

Norfolk Joint Museums Committee

Date: **Friday 3 February 2023**

Time: **2.00 pm**

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

Advice for members of the public:

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

We also welcome attendance in person, but public seating is limited, so if you wish to attend, please indicate in advance by emailing committees@norfolk.gov.uk

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

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

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

Membership

Norfolk County Council

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

Breckland District Council

Cllr Robert Kybird

South Norfolk District Council

Cllr James Easter

Norwich City Council

Cllr Jacob Huntley
Cllr Claire Kidman
Cllr Ben Price

Borough Council of King's Lynn & West Norfolk

Cllr Elizabeth Nockolds

Broadland District Council

Cllr David King

Great Yarmouth Borough Council

Cllr Geoffrey Freeman

North Norfolk District Council

Cllr Virginia Gay

Co-opted Members (Non-Voting)

Arts Council

Liam Wiseman

Museum Friends

Felicity Devonshire

Norfolk Black History Month

Danny Keen

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A g e n d a

- 1 To receive apologies and details of any substitute members attending**
- 2 To receive the minutes of the previous meeting held on 28 October 2022 (Page 5)**

3. Members to Declare any Interests

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

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

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

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

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

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

- 4. Norwich Area Museums Committee (Page 11)**
- 5. Kings Lynn and West Norfolk Area Committee (Page 17)**
- 6. Norfolk Museums Service – Finance Monitoring Report for 2022/23 (Page 25)**
Report by Director of Culture and Heritage
- 7. Norfolk Museums Service –Risk Management (Page 31)**
Report by Director of Culture and Heritage
- 8 Norfolk Museums Service – Performance and Strategic Update (Page 44)**
Report
Report by Director of Culture and Heritage

- 9 **National Portfolio Organisation funding from Arts Council England** **(Page 62)**
Report by Director of Culture and Heritage
- 10 **Museum Development funding from Arts Council England** **(Page 68)**
Report by Director of Culture and Heritage

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

Date Agenda Published: 26 January 2023



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 28 October 2022 at 2.00 pm at Norfolk County Council

Present:

Norfolk County Council

Cllr A Birmingham (sub for Cllr J Brociek-Coulton)

Cllr J James

Cllr E Maxfield

Cllr R Savage

Cllr J Ward (Chair)

South Norfolk Council

Cllr J Easter

North Norfolk District Council

Cllr V Gay

Great Yarmouth Borough Council

Cllr G Freeman

Borough Council of King's Lynn and West Norfolk

Cllr E Nockolds

Broadland District Council

Cllr D King

Breckland District Council

Cllr R Kybird

Norwich City council

Cllr J Huntley

Cllr V Thomas (sub for Cllr C Kidman)

Co-opted Members (Non-Voting)

Museum Friends

Mrs F Devonshire

Norfolk Black History Month

Mr D Keen

1 Apologies for Absence

- 1.1 Apologies for absence were received from Cllr J Brociek-Coulton, Cllr B Duffin, Cllr K Mason Billig, Cllr S Penfold, Cllr K Vincent, Cllr B Price and Cllr C Kidman.

2. Minutes

- 2.1 The minutes of the previous meeting held on 22 July 2022 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

- 3.1 There were no declarations of interest.

4 Breckland Area Museums Committee

- 4.1 Cllr Robert Kybird presented the annexed minutes of the Breckland Area Museums Committee meeting held on 5 September 2022 which were noted.

4.2 In introducing the minutes of the Area Committee Cllr Kybird referred to the following:

- The deployment of CO2 monitors, supplied through Norfolk County Council, had played a crucial role in bringing back into use some NMS back-office space for staff and volunteers.
- Building works at the former King's Head public house, a listed building next door to the Ancient House, had not yet recommenced. An agreement was expected to be put in place with the agent for the site developer on how this work would proceed.
- The events programme at Gressenhall for the 2022 season continued to run across four operational models (special event days, Days with a Difference, Norfolk School Holiday Activities and Ticketed Events) which would be reviewed at the end of the calendar year to assess visitor attendance and feedback.
- The Community Tree Nursery (which formed part of the Gressenhall Environment Hub) had become more established.
- As part of the Gressenhall Environment Hub work, Gressenhall continued to work in partnership with the NCC Environment team and neighbouring landowners in the creation of the Wendling Beck Exemplar Project.
- The Area Committee had received an update on the Kick the Dust: Norfolk Project, funded through the National Lottery Heritage Fund and delivered in partnership with a range of organisations.

5 Great Yarmouth Area Museums Working Group

5.1 Cllr Geoffrey Freeman presented the annexed minutes of the Great Yarmouth Area Museums Working Group meeting held on 20 July 2022 which were noted.

5.2 In introducing the minutes of the Area Committee Cllr Freeman referred to the following:

- The Retro Games exhibition which runs at Time and Tide until 20 March 2023, was the result of a creative collaboration between young people involved in the NMS Kick the Dust youth engagement programme, funded by the National Lottery Heritage Fund. The exhibition is a draw for people, especially young people, who might not have visited the museum otherwise.
- It was noted that the next stage in the development of Time and Tide Museum was to build on core values of community engagement by encouraging more co-production of events, collections, displays, engagement programmes and exhibitions and make sensitive adaptations to the courtyard space to accommodate increased demand from visitors, schools, event organisers and other community groups. This work included direct partnership working with the National Maritime Museum (Royal Museums Greenwich).
- The new Events Co-ordinator for the Eastern Area Museums was reported to be Gabrielle Copeman who had previously worked on the Kick the Dust: Norfolk Project.

6 Norwich Area Committee

6.1 Cllr Jacob Huntley presented the annexed minutes of the Norwich Area Museums Committee meeting held on 6 September 2022 which were noted.

