229, a 1% decrease on the previous year's record breaking figures and the second highest annual figures for schools visits ever recorded. The Service expected to maintain school visits at the 45,000+ level for 2018/19.
- Wedding bookings for 2017/18 continued to exceed the year-to-date figure in comparison to the previous year's bookings and to have a positive impact on attendance figures and on the use of museum facilities.
- The Joint Committee's attention was drawn to the large amount of work that was put into the opening of *The Paston Treasure: Riches and Rarities of the Known World* exhibition, the result of years of research, undertaken jointly with the Yale Center for British Art, part of Yale University. Members were informed about the extensive national media coverage for the exhibition and asked for details about the loan arrangements and about whom they could contact if they wanted to arrange their own exhibition tour. (Note the direct contact for members interested in a tour is: Dr Francesca Vanke, Keeper of Art & Curator of Decorative Art Email: Francesca.vanke@norfolk.gov.uk Direct dial: 01603 493634. The details which were requested by the Joint Committee can be found at Appendix C to these minutes.
- The Norwich Castle: Gateway to Medieval England was progressing well and

according to schedule. The second round application to the Heritage Lottery Fund has been submitted on time in June, and the planning application had been submitted to Norwich City Council. Outcomes on both of these key pieces of work would be decided at the end of September.

13.4 The Joint Committee resolved:

- 1. To note progress regarding development of the Norwich Castle: Gateway to Medieval England.**
- 2. To note the final 2017/18 position in terms of delivery, and the key Service Plan priorities for the current financial year 2018/19, including delivery by the NMS against Arts Council England and Heritage Lottery Fund programmes.**

14 Review of NMS' Collections Development Strategy

14.1 The annexed report (14) by the Assistant Director, Community and Environmental Services was received.

14.2 Members drew attention to the digitisation work that was planned for the County Historic Environment Record and asked for further details about this improvement work which can be found at Appendix D to these minutes.

14.3 Resolved:

That the Joint Committee agree to the Collections Development Strategy as set out in the report and place on record thanks to all the officers in the NMS Collections Management Team for their hard work in the management and care of museums collections.

15 NMS involvement in the Heritage Lottery Fund's (HLF) "Kick the Dust" programme

15.1 Dr Robin Hanley, Assistant Head of Museums (Head of Service Delivery), gave the Joint Committee a presentation on NMS involvement in the HLF "Kick the Dust" programme.

15.2 The Joint Committee noted the following key points:

- The NMS had been awarded £776,500 by the HLF for the "Norfolk Journey's" project which involved working in partnership with YMCA Norfolk, Creative Collisions - Great Yarmouth and Norfolk Library and Information Service.
- Additional match funding was contributed by Arts Council England, the Borough Council of King's Lynn & West Norfolk, the Geoffrey Watling Charity and Norfolk County Council.
- The NMS was the only museum service in England to take a leading role in the Heritage Lottery Fund's 'Kick the Dust' initiative.
- Taking place at heritage sites across the county, including Gressenhall Farm and Workhouse, Time and Tide Museum, Lynn Museum and Norwich Castle,

the four-year “Norfolk Journeys” project would work with nearly 8,000 young people aged 11 to 25 years, giving them the opportunity to play a role in shaping their heritage.

- The project would engage a broad range of young people, including young people who were the most difficult to reach for museums.
- Despite NMS’ excellent track record of working with this age group, “Norfolk Journeys” could be expected to have a transformative impact on the NMS, challenging the Service to change its organisational culture and embed a new way of working which really met the aspirations of young people in the County.
- The national project “Norfolk Journeys” was supported by a steering group of young Heritage Ambassadors, who were on a mission to ‘stir up heritage’, and to help advise on how money should be allocated.
- Young people were directly involved in appointing the project consultants and had contributed their opinions at steering group meetings.
- Informal activities were being used to consult those young people who already used museums, while those not currently engaging with museums or who had barriers to participation were contacted through an online survey and focus groups.

The meeting concluded at 4.10 pm.

Chairman

Appendix A The 2018 SHARE Volunteer Awards held at the Museum of East Anglian Life in Stowmarket on 6 June 2018

Set out below are those who were nominated from NMS for Awards : -

- **Highly Commended** - The research team for digital from Gressenhall Farm & Workhouse
- **Highly Commended** – Casey Hobbs, Stories of Lynn

NMS Nominees list: -

Museum Name	Nominator	Nominator Job Title	Category	Team or Individual	Nominee Name
Gressenhall Farm and Workhouse	Megan Dennis	Curator	Digital	T	Gressenhall Research Team
Gressenhall Farm and Workhouse	Richard Dalton	Farm Officer	Visitor Experience Award	I	Helen Coperthwaite
Gressenhall Farm and Workhouse	Mike Crisp	Assistant Farm Officer	Visitor Experience Award	T	Gressenhall Landscape Conservation Team
Lynn Museum	Sam Bellotti	Curatorial Trainee	Digital	T	Lynn Museum Digital Scanning Volunteers
Norwich Castle Museum and Art Gallery	Jenni Williams	Formal Learning Officer	Learning	I	Michelle Zielonka
Norwich Castle Museum and Art Gallery	Jenni Williams	Formal Learning Officer	we couldn't do without	I	Amanda Waring
Stories of Lynn, Kings Lynn	Rachael Williams	Learning and Engagement Officer	Outstanding Young Volunteer	I	Casey Hobbs

Full list of Winners: - <http://sharemuseumseast.org.uk/volunteer-awards/>

Appendix B Clarification around the figure of approximately 10,000 volunteer hours recorded for Gressenhall in 2017 (as noted in the Breckland AMC minutes on p.17 of the JMC agenda).

There were 9,327 recorded on-site volunteer hours at Gressenhall in 2017. This figure was supplemented by a significant number of “off-site” volunteering hours – e.g. the work of the volunteer archive team transcribing digitised workhouse records as part of the Voices from the Workhouse project. These off-site contributions will have taken the total figure to around 10,000 hours for the year. These figures clearly reflect the enormous contribution made by volunteers at Gressenhall – and indeed at all of NMS sites.

Appendix C *The Paston Treasure: Riches & Rarities of the Known World*

Norwich Castle Museum & Art Gallery regularly borrows high profile objects and artworks to support its temporary exhibitions programme. The temporary exhibition galleries at Norwich Castle conform to the high security and environmental specifications of national and international museum lenders and meet the requirements of the Government Indemnity Scheme administered by Arts Council England. The current exhibition *The Paston Treasure: Riches & Rarities of the Known World* features a significant number of important loans from both national and international institutions. The standard conditions around loans relating to security and environmental controls apply with this exhibition.