6.2 In introducing the minutes of the Area Committee Cllr Jacob referred to the following:

- The Area Committee meeting was preceded by a tour of Norwich Castle. There would be further opportunities for tours by Members of the Area Committee and the Joint Committee as work progressed and milestones were reached.
- The Area Committee had noted a recent increase in visitor numbers at Norwich Castle which showed that people were becoming more comfortable visiting inside spaces.
- It was pointed out that the Area Committee had paid tribute to the work of Brenda Ferris who had died recently. Brenda had served as the representative of the Norfolk Contemporary Art Society (NCAS) on the Area Committee for many years and had in the past also served as a long-term member of the Joint Committee. The Chair of the Joint Committee added the Joint Committee's condolences and said that Brenda Ferris was a pillar of NCAS and the wider cultural community who would be sadly missed.

7 Kings Lynn and West Norfolk Area Committee

7.1 Cllr Elizabeth Nockolds said that the Area Committee had not met since the previous meeting of the Joint Committee but was due to meet again on 14 November 2022.

7.2 Cllr Nockolds referred to a new exhibition entitled Hoards: Archaeological Treasures from West Norfolk which featured some of the best treasure finds unearthed in north-west Norfolk and ran at the Lynn Museum until 11 June 2023.

8 Norfolk Museums Service – Finance Monitoring Report for 2022/23

8.1 The annexed report (8) by the Director of Culture & Heritage was received.

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

8.3 Steve Miller, Director of Culture & Heritage, drew the Committee's attention to the following main issues for consideration by this Committee:

- The detailed budget position for 2022/23 was set out in the table at paragraph 1.1.4 of the report.
- The Service was currently projecting an over-spend of £0.850m as it continued to face significant uncertainty in relation to the main income streams following a slower than hoped for return to normal, pre-pandemic visitor numbers and patterns. A rise in energy costs, the very hot summer, and the reduced visitor offer in place at Norwich Castle Museum, because of the ongoing work for the Keep re-development, were also reasons for the overspend.
- The Service was expected to see a positive return to museum visiting in the new year, with income from new exhibition programmes and the renewed publicity given to the museum visitor pass helping to alleviate the current financial pressures.
- NMS budgetary pressures continued to be managed by the County Council at CES departmental level.
- The table at paragraph 1.2.3 of the report set out the capital building programme.

- The position regarding reserves and provisions was set out in paragraph 1.3 of the report.

8.4 The Joint Committee resolved to note:

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

9 Norfolk Museums Service - Risk Management Report

9.1 The annexed report (9) by the Director of Culture & Heritage was received.

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

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

- There were no material changes to the risk register in terms of scores or mitigations since this matter was last reported to the Committee. However, the target dates for risks RM14286 (Reduction of centralised support services) and RM14364 (Failure to deliver Arts Council England business plan 2018-22) had changed.
- The outcome of the application for future funding by Arts Council England (ACE), was expected to be made public on 4 November 2022. This would be reported to JMC Members by email shortly afterwards.
- The risk score pertaining to the failure to generate additional income streams in accordance with the service plan which was currently rated red would be reviewed before the next meeting.
- The NMS was run as a joint service, and it was therefore not possible to provide budgetary costs for the Service on a museum site by site basis.

9.4 The Joint Committee resolved:

To agree the active and dormant risks as per appendices A and B of the report.

10 Norfolk Museums Service – Performance & Strategic Update Report

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

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

10.3 The following points were discussed and noted:

- Visitor numbers for the first five months of the financial year were above target but below pre-Covid levels. School visits to museum sites had increased significantly and work in this area of NMS activity was running at full capacity.
- Members were encouraged to explore the links to YouTube sites and Museums blogs that could be found in the report.
- The Teaching Museum Trainees continued to make a valuable contribution to the core work of the service by helping to deliver the objectives set out in paragraph 4.1 of the report.
- The Joint Committee received an update on how the Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund (NLHF) and delivered in partnership with a range of organisations including YMCA Norfolk, had continued to engage with young people aged 11 to 25.
- While the current NLHF-funded Kick the Dust project was due to end in March 2023, the lessons learnt from the project had clearly demonstrated the positive impact on young people and staff who had engaged in project activity. The project had seen young people move through the programme, gaining the confidence to take on volunteering roles within NMS. The service was continuing to work with the Y Heritage project in Leicester to develop a future funding bid that would be based on the lessons learnt from the current project.
- Members drew attention to the Singh Twins: Slaves of Fashion exhibition that ran at Norwich Castle until 22 January 2023 that had received many acclaimed media reviews.
- Danny Keen gave an update on Norfolk Black History Month activities which included supporting the telling of the Duleep Singh story at the Ancient House Museum. The telling of black history stories was an area of NMS activity with significant potential beyond the strong work already undertaken. Members of the Black History Month Committee were happy to help the Service in any way that they could.
- The Joint Committee received an update on progress of the Norwich Castle: Gateway to Medieval England project for which construction work had started. The steelwork was fully erected in the Keep and the first of the three-stage handover process was complete, with the return of the new schools' entrance, toilets and Changing Place facility, and pop-up café.

10.4 RESOLVED

That the Joint Committee note:

- 1. An update on the 2022/23 position to date.**
- 2. Progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 3. Progress in terms of NMS key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's planning relating to its future Arts Council England funding.**

The meeting concluded at 3.32 pm.

Chair

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Joint Museums Committee 3 February 2023 Item No. 4
Norwich Area Museums Committee

14:00 to 15:25

6 December 2022

Present:

City Councillors:

Huntley (chair)
Kidman
Wright

County Councillors:

Brociek-Coulton (vice chair)
Reilly
Ward

Co-opted non-voting members:

Councillor Kybird (ex officio member), Felicity Devonshire (Friends of Norwich Museums) and Danusia Wurm (Norfolk Contemporary Art Society)

Apologies:

City Councillors Osborn, Schmierer and Thomas (Vi), County Councillors Birmingham, Rumsby and Watkins, Amanda Geitner (East Anglia Arts Fund) and Councillor King (Broadland District Council) and Councillor Spruce (South Norfolk District Council)

1. Declarations of interest

There were no declarations of interest

2. Public questions/petitions

There were no public questions or petitions.