Appendix D The County Historic Environment Record

What is the Norfolk Historic Environment Record (NHER)?

The Norfolk Historic Environment Record (NHER) is the comprehensive and definitive record of the historic environment of the county of Norfolk. It holds information on almost 62,000 archaeological sites, finds, historic buildings, industrial sites, marine and coastal remains, defences, and parks and gardens as well as over 70,000 records of related events and over 62,000 sources of information. It is one of the largest and most comprehensive records of its type in the country and is in continuous use for planning, site and landscape management, research, education, community-led heritage projects and public interest. The record itself is held on a computerised, searchable database with integrated digital mapping. An abridged version of the database can be accessed on-line via the Norfolk Heritage Explorer website (www.heritage.norfolk.gov.uk) and bespoke exports from the full database are available by request.

What do the NHER Archives consist of and why are they important?

A less well-known fact is that the NHER digital database is supported by an extensive paper and photographic archive containing selected unpublished archaeological reports and documents including original notes by HES staff, original plans and illustrations, architectural plans, photographs, slides, press cuttings, published leaflets, and correspondence. This is a unique resource containing a large quantity of original work and primary sources of archaeological information which are not available anywhere else. The quality of the archive, particularly in regard to archaeological finds, has drawn researchers from across the UK and further abroad

for many years. However, by 2013 it had become clear to staff that the archive was not being used to its full potential. It required **improved documentation, wider access, improved storage, and increased security**, all of which could be achieved by digitising these resources.

What has the NHER Digitisation Programme achieved so far?

The NHER Digitisation programme began in earnest in late 2013 with a reorganisation of the primary HER Archive (previously known as Secondary Files) into categories for preparation and scanning, a task which identified well over 100,000 paper and photographic entities. Preparation of the first category began in August 2014 and since this time we have processed over 450 transfer boxes of paper archive material. This represents approximately 60% of the paper archive, which is the primary focus of the programme. The remaining 40% is expected to be scanned by March 2020.

Whilst the paper element is the main focus of the programme, the interconnected nature of the paper and photographic archives means that it has not been possible to consider one element in isolation and therefore a significant amount of work has also been carried out with the photographic archives. This has included compiling detailed catalogues of much of this material for the first time as well as digitising key elements. Scanning of the first 500 images in our Finds Illustration collection is almost complete and the next batch is in preparation. A small but nationally important collection of air photos taken by the Royal Flying Corps between 1915 and 1918 was digitised in October 2017, and a selection of aerial photographs of the Brecks were digitised in March 2017.

Much of the work associated with the project is concerned with the wider processes of documenting our archives within the primary database, improving the overall quality of the database and visibility of the archives, as well as ensuring that the digital files created are suitable for long-term curation. Gathering metadata, tracking down and recording copyright details, and redacting sensitive information from unpublished documents are all key elements of the work.

A few facts and figures of progress so far:

Paper Items Scanned:

- 1,893 Unpublished Contractor Reports
- 24,494 Record Cards – HER
- 6,121 Record Cards – OS
- 25,832 Data Transfer Forms
- 2,183 Borehole reports
- 1,350 HER Notes
- 3,250 Newspaper articles
- 1,220 Slide Index Records
- 398 Air Photo Flight Records

TOTAL: 66,741 Files

Photographic Items Scanned:

- 1,927 Aerial Photographs
- 438 Finds Polaroids (Sample)
- 163 Royal Flying Corps Air Photos

Catalogued:

- 10,593 Finds Polaroids
- 10,120 Digital Finds Images
- > 34,000 HES Aerial Photographs
- 3,394 Other Aerial Photographs
- 3,450 Historic Maps

The Future: How this will change the HER Service?

The effects of the digitisation programme are already being felt by HER users. Requests for material are increasing as collections become more visible within the primary database and many of our enquiries for archive material are now completed via email instead of requiring a journey to our offices. In addition, requests for photographs are being processed much more quickly due to improvements in documentation.

By completion of the project:

- *Everything that we hold will be visible within the digital record for the first time.*
- *Items will be able to be sent to individuals quickly and easily, reaching a wider audience and requiring less staff time.*
- *New charging opportunities will be explored, supporting future sustainability of the service.*
- *Opportunities will exist for developing self-service downloads in future.*
- *New guidelines for source data entry will be created, which will streamline data entry time.*

For further information on the Norfolk Historic Environment Record Digitisation Programme, please contact Heather Hamilton (Historic Environment Team Leader, Records) at heather.hamilton@norfolk.gov.uk or 01362 869 282.

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

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

**Minutes from the Meeting of the King's Lynn and West Norfolk Area
Museums Committee held on Monday, 3rd September, 2018 at 2.15 pm in
the Lynn Museum, Market Street, King's Lynn**

PRESENT: Councillor Mrs E Nockolds (Chairman)
Councillors A Bubb, M Chenery of Horsbrugh, H Humphrey (Vice-Chairman),
Mrs E Nockolds, T Smith and A Tyler
Susan Thompson – Friends of Lynn Museum

Officers:

Robin Hanley and Hannah Jackson, Norfolk Museums Service

1 APOLOGIES

Apologies for absence were received from Councillor J Westrop,
County Councillor J Ward, L Bavin and O Bone.

2 MINUTES

The notes of the meeting held on 14 May 2018 were agreed as a
correct record.

3 MATTERS ARISING

Henry Baines Memorial

In response to a question from the Chairman, Councillor Mrs Nockolds,
Susan Thompson reported that she had spoken to A Gifford, but to
date no response had been received from the Heritage Lottery
Funding.

4 DECLARATIONS OF INTEREST

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

5 REPORT OF THE WESTERN AREA MANAGER

R Hanley, Assistant Head of Museums (Head of Service Delivery) and
the Operations Manager – West presented the report which provided
information on the King's Lynn Museum activities for the period May
2018 to July 2018.

The visitor numbers were tabled and discussed. The Operations Manager – West advised that the figures had been audited up to 31 July 2018. The Lynn Museum figures had increased by approximately 1,000 visitors for the same period in 2017. The Assistant Head of Museums congratulated the staff at the Lynn Museum for the marketing work which had been undertaken to attract visitors to the Museum and added that some Museum sites had seen around a 15% drop in visitor numbers during July and August as a result of the very hot weather.