3. Minutes

Subject to noting that Councillor Spruce was present at the meeting, it was:-

RESOLVED to agree the accuracy of the minutes of the meeting held on 6 September 2022.

4. Norwich Museums Report – August to October 2022

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

The assistant head of museums presented the first section of the report. A large proportion of the COVID-19 measures were still in place which included ventilation,

cleaning regimes, hand sanitisation points and the option of pre-booking tickets. The museums were now at their pre-pandemic levels of capacity. Air purifiers were being used in a small number of specified locations as appropriate. Across the Norfolk Museums Service (NMS) larger numbers of staff were working in person. Indoor volunteering was nearly at pre-pandemic levels across Norwich Museums and other locations.

The operations manager presented section 2, Norwich Museums operations. Due to the 'Norwich Castle: Royal Palace Reborn' project exit E8 was still being used as the entrance and exit for all visitors. Since the publication of the report the use of the external lift had been lost due to vandalism. The replacement of the glass lift was difficult due to the location of the lift and the glass panel that had been smashed.

In response to a member's question the operations manager said that there was an external camera that covered the lift, however the images captured were of the glass pane shattering and individuals running away in the view of another camera. A member queried whether the service had advertised that the lift was out of action. In response the operations manager said that signage was displayed at the site, details were also displayed on the website and via the service's social media.

The chair queried whether it was possible to reposition the CCTV cameras so that these would cover the area where the incident occurred. The operations manager clarified that in order to move the cameras a data protection impact assessment would need to be undertaken. Data protection legislation was clear that cameras should only cover areas needed for their intended purpose but the operations manager said that he would consider contacting the service's data protection officer to discuss this.

The pop-up café offer in the rotunda was now the permanent installation and the retail stock within the rotunda had also been enhanced. In reference to section 2.2, Norwich Castle ceremonies, he said that numbers were remaining strong, and the service was still seeing increases due to ceremonies that had been delayed or cancelled during the pandemic. In response to a member's question the operations manager clarified that the footfall discussed in section 2.2 was the additional footfall due to ceremonies. Visitor numbers were detailed in section 9 of the report.

The learning manager presented section 3, Norwich Learning Team activity – highlights report. There had been a number of activities during the Autumn term for schools. One activity had been revised to include a letter that had been written by one of the Strangers that arrived in the 1560s. This helped to give additional context for pupils in relation to Strangers' Hall and the plight of refugees in Norwich. The learning team had been working hard at adapting learning activities for students with Special Educational Needs and Disabilities (SEND) such as the 'Made in Norwich' session. The SEND specialist had also worked on adapting other learning activities, and the feedback from these had been positive.

For the opening of *The Singh Twins: Slaves of Fashion* exhibition the learning service had invited teachers from across Norfolk to a private viewing which included a talk from the curator. An A Level environment conference had been held at Norwich Castle in October with the Tyndall Centre. The students looked at a range of topics including soil chemistry, natural history and how to communicate environmental issues. The feedback from the conference had been very positive

from both students and teachers. The learning manager highlighted that the digital resources that had been developed during the COVID-19 pandemic were still available to schools. These were also used by schools to prepare for a visit to the museums.

The learning manager referred members to section 3.3 of the report and highlighted the *ST*ART Saturdays*, a programme that was being funded through a successful bid to the Town Close Estate Charity. Working with partners this three-year programme would start in February 2023 with the first session called *Making it in Norwich* which would look at Norwich's industrial history. The sessions would be held at the Museum of Norwich. The Norwich Keep Activity Plan, which supported the re-development of Norwich Castle, continued to be delivered both at Norwich Castle and other museums and venues in Norwich.

A number of events had been held across the Norwich museums during half-term which included the *Murder at the Museum!* event at Norwich Castle, two events at St John Timberhill, one called *Remember Me*, and one called *St John Timberhill: A gateway to medieval Norwich*. An event at Strangers' Hall involved ink making workshops for children in the garden.

The chair commented that it was very encouraging that the feedback from all sessions was so positive. A member commented that the events that were offered by the Museums service were exciting and engaging for children and young people and asked whether the budget deficit of schools was likely to make an impact on school bookings. In response the learning manager said that there were a number of impacts, these included the increased cost of transport and parents less able to contribute to the costs of a visit. He said that the service had a transport fund available to schools to help with the cost of coach travel to museums.

A member commented the *Remember Me* event was encouraging to see as sometimes people find it hard to access services to help after losing a loved one. She added that it was positive to see that a BSL tour was being held at the museums and asked where this was being advertised to members of the public. The learning manager said that it was being advertised on the service's social media. A member commented that it would be useful to advertise this in conjunction with local groups for Deaf and hard of hearing people. The assistant head of museums said that the tour had been developed in partnership with groups which had also involved staff training and help to develop that partnership and make the offering at Norwich Castle more accessible.

The assistant head of museums presented section 4, Kick the Dust: Norfolk – project activity update. The report was the regular update report on the National Lottery Heritage Fund funded project. The project had surpassed the target of 8,000 interventions and to date there had been 13,022 interventions which showed how wide-reaching the project had been. Through the lifecycle of the programme participants had moved through the various stages of the programme, with 72% of activity in October and November having involved young people leading and designing projects.

The report also highlighted that NMS staff had taken part in training since the beginning of the project to better engage with young people. A number of participants had completed the bursary traineeship programme which had led to

employment within the heritage sector. The service was currently modelling a pre-traineeship programme which would look at helping young people who are in receipt of benefits and helping to enhance their employability.

The project continued to track its progress against the other 12 projects, outlined in the report. The Heritage Fund-funded Kick the Dust project would be coming to an end in March 2023 and therefore the service was looking at the future progression. A funding bid was being put together with YMCA Leicester. If this bid was successful, the project would have a wider reach around improving young people with access needs' employment within the heritage sector.

The assistant head museums presented section 5, Norwich Castle: Royal Palace Reborn – project update. He suggested to members that another site tour could be arranged for 2023 before the next Norwich Area Museums committee meeting, which the chair agreed would be helpful. The report showed images of the parts of the project that had been handed back to the service, which included the toilet block and pop-up café within the rotunda. The toilet block included a Changing Places facility which had been registered with the national scheme to ensure that members of the public were aware of the facility if they needed it. The toilet block also highlighted the fabric of the building with the original Norman foundations being exposed on the ground floor.

Within the Keep, the principal and British Museum gallery floors had now been installed and staff from the British Museum had visited to view the marking out of the proposed case locations for the British Museum gallery. Progress was being made on the Percival wing which would be the location of the new visitor entrance.

The assistant head of museums presented section 6, other activity across Norwich museums. The Museum of Norwich had held a pop-up exhibition: *Start-Rite: Celebrating 230 years*. This exhibition ran from 26 September to 12 November 2022. Staff organised a preview to celebrate the company's success with a range of individuals who played a part. The museum has also created a new permanent display with pairs of shoes from the company's birthday collection. The national Heritage Open Days that were planned for September coincided with the passing of Her Majesty, Queen Elizabeth II. The open days still took place but were adjusted to take the mourning period into account.

The Museum of Norwich had recently launched the new Kett's Rebellion Virtual Reality (VR) experience which had been gifted to the museum by South Norfolk District Council and Wymondham Heritage Museum. Coinciding with the launch of the VR experience staff had hosted a tour which was led by a tour guide linked to the book *Tombland* by C J Samson.

Strangers' Hall staff were always looking at ways to display the collection in new ways. An event in August had taken place within the garden with the senior curator of natural history to showcase how to improve biodiversity within people's gardens. The events and activities at the museum that had taken place were detailed in section 6.2 of the report. A highlight for Strangers' Hall had been the addition of a furnished Victorian Dollhouse, donated by local families, to the Toy Collection. This would be displayed as part of Strangers' Hall centenary year. Kick the Dust participants had been involved with activities both in the Museum of Norwich and Strangers' Hall and further details of these would be brought to the next committee.

The chair of the Norfolk joint museums committee commented on the exhibition within Museum of Norwich called *Threads of Connection*, which was launched around the same time as a book, *The Devil's Dye* by Jenni Neill, a local author. This book was set around the weaving and the textile industry in Norwich in the 1500s.

The assistant head of museums presented section 7, Norwich Curatorial update. He said that each of the specialists within the service were always looking at making sure that the collections are accessible to people. The report showed the projects that each of the curators were working on at pages 38 to 43.

The operations manager presented section 8, other developments. He highlighted to members that the Castle Mound cut had been facilitated by Norwich City Council. The mound was classified as a Scheduled Ancient Monument and this cut was important to help the stability of the mound as vegetation and root growth could erode and damage the mound. The recommended schedule, by Historic England, was a twice annual cut, however due to lockdowns these had not taken place. Therefore, this cut had taken a month to complete. The area directly around the Keep was yet to be completed but this was due to the construction work for the Keep project, once this had been completed the area would be cut. The chair asked whether the delay in completing the mound cut would have an impact on the area. The operations manager said that they were using contractors to cut the saplings where possible as they could not currently safely cut the bramble and grass.

In regard to the Shirehall Courtroom, the operations manager said that the service had appointed T.C Garrett as the contractor to complete the remedial work due to the outbreak of dry rot. As the city council had given the relevant listed building and planning consents this work could now start. The work would likely be completed within six months. A member commented that most cases of dry rot were due to poorly maintained gutters. The operations manager said that they would take this forward, he said it was believed that the dry rot was likely due to a historic roof leak. Due to the site and architecture of the building it was difficult to gain access to the roof to maintain this, however, as part of the remedial works the service was looking at access to the roof to ensure it could be better maintained. In response to a member's question the operations manager said that the crack in the wall was part of the remedial works, along with other historical issues within the building.

The operations manager presented section 9, Visitor numbers. He highlighted to members that the annual visitor numbers were down which was consistent with levels nationally. He believed this was due to a number of issues including cost of living pressures. A member asked whether there had also been a drop in the number of Norfolk Museum passes. In response the assistant head of museums said that there had been a decline at the beginning of COVID-19, which was a reduction of around 40%, but many remaining pass holders then stayed with the service. The service had rolled out a number of campaigns to increase the number of pass holders, and rebranded the pass. He said that the service had seen the long tail of COVID-19 and the pressures due to the cost of living, but the Museums pass remained a cost effective way for members to visit museums.

The operations manager presented the appendix, Norwich Area Museums Committee social media report. He said that Norwich Museums had seen an increase of 2% in the number of followers across the key social media platforms. The

YouTube channels had also seen increases. The figures for each of the social media platforms were at pages 47 to 49 to of the report. He highlighted that the Norwich Castle blog had earned over 4300 views.

The members thanked the assistant head of museums and his staff for the report.

RESOLVED to:

- (1) Note the Norwich Museums Report August to October 2022 and;
- (2) ask the assistant head of museums to organise another site visit of Norwich Castle before the next committee meeting

5. Reports of the Representatives of the Voluntary Organisations

Danusia Wurm, Norfolk Contemporary Art Society (NCAS), addressed the committee and congratulated the service for *The Singh Twins: Slaves to Fashion* exhibition and said that NCAS was looking forward to supporting similar challenging exhibitions.

NCAS had planned a number of talks in 2023 including Maggi Hambling on 20 February 2023 and would hopefully be holding a talk by the director of the Sainsbury Centre for the Visual Arts. Further details for all NCAS events were available on the organisation's website.

Felicity Devonshire, Friends of the Norwich Museums, said that the Friends were keen to support Norwich Museums as they had done by helping to fund the commissioning of the work by the Singh Twins for the exhibition. The Friends had also helped to fund the Paston pietre dure tabletop to become a part of the NMS collection. The organisation was hoping for additional publicity around the tabletop and its relation to Norfolk.