The Assistant Head of Museums and the Operations Manager – West responded to questions relating to:

- The current exhibition Animal ABC.
- Security provision for the display cabinet in the reception of Lynn Museum.
- Loan of collections for display at the Lynn Museum.
- The October talks programme. It was noted that Lynn Museum staff had produced a leaflet which was referred to by S Thompson.
- Opportunity for members of the public to see a miniature model steam engine operate in the museum.
- Themed gallery discovery trails.
- Various arrangements for publicising the Museum's events.
- Sunday joint ticket, available to visitors of Stories of Lynn, Custom House exhibition and the Lynn Museum had seen positive uptake.
- Categories of birds named in honour of Gurney.
- Summer programme of activities.
- New programme to encourage under 5's to visit the Museum.
- Work undertaken by volunteers.
- Seahenge - Gallery and educational links to schools, etc.
- Southgate Project.
- Successful partnership working with King's Lynn Festival.
- Coastal Treasures project.
- Variable factors which influenced visitor numbers.
- Vouchers give to school children to encourage repeat visits to the Museum.
- Centralised Purchasing of stock for Museum shops.

In response to a question on working with the Munnings Museum, the Operations Manager – West undertook to ascertain the information and email a response to the Committee.

The Committee received an update from S Thompson, Friends of the Museum as detailed in the report. The Committee was reminded that the annual fundraising lecture organised by the Friends this year would be by Dr Jody Joy, Senior Curator of Archaeology at the Museum of Archaeology and Anthropology, Cambridge who would be speaking about the Snettisham Treasure. Tickets were on sale at the Museum

at £5. It was **AGREED** that S Thompson would send the link to the Friends Newsletter to the Democratic Services Officer for circulation to the Committee.

In response to a question of extending the Sunday offer during the winter months, the Assistant Head of Museums explained that the visitor figures would continue to be monitored but highlighted that the budget and resource required also needed to be considered. However, it was noted that the Tourist Information Office was open on a Sunday from mid-day.

The Chairman, Councillor Mrs Nockolds thanked the Assistant Head of Museums, the Operations Manager – West and the Chairman of the Friends of King's Lynn Museum for their attendance and update reports. The Chairman also thanked the Museums Services for the excellent partnership work which was carried out with the Borough Council,

In response to a question on the Norfolk Museums Service budget, the Assistant Head of Museums undertook to provide an annual summary to the Committee.

6 **DATE OF NEXT MEETING**

The next meeting of the King's Lynn and West Norfolk Area Museums Committee will be held on Monday 3 December 2018 at 2.15 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 3.49 pm



Norwich Area Museums Committee

14:00 to 15:45

11 September 2018

Present:

City Councillors:

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

County Councillors:

Nobbs (vice chair)
Clipsham,
Jones (B)
Rumsby
Ward
Watkins

Co-opted non-voting members:

Felicity Devonshire (Friends of Norwich Museums), Brenda Ferris (Norfolk Contemporary Art Society), and County Councillor Buck (Broadland District Council)

Apologies: Amanda Geitner (East Anglia Arts Fund)

1. Public questions/petitions

There were no public questions or petitions.

2. Declarations of interest

None.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 5 June 2018.

4. Friends of the Norwich Museums – Acquisitions

Felicity Devonshire, on behalf of the Friends of the Norwich Museums, gave a presentation of the DVD *90 Objects* which highlighted the acquisitions made by the Friends and given to the museums service over 90 years. She said that Richard Fair at The Forum Trust would be creating another DVD of *100 Objects* to celebrate the Friends' centenary

5. Norwich Museums Briefing: June to August 2018

The assistant head of museums presented the report and highlighted areas of specific interest to members.

Members noted that *The Paston Treasure: Riches and Rarities of the Known World* exhibition was one of the most ambitious ever displayed at Norwich Castle with over 50 lenders, including international loans from the USA and the Netherlands. The exhibition had received critical acclaim and full catalogues were available, with condensed versions of the catalogue retailing at £9.99 available in the museum shop.

Members welcomed the forthcoming centenary exhibition, *Armistice: Legacy of the Great War* (20 October 2018 to 6 January 2019) and accepted the assistant head of museums' suggestion to arrange a tour for members on the day of the next committee meeting. The assistant head of museums would provide more information on the major exhibition *Viking: Rediscover the Legend* (9 February to 8 September 2019) at the next meeting.

The assistant head of museums then outlined the key events held at the Norwich museums. The *Norwich Medieval Mystery Plays*, created and directed by local theatre director Peter Beck, had been performed at Norwich Castle and Norwich Cathedral and had been well received. The plays also provided an opportunity to link into four local schools to learn more about the city's medieval past and traditions. The first performance of the plays in 500 years was in 2016 and it was the intention to make this a bi-annual event.

The assistant head of museums referred to the report and pointed out that The Summer Holiday Family Programme had encouraged visitors to the museums during the challenging hot weather. The programme incorporated activities which promoted *The Paston Treasure* exhibition at Norwich Castle; a varied programme at Strangers' Hall including *Busy for Lizzy* activities and a walking tour of Norwich, commemorating the visit of Queen Elizabeth I to Norwich in 1578; and a Refugee Day at the Museum of Norwich at the Bridewell which was funded by the Freemen of Norwich. The Freemen of Norwich had supported a fortnight from 24 July to 4 August which enabled Strangers' Hall and The Museum of Norwich to open free for visitors. Despite the hot weather, 2,000 visitors had attended The Museum of Norwich, during the fortnight. Of those visitors surveyed 48 per cent said that they had never visited the museum before and 98 per cent said that they would make a return visit.

The committee then considered the work of the activities of the learning team and its work in partnership with the Norfolk youth offending team and schools, particularly its engagement with secondary schools. Members also noted that the conference for history teachers and had been held during term time to ensure that it was well attended. Members expressed an interest in inviting Jenni Williams, Norwich Learning Officer, to the next meeting of the committee.

The *Knight Club* was an initiative that had come out of the activities plan for the Keep Project and provided an opportunity for children aged 8 to 11 to learn more about all aspects of medieval life. The assistant head of museums said that the club's activities had been piloted during the keep project development phase and that the NMS learning assistants had real skills at demonstrating medieval armaments and armour.

The bid for funding from the Heritage Lottery Fund for the Kick the Dust programme had been successful, with formal Permission to Start confirmed. Recruitment was

underway for a project coordinator and three project worker posts. It was anticipated that project activity would commence in November or December and continue for 3.5 years. The assistant head of museums said that further information on the progress of this project would be reported to future meetings of the committee.