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

CHAIR

Joint Museums Committee 3 February 2023 Item 5

KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE

Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 14th November, 2022 at 2.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT:

Borough Councillors

Councillor T Bubb, M de Whalley, A Kemp, Mrs E Nockolds (Chair) and A Tyler

County Councillors

Councillors M Chenery of Horsburgh (Vice-Chair) and J Ward

Breckland District Councillor

Councillor R Kybird

Norfolk Museums Services

R Hanley, O Bone and R Williams

Co-opted Non-Voting Members

L Bavin, True's Yard Museum (Zoom)

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors L Bambridge, N Daubney and C Dawson.

2 MINUTES

[Click here to view a recording of this item on You Tube](#)

The minutes of the meeting held on 13 June 2022 were agreed as a correct record.

3 MATTERS ARISING

There were no matters arising.

4 **DECLARATIONS OF INTEREST**

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There were no declarations of interest.

5 **REPORT OF THE ASSISTANT HEAD OF MUSEUMS**

[Click here to view a recording of this item on You Tube](#)

The Assistant Head of Museums presented the report on the King's Lynn Museum activities in the period from 2022 – October 2022.

The Committee was advised that despite the end of legal restrictions, a number of the COVID-secure systems and procedures implemented across Norfolk Museums Service (NMS) sites during the pandemic remained in place, with a focus on keeping staff and visitors safe through minimising any risk of transmission. Attention was drawn to paragraphs 1.1 and 1.2 of the report.

The Assistant Head of Museums explained that to facilitate increased levels of use of museum spaces by visitors, staff and volunteers, CO2 monitors provided through Norfolk County Council had been introduced into a number of rooms and spaces across NMS where there was more limited natural/mechanical ventilation. The CO2 detectors could be monitored locally by staff using those and enabled a number of spaces to be brought back into use by staff and volunteers and increased capacity for schools and other visitors.

It was highlighted that throughout the period of the pandemic, NMS staff developed a broad range of digital resources to support audiences, including resources.

The Committee was informed that volunteering had recommenced across NMS sites. Outdoor volunteering commenced earlier in the pandemic including garden volunteers at Strangers' Hall.

The Curator provided an overview of the exhibitions and events at the Lynn Museum which included:

- Gardens, Sowing Stories exhibition (ran until 12 June 2022).
- JMW Turner and the moods of water: rivers, estuaries and the sea (25 June – 15 October 2022).
- Hoards: Archaeological Treasures from West Norfolk (25 October 2022 – 11 June 2023).

The Committee's attention was drawn to:

- Section 3 – Other Museum developments.
- Section 4 – Loan to the British Museum (Seahenge Timbers).

- Section 5 – Partnerships.
- Section 6 – Learning and events.
- Section 7 – Kick the Dust Norfolk.

Return of coffee mornings – the coffee mornings had returned to Lynn Museum with the first one taking place on 28 October.

Heritage Open Day 2 October 2022 over 500 people visited Lynn Museum. The Museum's theme was the Bronze Age.

The Assistant Head of Museums, Curator – Lynn Museum and the Learning and Engagement Officer responded to questions and comments in relation to:

- Importance of volunteers and roles undertaken, specifically with regard to the Digitising project which had been paused during the Pandemic and the active promotion on recruitment of new volunteers.
- CO2 monitors and protocols for exceeding recommended levels.
- Air sanitisers – used in a small number of locations in high priority spaces.
- Available funding which included support for exhibitions.
- Developing social media (report written by L Elmore, a copy of which is attached to the minutes).
- Hoards Exhibition.
- Loans from other museums.
- Future funding/budget.
- Importance of Arts Council England NPO funding.
- Education opportunities offered by the Museums Service to schools.
- Use of items held in storage to supplement exhibitions and events.
- Relationships with the British Museum and other museums both nationally and locally.
- Focus on specific items when exhibitions/talks/events held at Lynn Museum.
- Sea Henge Exhibition at the British Museum in London.
- Potential recycling opportunity/re-use of exhibition display boards.
- Home Education Workshop(s)/Groups and opportunities to work with the Norfolk Museums Service/attendance figures.
- Partnership working with the Borough Council and other organisations.
- Free admission period to Lynn Museum from October to March funded by the Borough Council.
- Admission fees and the impact of the cost of living.
- Family Trail – Black Abolitionist Lectures, 22 to 29 October 2022.
- Norfolk Museums Pass.

Click on the link below to view Norfolk Collections website where the fruits of the volunteers' labours may be seen

<https://www.museums.norfolk.gov.uk/collections>

The Assistant Head of Museums informed the Committee that the Norfolk Museums Service had hosted the British Museum Trustees at Norwich Castle.

The visitor numbers for Lynn Museum were tabled and it was noted that school visitors had been included. However, for the next report to the Committee, the Curator could separate out the number of school visits.

The Chair reminded the Committee of the future events with free admission set out below:

- 1 December 2022, 4 pm Medieval Christmas (copy attached).
- 3 December 2022, 10 am Victorian Christmas (copy attached).

The Chair thanked the Assistant Head of Museums and the Curator, Lynn Museum for attending and presenting the report.

6 **REPORT OF THE LEARNING AND ENGAGEMENT OFFICER**

[Click here to view a recording of this item on You Tube](#)

The Learning and Engagement Officer presented the report and drew attention to the following sections of the report:

- 1 – Schools.
- 2 – Kick the Dust in King's Lynn.
- 3 – Family Learning Activities – Tudor Day at South Lynn Community Centre, Summer Holiday activities at Stories of Lynn – A Banquet fit for the Queen, St George's Guildhall Events – Shake it all out,
- Kick the Dust and community work.

The Chair thanked the learning and Engagement Officer for the valuable and important work that was being undertaken.

7 **DATE OF NEXT MEETING**

The next meeting will be held on 20 March 2023 at 2 pm in the Council Chamber, Town Hall, King's Lynn.