During discussion members noted the retirement of Colly Mudie from her role as Norwich learning manager and considered that she would be “sorely missed”. She had been responsible for leading the award winning team.

The operations manager then referred to the Other Developments section of the report and pointed out that there had been a 5 per cent increase in registrar wedding bookings against 2017-18, with 622 ceremonies and as many as 6 or 7 held on key Fridays and Saturdays in the year. He also advised members that the History Mystery Escape Room games at the Museum of Norwich were proving very popular and likely to extend the hours of operation to Friday evenings and Sundays. He also reported that the external lift was fully operational. The complete refurbishment of the external Castle lift would commence in early winter for completion in January or February.

Discussion ensued on the analysis of twilight tickets at Norwich Castle as requested by members at the last meeting. The operations manager said that the outcome of the survey of visitors purchasing twilight tickets had been passed to the county council’s marketing manager. As had been anticipated by officers, visitors purchasing the twilight tickets were split 50:50 between those from NR postcodes and from outside Norfolk. The operations manager answered questions on the details of the survey. It had been a random survey of a sample of twilight visitors over a two month period. The results showed that a number of single visitors visited the museums, perhaps whilst their partner was shopping in the city, or as part of a visit to the Norwich. The chair said that she had been questioned as part of the survey. Members considered that a similar exercise of day tickets and across the Norwich museums would be a useful exercise. The assistant head of operations confirmed that regular surveys and analysis of museum audiences were undertaken, and led by Charles Wilde, marketing manager. He would invite him to a future meeting of the committee to provide more information about current audiences at Norwich museums.

In reply to a member’s question, the operations manager answered questions on the procurement of a contractor to provide a wedding and event management service for the Norwich museums. Currently there was limited provision to provide specialist catering in house and the contract had been awarded to Florentina.

Members noted the article in the “Independence Matters” publication on Harlan, who had a placement at Norwich Castle under the Opportunities at Work and Learning (OWL) initiative in partnership with adult social services. The scheme encouraged independence and work experience. Harlan would continue his placement at Norwich Castle and attended college.

The assistant head of museums referred to the report and drew members’ attention to paragraph 7.6 which demonstrated the breadth of the museums service and the work of the conservation department on the conservation of the Winfarthing Anglo-Saxon pendant.

Members also noted that Dr Rosy Gray had been appointed to the post of curator of modern and contemporary art.

The operations manager, circulated details of visitor numbers at the meeting, and reported on visitor numbers and said that this summer had been particularly challenging because of the hot weather making outdoor activities more attractive than visiting a museum. Members noted that visitor numbers to Norwich Castle were down 7 per cent on this period last year though members were advised that, because of the record breaking attendances to the Nelson exhibition last year, to use the 2016-17 figures for comparison. Members also noted that in respect of the Museum of Norwich and Strangers Hall, attendances this year were down by 20 per cent. Despite the same amount of marketing and promotion, attendance at the Freeman of Norwich's free attendance across the two sites was down by 32 per cent and was mainly attributed to the weather. Discussion ensued on the visitor numbers and variations across all the county's museums and a member suggested that the targets could be set higher. The assistant head of museums said that statistics were collected and monitored throughout the year, a key one being the number of school visits, and were set in consultation with the county council's statistics team. He was confident that the number of school visits could be sustained. The learning team had achieved targets despite the keep basement being out of use during this period.

Dr John Davies, project director for the Norwich Castle Keep project, presented an oral report on the progress of the project. The bid had been submitted to the Heritage Lottery Fund (HLF) and a decision was expected later that month on funding to support the project delivery stage. The project bid was strong and comprehensive, but this was a challenging and competitive process. He was proud that the project team had done themselves "justice". An application for planning permission and listed building consent had been submitted to the city council in June. He explained that the wider project team was on standby to commence the next stage of delivery and that community engagement was ongoing. Work was commencing on creating a Norwich tapestry based on the Bayeux tapestry and written in Latin. Taster sessions were being held to recruit embroiderers.

During discussion members commented on *The Square Box on the Hill*, and considered that it was of interest to the wider public and there was potential for elements of it to become a permanent exhibition at Norwich Castle. Members were advised that Paris Agar, project curator, would be leaving the Norfolk Museums Service to take up a post at the Imperial War Museum Duxford. She had been responsible for *The Square Box on the Hill* exhibition and had a major role in putting the HLF bid together.

Members noted that Dr Davies would be retiring from the museums service. He said that as the keep project was moving into another phase it was an opportune time to go and that Robin Hanley, assistant head of museums would be stepping into the role of leading the project. The chair thanked Dr Davies for his support and contribution to the museums service and Councillors Maxwell, Ward and Bradford, and Brenda Ferris, joined in congratulating Dr Davies and praising both him and Paris Agar for their contribution to the work of the committee, the museums service and the keep project.

RESOLVED to:

- (1) thank the officers for the report;
- (2) record the committee's gratitude to Colly Mudie, Paris Agar and Dr John Davies, and to ask the chair to write on behalf of the committee to express the committee's best wishes for their futures;
- (3) ask the assistant head of museums to arrange for Kate Thaxton, curator, to facilitate a tour of the *Armistice: Legacy of the Great War* exhibition on the day of the next meeting;
- (4) ask the assistant head of museums to invite Jenni Williams (Norwich learning officer) to talk to the committee on the work of the learning team;
- (5) ask the assistant head of museums to invite Charles Wilde, the county council's marketing officer, to a future meeting of the committee.

6. Friends of the Norwich Museums

Felicity Devonshire presented the report, which was circulated at the meeting, which outlined the forthcoming activities of the Friends of the Norwich Museums and preparations to mark the Friends' 100th birthday celebrations. She said that invitations had been received to speak to two Women's Institute meetings which provided an opportunity to promote the Friends and encourage new members to join. The Friends had received two applications from the museums service for initial funding to purchase two rare and important finds, The Sceatta Hord of early English silver coins and a Mid-Bronze Age gold torc found at Great Dunham.

RESOLVED to note and thank Felicity Devonshire for the report.

7. Norfolk Contemporary Art Society

(The chair agreed to take this as an additional item.)