The meeting closed at 3.40 pm

Social Media

Headline stats for Lynn Museum 01 June 2022 – 31 August 2022

Compiled September 2022

Audiences

Lynn Museum has gained **226** new followers on their two key social media platforms (Facebook and Twitter) since the end of May 2022 (a 5% increase). Lynn Museum now has **4,839 followers** in total across the two platforms.

	Followers end of May 2022	Followers end of August 2022	Increase (to the nearest %)
Facebook	1,230	1,341	9%
Twitter	3,383	3,498	3%
Total	4,613	4,839	5%

Engagement and Reach

Tracking engagement and reach/impressions tells us how many people are seeing our content and engaging with it. Facebook and Twitter calculate engagement slightly differently. Twitter expresses it as a percentage, showing what proportion of people who saw our content and then went on to engage with it (like/retweet etc). Generally speaking, an engagement rate of between 1% and 3% is considered good engagement from our followers.

The tables below cover the period 01 June – 31 August 2022 unless otherwise stated.

Facebook

Reach*	Engagements**	Link Clicks	Likes/ Reactions	Comments	Shares
51,536	7,658	109	3,129	285	99

*The number of people who saw any content from our Page or about our Page, including posts, stories, ads, social information from people who interact with our Page and more.

**The number of times people engaged with our Page's content through reactions, comments, shares, clicks and profile visits.

Twitter

Impressions*	Engagement Rate	Link Clicks	Likes	Replies	Retweets
98.9k	3.2%	67	1.4k	45	347

*The number of times a tweet has been seen (not unique users)

Social Media and digital highlights:

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

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

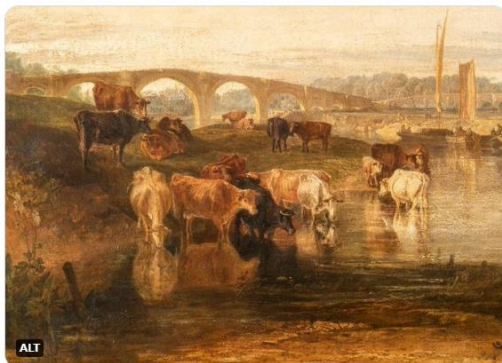
A particular highlight of the Lynn Museum feeds have been posts promoting the tour of Turner's 'Walton Bridges' (1806) with their weekly [#TurnerThursday](#). This weekly feature introduces details from the painting, fascinating facts about Turner and his work, and contextual information about the society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



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

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

[#TurnerThursday](#)



Elly Griffiths
@ellygriffiths

For [#SeahengeSunday](#) here's a picture of me with the actual timbers [@Lynn_Museum](#). Also, stand by for a special announcement about Cathbad and seahenge 😊

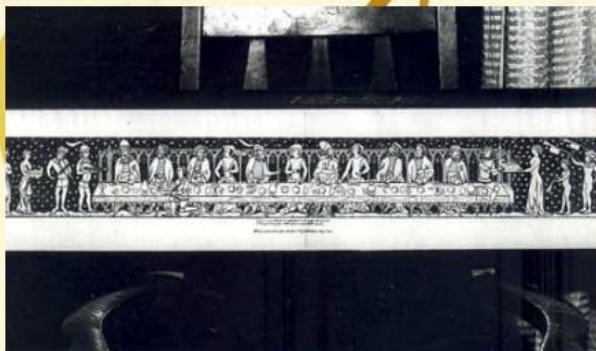


Lynn Museum Talk

Medieval Christmas: Feasts and Laughter



With Hayley Simmons
(Museum Learning Assistant,
Lynn Museum)

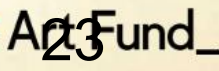


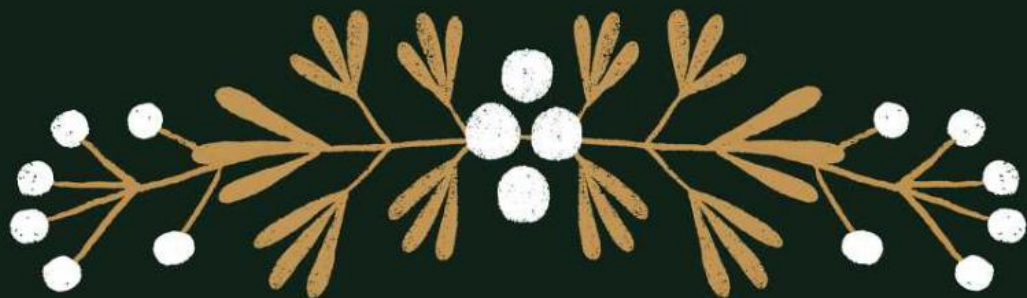
Thursday 1 December 4pm

Seats are limited. Booking is
recommended via the QR code, or
by contacting the museum.



01553 775001 / lynn.museum@norfolk.gov.uk





A VICTORIAN CHRISTMAS

family event at Lynn Museum

Saturday 3 December
10am-4pm

FREE ADMISSION



Booking is available at:
<https://norfolk-museums.arttickets.org.uk/lynn-museum>



LYNN
MUSEUM



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24

Joint Museums Committee

Item No 6

Report title:	Norfolk Museums Service – Finance Monitoring Report for 2022/23
Date of meeting:	03 February 2023
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Chief Officer:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2022/23 as at 30 November 2022	

Executive summary

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

The main issues for consideration by this Committee are:

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

Recommendations:

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

1. Background and Purpose

1.1 Revenue Budget 2022/23

- 1.1.1 The Service is currently projecting an over-spend of £0.850m as it continues to face significant uncertainty in relation to the main income streams following a slower than hoped for return to normal, pre-pandemic

visitor numbers and patterns. The very hot summer, cost of living pressures and reduced visitor offer in place at Norwich Castle Museum due to the ongoing work for the Keep re-development are also factors.

1.1.2 NMS is closely monitoring all spend on utilities as this is now increasing the financial pressures on the Service, particularly over the Winter months when usage across all sites will be much higher, combined with the planned increase in prices by energy companies.