Brenda Ferris circulated copies of the Norfolk Contemporary Art Society's autumn newsletter at the meeting (www.n-cas.org.uk) and said that the society had around 450 members. Frances Martin had been appointed as the society's new administrator replacing Sarah Ballard and she was also the administrator for the Norwich 20 group. The society's visit to Cambridge on 6 October would include the New Hall Art Collection at Murray Edwards College where members would meet former Norfolk Museums Service curator, Harriet Loffler.

RESOLVED to note the report and thank Brenda Ferris for the report.

CHAIR

Norfolk Joint Museums Committee

Report title:	Finance monitoring report for 2018-19
Date of meeting:	2 November 2018
Responsible Officer:	Steve Miller – Assistant Director, Culture and Heritage
Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2018/19 as at 31 August 2018.	

Executive summary

This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2018/19 and details the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

The main issues for consideration by this Committee are:

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

Recommendations:

Committee Members are asked to consider and comment on:

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

1. Proposal (or options)

1.1 Revenue Budget 2018/19

1.1.1 NMS is currently projecting an over-spend of £0.073m on the revenue budget.

1.1.2 NMS is currently projecting a shortfall of -£0.037m on Admissions income, which is currently 2.66% below target. Income performance made a slow start to the year, which was mainly due to the adverse weather conditions in April and May, combined with the impact of planned downtime between exhibitions. Unfortunately, the downward trend has continued over the usually busy Summer months with the exceptionally hot weather being the main factor. This has resulted in an overall decrease of £0.090m on the year to date compared to 2017/18.

It is anticipated that the Service will see a turnaround in the figures over the coming months with several key exhibitions planned over the Autumn / Winter period, including *Armistice*, *Circus: Show of Shows!* and *Vikings*, although it is unlikely to meet the very high income generating levels of last year.

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

Service	Approved budget £m	Outturn £m	+Over/ Under spend £m	+Over/Under spend as % of budget	Variance £m
Norfolk Museums Service	2.618	2.691	0.073	2.78%	0.073
NMS Total	2.618	2.691	0.073	2.78%	0.073

1.2 Capital programme

- 1.2.1 Norfolk County Council's commitment to the county's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. There are modest NCC supported capital renewal schemes planned for Norwich Castle in the coming 3-year period to improve the operation of the external lift and the visitor welcome and to improve the air-handling systems within the main galleries.
- 1.2.3 NMS 2018/19 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2018/19 – Norfolk Museums Service

Scheme or programme of work	Approved 2018/19 Capital Budget £m	2018/19 Forecast Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Voices from the Workhouse Project	0.195	0.195	0	Project estimated to be completed in 18/19
Seahenge	0.007	0.007	0	Ongoing conservation
Gressenhall Biomass Boiler CERF *	0.009	0.009	0	Project estimated to be completed in 18/19
Castle Keep Improvements	0.295	0.295		Stage 1 to be completed in 18/19
Norwich Castle Keep Development Match Funding	1.950	1.950	0	Project estimated to be completed in 18/19
Strangers Replacement Lighting	0.002	0.002	0	Project complete – final payments due
Norwich Castle Critical M&E Services	0.122	0.122	0	Stage 1 Development phase to be completed in 18/19.
Norwich Castle Access Improvements	0.050	0.050	0	Project estimated to be completed in 18/19
Time & Tide Health & Safety Work	0.002	0.002	0	Project estimated to be completed in 18/19
Total	2.632	2.632	0	

* CERF is the Carbon Energy Reduction Fund.

Funding of NMS Capital Programme

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

- Voices from the Workhouse project is funded by the Heritage Lottery Fund (HLF). £1.800m funding has been over 2 years, transforming Gressenhall into a national centre for workhouse interpretation and increasing the role of Gressenhall as a regional centre for heritage tourism.

- Seahenge funding is for ongoing conservation work. This is rolled forward from prior years.
- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the HLF bid. Further development funding of £0.462m was received from the Heritage Lottery Fund for Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18.
- Policy & Resources Committee approved funding of £1.950m to support the major project to re-develop the Medieval Keep at Norwich Castle Museum. The £13.5m project will re-create the 12th century Norman royal palace and will develop a new British Museum Gallery of the Medieval Period. A bid has been made to the Heritage Lottery Fund for £9.2m accounting for the majority of funding.
- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle site M&E infrastructure during 2017-20, including the systems that control the temperature in the exhibition galleries and improve the reliability of the external lift, addressing a key requirement of the Equalities Act 2010.
- Norwich Castle Access Improvements is funded by NCC to develop a new entrance for immediate use for wedding parties at Norwich Castle. This will address some accessibility issues and support the generation of income.

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1.3 Reserves and Provisions

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

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

Reserves and Provisions 2018/19	Balances at 01Apr18	Forecast Outturn at 31Mar19	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.163	0.163	0.000
Museums Repairs and Renewals Reserve	0.165	0.165	0.000
Unspent Grants and Contributions Reserve	0.399	0.344	-0.055
Service Total	0.727	0.672	-0.055

2. Financial Implications

The implications for resources including, financial, staff, property and ICT, 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 or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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

Officer Name, Tel No. and Email address:

Steve Miller

Assistant Director,
Community & Environmental Services
(Culture & Heritage), Head of Norfolk

Julie Berry

Finance Officer
Budgeting & Accounting Team
Finance

Museums Service, Head of Norfolk
Arts Service

Tel: 01603 223423

Tel: 01603 493620

Email: Julie.berry@norfolk.gov.uk

Email: steve.miller@norfolk.gov.uk



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Norfolk Joint Museums Committee

Item 8

Report title:	Risk Management report
Date of meeting:	2 November 2018
Responsible Officer:	Steve Miller – Assistant Director, Culture and Heritage
Strategic impact One of the Joint Museums Committee's roles is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the service risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving service objectives and is a key part of the performance management framework.	

Executive summary

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

The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in July 2018, and following review in October 2018, there is one significant change in this report, as per the first recommendation below;

Recommendations:

Committee Members are asked to:

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

1. Proposal

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

2. Evidence

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

2018/19 and are included in **Appendices A and B**.

2.3

The register currently contains six risks. Of these, two risks are assessed as having an amber prospect of meeting the target score by the target date (as shown in Appendix A), with the remaining four risks having already met their target score by the target date but maintained on the risk register as low and are continuous risks in their nature (as shown in Appendix B). An explanation of the criteria for judging prospects scores can be found in paragraph 2.5 below.

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.