1.1.3 We are planning to mitigate the potential over-spend by continuing to manage costs wherever possible. Due to the unprecedented nature of the pressures that the Service continues to face, this is an issue that is being managed at a wider CES departmental level and the Service will be supported by the CES Business Risk Reserve.

1.1.4 The table below sets out the net revenue Service budgets for 2022/23 and the forecast outturn for NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.383	3.233	0.850	35.67%
NMS Total	2.383	3.233	0.850	35.67%

1.2 Capital programme

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

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

1.2.3 NMS 2022/23 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2022/23 – Norfolk Museums Service

Scheme or programme of work	Approved 2022/23 Capital Budget £m	2022/23 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 2022/23
Seahenge	0.007	0.007	0	Ongoing conservation
Norwich Castle Critical M&E Services	0.095	0.095	0	Project completed in 2022/23
NLHF Keep Delivery Phase	5.019	5.019	0	Project will be ongoing until 2023/24
Gressenhall Playground Improvements	0.034	0.034	0	Project completed in 2022/23
Gateway to Medieval England Project Management	0.199	0.199	0	Project will be ongoing until 2023/24
Gressenhall Building Improvements	0.010	0.010	0	Project estimated to be completed in 2022/23
Support for Key Care of Buildings & Collections	0.200	0.200	0	Project will be ongoing until 2023/24
Develop Gressenhall Farm & Workhouse as an Environment Hub	0.200	0.200	0	Project will be ongoing until 2023/24
GFW Environmental Landscape Management Project	0.149	0.149	0	Project will be ongoing until 2024/25
Museums Acquisitions	0.299	0.299	0	Project estimated to be completed in 2022/23
Total	6.215	6.215	0	

Funding of the NMS Capital Programme

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

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

approved by Full Council in February 2020 and subsequently a further award of £1.372m from the National Lottery Heritage Fund was received in 2021 giving a revised total project budget of £17.216m, The Norwich Castle: Gateway to Medieval England has now entered its delivery phase including the award of the main construction works contract, with all capital works expected to be completed by the end of 2023-24. The learning, skills and engagement programme which is a key part of the overall project funding and delivery, is ongoing.

- Policy & Resources Committee approved the funding of £0.400m to replace the existing woodland adventure playground at Gressenhall Farm & Workhouse which has become dated, and the key structures and equipment have reached the end of their lifespan. The new development was completed in 2021 and is now operational. It is expected to give a substantial return on investment in terms of additional visitors in the current financial year and beyond.
- Policy & Resources Committee approved the initial funding of £0.247m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period. Additional funding of £0.199m has been approved to extend the contracts until October 2023 to support construction completion.
- Cabinet have approved the funding of £0.695m to support the key care of buildings and collections over the next three years. This involves the capitalisation of staff costs previously funded by revenue.
- Cabinet have approved the funding of £0.507m to develop Gressenhall Farm & Workhouse as an Environment Hub for Norfolk over the next three years.
- Cabinet have approved the funding of £0.249m to develop the Gressenhall Farm & Workhouse Environmental Landscape Management Project over the next two years.
- Museums Acquisitions is a collective project which was set up to secure the purchase of major assets for NMS. The most recent acquisition will be a 17th Century Dutch Masters painting, of which funding has been secured from the National Heritage Memorial Fund £0.123m, Art Fund £0.119m, Arts Council and the V&A purchase Grant Fund £0.048m and Private Sponsors £0.009m.

1.3 Reserves and Provisions

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

- The income reserve is maintained to enable the Service to effectively manage pressures on revenue streams and resources, particularly during periods of unfavourable weather conditions that can impact upon visitor numbers.

- The Museums Repairs and Renewals Reserve includes funds for Gressenhall play area, farm, and superstore equipment.
- The Unspent Grants and Contributions Reserve includes earmarked non- conditional project balances at year end.

Reserves and Provisions 2022/23	Balances at 01 Apr 22	Balances at 31 Mar 23	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.513	0.513	0.000
Museums Repairs and Renewals Reserve	0.154	0.154	0.000
Unspent Grants and Contributions Reserve	0.532	0.556	0.024
Service Total	1.199	1.223	0.024

2. Financial Implications

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

3. Issues, risks, and innovation

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

4. Background

There are no other documents to refer to.

Officer Contact

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

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

Officer Name, Tel No., and Email address:

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

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

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

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



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Norfolk Joint Museums Committee

Item No: 7

Report Title: Risk Management

Date of Meeting: 3rd February 2023

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

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

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

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

Recommendations:

To consider and agree;

- 1. The active and dormant risks as per appendices A and B;**
- 2. The proposed score changes (reductions) to the two Arts Council England risks RM14364 - Failure to deliver Arts Council England business plan 2018-22, and RM14499 - Future Arts Council England Funding.**

1. Background and Purpose

- 1.1 This report provides Members of this Committee with an insight into the key risks that are managed by the Norfolk Museums Service Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is regularly reviewed and updated in accordance with the Council's Risk Management Policy.

2. Proposal

- 2.1 There is a proposal to reduce the risk score to both of the Arts Council England risks. These are RM14364 - Failure to deliver Arts Council England business plan 2018-22, and RM14499 - Future Arts Council England Funding.
- 2.2 For **RM14364 - Failure to deliver Arts Council England business plan 2018-22**, we are coming to the close of the extension period of the current plan, with full delivery against the plan expected by end of March 2023, with an agreement in principle from ACE for continued funds into the next business plan period running from April 2023. For this reason, the likelihood score has been reduced from 3 to 2, with the target score met. The risk will be re-evaluated shortly prior to the next business plan period commencing.
- 2.3 For **RM14499 - Future Arts Council England Funding**, we now have funding in principle from the Arts Council England and are awaiting the approval of the delivery plan by the end of this financial year. As a result, the current likelihood of this risk has been lowered from 2 to 1, reducing the overall risk score from 10 to 5, meeting the target score.
- 2.4 The target date for **RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales** has been amended to September 2023, in line with previous six monthly target date reviews.