2.5

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

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

2.6

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

2.7

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

3. Financial Implications

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

4. Issues, risks and innovation

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

Officer Contact

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

Officer Name, Tel No. and Email address:

Steve Miller

Assistant Director,
Community & Environmental Services
(Culture & Heritage), Head of Norfolk
Museums Service, Head of Norfolk
Arts Service

Tel: 01603 49362

Email: steve.miller@norfolk.gov.uk

Thomas Osborne

Risk Management Officer,
Finance and Commercial Services

Tel: 01603 222780

Email: thomas.osborne@norfolk.gov.uk



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Risk Number	RM14286		Date of update		04 October 2018					
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 could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	4	8	1	4	4	Apr-19	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										
Regularly reviewed by SMT - ongoing concerns in the reduction and quality of central services and continuing impact from cost pressures being applied centrally and impacting at the level of the Service.										

Risk Number	RM14364		Date of update		04 October 2018					
Risk Name	Failure to deliver Arts Council England business plan 2018-22									
Risk Owner	Steve Miller		Date entered on risk register		03 October 2018					
Risk Description										
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Apr-19	Amber
Tasks to mitigate the risk										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
Progress update										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be maintained and monitored.										

Risk Number	RM14162		Date of update		04 October 2018					
Risk Name	Failure to generate additional income streams in 2018 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	1	2	2	1	2	2	Apr-19	Met
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. The likelihood score has been reduced to 1 as we aren't forecasting a significant variance on externally generated income, The impact score has been reduced to 2 as we are not forecasting any variance greater than £100k.										
As this is a risk to be managed on an on-going basis, the target date has been amended to April 2019.										

Risk Number	RM14027		Date of update		04 October 2018					
Risk Name	Theft of museum objects									
Risk Owner	John Davies		Date entered on risk register		22 March 2012					
Risk Description										
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	1	3	3	1	3	3	Apr-19	Met
Tasks to mitigate the risk										
Review of display case security undertaken										
Review of security staffing and systems completed										
Additional CCTV coverage provided										
Upgrade of case locks where necessary completed										
Installation of additional case alarms where necessary completed										
Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors										
Progress update										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. Given the rare occurrence of theft of museum objects, the likelihood has been lowered to 1. The impact has been lowered to 3 following further review of the impact against risk management impact criteria.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2019.										

Risk Number	RM13947		Date of update	04 October 2018						
Risk Name	Failure to maintain historic buildings									
Risk Owner	Steve Miller		Date entered on risk register	30 June 2011						
Risk Description										
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	2	3	6	Apr-19	Met
Tasks to mitigate the risk										
Close liaison with NPS and Norwich City Council to identify priorities in building maintenance Ensure we include investment in buildings maintenance in all capital projects Ensure we foster a good personal and professional relationship between our staff and that of NPS Ensure that our building staff are continuously monitoring our buildings to supplement NPS Ensure we have appropriate emergency response procedure in place in all premises										
Progress update										
Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard. Following a review of this risk's likelihood against risk management likelihood criteria, the likelihood has been reduced to 2. As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2019.										

Risk Number	RM13948		Date of update		04 October 2018					
Risk Name	Significant flooding at any of the Museum sites.									
Risk Owner	Steve Miller		Date entered on risk register		30 June 2011					
Risk Description										
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	1	2	2	1	2	2	Apr-19	Met
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, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.										

Norfolk Joint Museums Committee

Report title:	Performance and Strategic update
Date of meeting:	2 November 2018 Item 9
Responsible Officer:	Steve Miller – Assistant Director, Culture and Heritage
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 Norwich Castle: Gateway to Medieval England project**
- **To note the position for the current financial year 2018/19, including delivery against our Arts Council England and Heritage Lottery Fund programmes.**

1. Background

This report notes the performance of Norfolk Museums Service over the current financial year 2018/19, including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provides an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the new Heritage Lottery Fund supported youth development programme, *Norfolk Journeys*.

2. Performance Summary

- 2.1 Total visits across the 10 museum sites for the period 1 April to 31 August 2018 were 187,419 compared to 217,631 for the period 1 April to 31 August 2017, a 16% decrease on the year to date. Despite a strong exhibitions and events programme, the extended period of very hot weather impacted across all museum sites. Whilst this represents a disappointing decrease in total visits compared to last year's record-breaking visitor numbers, the year-to-date is broadly comparable to 2016/7 and is in line with other museums and visitor attractions across the UK.
- 2.2 School visits across the 10 sites for the period 1 April to 31 August 2018 were 17,978 compared to 17,766 for the period 1 April to 31 August 2017, a 1% increase on last year's strong figures.
- 2.3 Despite the current pressures, the Service is still hoping to achieve c.400,000 visits across the 10 museums for 2018/19 and to maintain school visits at around the 45,000+ level.

3. Performance/Service Plan highlights

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

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

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

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

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

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

A series of finely crafted artworks by Paddy Hartley focus on the subject of remembrance and memorialisation. Called Papaver Rhoëas, these unique and exquisite field poppies will gradually change throughout the exhibition.

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

Exhibition runs 20 October 2018 – 6 January 2019.

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

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

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

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

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

A programme of talks and events are planned to run alongside the exhibition including a talk by co-curator Professor Vanessa Toulmin from the University of Sheffield on Friday 12 October.

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

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

3.3 **Drawn to the Coast: Turner, Constable, Cotman; exhibition at Time and Tide, Great Yarmouth**

Explore Great Yarmouth and its coast through the lives and works of Turner, Constable and Cotman at Time & Tide Museum this summer.

This exhibition looks at the British masters’ connection with the area and also the relationship between past and present. Paintings, drawings and etchings by JMW Turner, John Constable and John Sell Cotman are displayed alongside social history objects from the museum’s maritime collections.

This exhibition explores how these artworks placed our small coastal community within the national consciousness. The Norfolk, Suffolk and Essex Sketchbook by JMW Turner will be on loan to Norfolk for the first time since its creation by the artist and will showcase a unique perspective of the town and East Anglia. The exhibition includes works on loan from Tate, The Fitzwilliam Museum, Colchester and Ipswich Museums Service and the East Anglian Art Centre and is generously supported by the Esmée Fairbairn Foundation.

Young people and community groups have contributed to the curation and design of the show, exploring through art and artefacts the history of the town and the beauty of the coastal landscape that continues to inspire artists.

Exhibition ran 26 May – 9 September 2018

3.4 **Visible Women; Norwich Castle**

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

The title of the exhibition was adapted from the seminal book 50% Visible Women created by the radical feminist artist Penny Slinger (b.1947) while at the Chelsea College of Art, London in 1969. Using photographic collage and

original poetry, Slinger's book examines how a woman is seen and how she sees herself; women take on multiple identities such as woman as goddess, woman as object of desire, and woman as mother, among others. What connects all these artists in this exhibition is their exploration of the human experience. Whether this is one that can be argued as 'gendered' is up for debate.

The exhibition coincides with the Women of the World WOW Festival in Norwich from 26-29 April 2018.

Exhibition runs 14 April until Spring 2019.

3.5 **The Paston Treasure: Riches and Rarities of the Known World; Norwich Castle**

This beautiful exhibition explores the world of the seventeenth century from the vantage point of a single masterpiece, The Paston Treasure. This work survives as a record of a lost art collection, owned by the Paston family at their Norfolk country house, Oxnead Hall, at the height of their wealth and fame. These magnificent artefacts, gold and silver, pictures and precious stones, gathered from around the known world, made Oxnead Hall a true treasure house during this period.

The Pastons' wealth was short-lived: within fifty years of the picture being painted, they were bankrupt, their collection sold and Oxnead abandoned. Their works of art are now dispersed worldwide, but the surviving treasures from the painting, and others once in the Paston collection have returned to Norfolk to be reunited with the picture for the first time in three centuries.

Our unique painting is internationally famous, not just as a typical still life, but as the key to unlock a dramatic and ultimately tragic story: of a family, a collection, and a great house. The first clues to the story are in this painting. They open up a world we never knew existed, and we have made many new discoveries.

This once in a lifetime exhibition is the result of years of research, undertaken jointly with the Yale Center for British Art.

Exhibition ran 23 June – 23 September 2018.

3.6 **Animal ABC; Lynn Museum**

From Ammonite to Zebra! This family friendly exhibition looks at the variety of the Lynn Museum collection with a focus on the animal kingdom.

Lynn Museum was founded in 1844. At this time there was a great interest in the natural world. The museum curators collected a wide range of objects from Norfolk and overseas.

Over the years the museum has continued to collect and now has a diverse collection of over 55,000 objects.

Displayed are a range of objects from, or inspired by, nature. These include items from the museum's archaeology, art, social history, textiles and natural history stored collections. Highlights from the display include a 170 million year old ammonite fossil, a watercolour by Sir Alfred Munnings, RA and a cape made from ostrich feathers.

Exhibition runs 30 June 2018 - Saturday 8 June 2019.

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

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

Both exhibitions run until 1 December 2018.

4. **Learning Team highlights**

4.1 After many years with Norfolk Museums Service, Colly Mudie, Learning Manager Norwich, has taken retirement. During her time with NMS Colly developed the learning team in many ways, securing several prestigious Sandford Awards for Excellence in Education and receiving many accolades from key stakeholders and funders. We would like to record our sincere thanks to Colly for all her efforts over so many years.

4.2 Many of the NMS museums offered free entry and special activities over the annual Heritage Open Weekends in September, with excellent numbers attending the events across the County. The total numbers of free visits for 2018 across the 10 museums was 11,411 compared to 9,822 free visits in 2017.

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

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

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

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

4.5 The Learning team are very responsive to feedback from schools and operate a continuous evaluation process. The following feedback is typical of the sort of response which the team receive from school teachers, this one following a recent visit by Loddon Primary School to Cromer Museum:

'I just wanted to say a huge thank you for our wonderful trip today. We do lots of trips at Loddon and I have been doing them for 11 years now and I can honestly say I have never seen every single child so engaged and for every single minute of the day. I have also already had many messages from parents saying how excited the children were when they got home.'

'We shall definitely see you again in the future. Keep up the great work and please pass on my thanks to all involved.'

5. Teaching Museum & Skills

- 5.1 The Teaching Museum trainees for 2018/19 have reached the half way stage of their placements and are all doing very well.



To remind Committee members, the trainees are:

- Kate Raczynska – Armistice Exhibition
- Laura Reeves – Collections Management
- Ruth Stanley – Learning and Youth Engagement (Time and Tide)
- Samanth Parker – Curatorial (Western)
- Andrew Tullett – Coastal Treasures (King’s Lynn)
- Monika Saganowska – Coastal Treasures (King’s Lynn)
- Jessica Harpley – Costume and Textiles
- Nicole Hudson – Collections and Exhibitions (Time & Tide)

Planning for the 2019/20 intake is currently underway.

NMS has been awarded £776,500 from the Heritage Lottery Fund for the ‘Norfolk Journeys’ project. The project seeks to empower young people to develop their own pathways into the County’s heritage. This project forms part of the Heritage Lottery Fund’s ‘Kick the Dust’ initiative, a new £10m grant programme which aims to transform how heritage organisations engage with young people.

- 5.2 NMS was the first project partner nationally to receive Permission to Start and project planning has gone well. Following recruitment over late summer, a strong team is now in place.

6. Marketing and PR

- 6.1 Norfolk Museums Service is a major lender to the British Library’s once-in-a-generation exhibition, ‘Anglo-Saxon Kingdoms: Art, Word, War’. Star objects from the Norfolk collections include Spong Man, the Winfarthing Pendant and the Harford Farm Brooch. The exhibition has been met with huge critical acclaim and five star reviews and the London Evening Standard proclaimed

Spong Man as its favourite item in an exhibition which also includes the Alfred Jewel, the Mappa Mundi and the Codex Amiatinus. Thanks go to Dr Tim Pestell, Curator of Archaeology at NMS for leading this partnership and the NMS Conservation team for their work preparing for this major exhibition. The show is on until 19 February.

- 6.2 PR for the Paston Treasure exhibition over the summer was very successful with major coverage secured regionally and nationally, including BBC Radio 4's Front Row, the Times, Telegraph, Guardian, Country Life and the Lady Magazine.
- 6.3 The bus campaigns for Paston Treasure and Drawn to the Coast ran over the summer holidays and received a very positive response.
- 6.4 Marketing over the September period has been focused on the forthcoming exhibitions 'Armistice: Legacy of the Great War in Norfolk' and 'Circus! Show of Shows'.
- 6.5 Social media channels including Facebook, Twitter and Instagram continue to grow in terms of the number of followers and active engagement.

7. Partnerships

- 7.1 NMS is pleased to announce a long-term partnership with the University of East Anglia. The partnership was announced as part of the University's welcome programme for its international students which took place in September. Cllr John Ward and Professor Neil Ward Deputy Vice Chancellor and Pro Vice Chancellor (Academic) for UEA made the announcement to the international students at Norwich Castle, with an official announcement via the UEA's website.
- 7.2 Norfolk Museums Service is currently working with partners in the New Anglia Cultural Board to put in an application to the Government's Cultural Development Fund, part of the Industrial Strategy. Following the submission of a successful Expression of Interest (EOI), we have been invited to put forward a full application with a deadline of the end of October.
- 7.3 Norfolk Museums Service supported Broadland DC and the Aylsham and District Team Ministry with the delivery of last summer's 12 Towers Project and is currently helping to publicise and support the forthcoming Repton anniversary events. Thanks go to Samantha Johns and Rosalind Palmer from NMS's Collections Management department, for delivering a number of collections outreach activities across Broadland as part of the Repton festival.
- 7.4 Norfolk Museums Service is currently supporting the Paston Footprints project, an HLF supported project being led by UEA and the Paston Society with input from the Norfolk Records Office. The project will deliver a Festival and the digitisation of letters relating to the family.
- 7.5 NMS is currently working with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the new Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk.

The King's Lynn Festival will take place 12-14 October and will include an exhibition of contemporary art from the NMS collections curated by Rosy Gray,

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

The Design Team continue to secure an impressive range of external contracts, across the County and beyond.

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 The Museum has now signed a new partnership agreement with an organisation called *History Mystery* to create a range of unique Escape Room games. These games will run initially at Shirehall and the Museum of Norwich at the Bridewell from the start of June and will have an historic theme. The games will complement existing operational offers.

8.7 Conclusion

The Service is on track to deliver its key priorities in terms of programmes and events for 2018/19. Following the very hot summer, there is a current budget pressure but with a strong programme ahead and careful management of costs, a breakeven budget is still a realistic prospect.

9 Strategic Developments

9.1 Norwich Castle Keep

- 9.1.1 Following submission of a Stage 2 funding application in June, Norfolk Museums Service was successful in securing a further £8.7m from the Heritage Lottery Fund to deliver the *Norwich Castle: Gateway to Medieval England* project.

A full update will be given on the project at the Committee meeting.

9.2 Norfolk Museums Development Foundation (NMDF) and Fundraising

- 9.2.1 Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well. The website for the Foundation has been recently updated – <http://nmdf.org.uk/>
- 9.2.2 Current focus for the Foundation remains the Keep development project. The submission of applications to grant-giving trusts and foundations is ongoing with submissions to the Foyle Foundation and the Wolfson Foundation currently live.
- 9.2.3 The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. A new initiative, Adopt an Object, allows members of the public to adopt a museum object connected with Norwich Castle. For more details, visit www.adoptanobject.co.uk
- 9.2.4

9.3 Norfolk Museums Service – 5 Year Strategy

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

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

9.4 Arts Council England

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

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

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

A key focus for the Arts Council is the *Creative Case for Diversity*. Jo Warr will give an update on this important goal at the Committee Meeting.

- 9.4.3 The New Anglia Cultural Board will be hosting a major national Summit to take place in Norwich on 8/9 November 2018.

9.5 Deep History Coast Project

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.
- 9.5.2 Staff continue to work on a Deep History Coast (DHC) publication and are currently supporting development work being led by North Norfolk District Council.
- 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 Sheringham Museum over the summer and behind the scenes tours as part of Heritage Open Weekends.
- 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.

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

- 9.6.1 Mary Muir, Arts Officer, has coordinated a collective response to the DCMS Select Committee Inquiry the Social Impact of Participation in Culture and Sport. The response included several Museums examples including the Teaching Museum and the work the Service has been doing around health and wellbeing. For more details, visit:

<https://www.parliament.uk/business/committees/committees-a-z/commons-select/digital-culture-media-and-sport-committee/inquiries/parliament-2017/socialimpact/>

9.7 Museums Association National Taskforce Report

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

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

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

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

9.8 Health & Wellbeing

- 9.8.1 Following the Health & Wellbeing Conference held at Norwich Castle in May and a follow up conference led by the Norfolk Arts Service, development work

continues on a range of initiatives to support Norfolk residents including projects on the topic of mental health and early onset dementia. Many of these programmes are being delivered in partnership with NCC's Public Health services and third sector partners.

- 9.8.2 A creative development session was held on 4 April at the Museum of Norwich with colleagues from Public Health, Childrens Services and Adult Services to look at the ways in which NMS and other Cultural Services departments can work successfully together to tackle some of the County's biggest challenges.
- 9.8.3 Sir Nicholas Serota, Chairman of Arts Council England, provided the following quote for inclusion in Norfolk's Health & Wellbeing Strategy: "There is growing evidence that engagement in activities like dance, music, drama, painting and reading help ease our minds and heal our bodies. The national Creative Health Inquiry has set a clear mandate and policy framework for the cultural sector to continue its impressive work in improving people's health and wellbeing. It is most encouraging to see just how much potential and ambition there is for joined-up action on this vital work in Norfolk".

10. Museum Development across Norfolk

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m per annum from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 Arts Council England funding will enable the recruitment of a new museum development officer post from April 2018. The post-holder will support museums across the County in a variety of ways and will be based at Cromer.
- 10.5 The 7th Annual SHARE Museums East conference Facing Change, Moving Forward was held at the John Bunyan Museum in Bedfordshire on 6 November 2017. The keynote speakers were Julia Kauffman OBE (Chair, Small Charities Coalition) and Bernard Donoghue (Director, Association of Leading Visitor Attractions). The 8th Annual SHARE Museums East conference will take place at the Firstsite Gallery in Colchester on 19 November 2018.
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

11. Equality Impact Assessment (EqIA)

- 11.1 The NMS Service Plan places diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the Service Plan are accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment.

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

12. Section 17 – Crime and Disorder Act

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

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

13. Conclusion

13.1 Positive early progress is being made on all programmes and plans for 2018/19 with a continuing focus on new sources of earned income, fundraising and capital developments.

13.2 The redevelopment of the Keep at Norwich Castle continues to progress positively with the most significant news in this period being the award of £8.7m from the Heritage Lottery Fund.

13.3 Early work on the new Arts Council England business plan for 2018-22 continues progress positively.

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 **Tel No. :** 01603 493620

Assistant Director,
Community & Environmental
Services (Culture & Heritage),
Head of Norfolk Museums
Service, Head of Norfolk Arts
Service

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



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