3. Impact of the Proposal

- 3.1 The current risks are those identified against service objectives for 2022/23 and are included in Appendices A and B. All active risks will be assessed going into the next financial year ready for the first Committee meeting of 2023/24.

- 3.2 The detail of the reasoning behind the two score reductions has been set out in 2.2 and 2.3 above. By continuing to assess these two risks (as well as all others being mitigated for the Norfolk Museums Service) the impact on the service will be positive in ensuring that risk management continues to be linked to the performance of the service overall, and that we can continue to demonstrate effective mitigation against the threats to meeting objectives to which external funding is ultimately linked.
- 3.3 The risk register currently contains eight risks. Of these, six risks are actively being managed, as presented in Appendix A, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as dormant risks shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring. There are three risk scores to note;
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
 - Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
 - Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

4. Evidence and Reasons for Decision

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

5. Alternative Options

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

6. Financial Implications

- 6.1 There remain financial implications for revenue generation resulting from the effects of previous site closure during the pandemic, and subsequent reduced visitor numbers to museums. This is noted in risk RM14162 in Appendix A.

Further detailed financial reporting for the quarter can be viewed in the Finance report to this Committee.

7. Resource Implications

7.1 Staff: There are no staff implications to report.

7.2 Property: Museums continue to offer a safe environment for staff and visitors alike.

7.3 IT: There are no IT implications to report and the online offer for museums continues alongside an on-site experience for visitors.

8. Other Implications

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

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

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

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

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

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

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

9. Risk Implications / Assessment

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

10. Select Committee Comments

10.1 There are no Select Committee comments to report.

11. Recommendations

To consider and agree;

1. The active and dormant risks as per appendices A and B.
2. The proposed score changes (reductions) to the two Arts Council England risks RM14364 - Failure to deliver Arts Council England business plan 2018-22, and RM14499 - Future Arts Council England Funding.

12. Background Papers

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

Officer Contact

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

Steve Miller – Director, Culture and Heritage

Tel. No.: 01603 493620

Thomas Osborne – Risk Management Officer

Tel. No.: 01603 222780



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Risk Number		RM14381				Date of update		04 January 2023		
Risk Name		Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.								
Portfolio lead		Cllr. Margaret Dewsbury				Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Sep-23	Amber
Tasks to mitigate the risk										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project.										
Progress update										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place. An audit of the project has been carried out with the final report being delivered in April 2021. The report was positive with assurance received on the adequacy and effectiveness of the controls in place to deliver the objectives of the project. The Project Board last met in December 2022 and continues to be updated on progress and any new emerging risks are added into the project risk register. The next project board will take place on 9th March 2023.										

Risk Number	RM14286				Date of update			04 January 2023		
Risk Name	Reduction of centralised support services									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Jun-23	Amber
Tasks to mitigate the risk										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution.										
Strengthening independence of staff through increasing familiarity with central support services that they can use independently.										
Progress update										
Risk regularly reviewed by the Senior Management Team.										
Greater familiarity amongst staff using HR Budget Manager, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools.										
Ongoing adaptation to the new myOracle system.										

Risk Number	RM14364					Date of update		04 January 2023		
Risk Name	Failure to deliver Arts Council England business plan 2018-22									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			03 October 2018		
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	2	3	6	Mar-23	Met
Tasks to mitigate the risk										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
Progress update										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate. Arts Council England are requesting that all relevant organisations extend their business plans by 1 year, which we are doing. As we are close to the end of the extention period, with an agreement in principal from ACE for continued funds into the next business plan period the likelihood score has been reduced from 3 to 2, with the target score met.										

Risk Number	RM14162					Date of update		04 January 2023		
Risk Name	Failure to generate additional income streams for 2022/23 in accordance with service plan.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	3	15	5	3	15	4	3	12	Mar-23	Red
Tasks to mitigate the risk										
Continue to review additional income levels generated.										
Progress update										
Museum sites have re-opened but challenges remain due to the impact of Covid and additional pressures on secondary spend. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score remains 5 and the impact score 3.										

Risk Number		RM14027		Date of update		04 January 2023				
Risk Name		Theft of museum objects								
Portfolio lead		Cllr. Margaret Dewsbury		Risk Owner		Steve Miller				
Risk Description			Date entered on risk register			23 June 2020				
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	1	3	3	Sep-23	Green
Tasks to mitigate the risk										
Review of display case security undertaken Review of security staffing and systems completed, factoring in those museums that currently remain closed due to COVID-19. 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. The likelihood has been maintained at 2 to reflect this. The impact remains scored at 3.										

Risk Number	RM14499					Date of update		04 January 2023		
Risk Name	Future Arts Council England Funding									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner	Steve Miller			
Risk Description					Date entered on risk register			21 June 2022		
There is a risk that NCC doesn't receive future ACE funding beyond the existing funding programme. Whilst a low likelihood, this would have a high detrimental impact on the ability to deliver key services and projects within the Norfolk Museums Service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	1	5	5	1	5	5	Mar-23	Met
Tasks to mitigate the risk										
1) Submit a strong application to the Arts Council England. 2) Deliver as strongly as possible against the deliverables of the existing funding programme to give NCC the best possible chance of demonstrating that future funding is merited. 3) Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods. Maintain close liaison with ACE Relationship Manager to ensure that they are aware of achievement and challenges. 4) Continued strategic conversations with NCC Directors and Elected Members involved in discussions relating to 2022-26 programme 5) Monitor service delivery to ensure that targets are being met										
Progress update										
1) A strong application was submitted in May 2022. We are currently awaiting the outcome of this, which will be known by the beginning of November 2022. 2) We are continuing to deliver against the current plan as fully and effectively as possible to give ourselves the best possible chance of securing future funding. This links to risk RM14364. 3) A close working relationship with ACE colleagues is being maintained. 4) Continued conversations taking place with key stakeholders to keep them informed on progress towards receiving funding for the next programme cycle. 5) Continued close monitoring of service delivery performance against the targets set.										
We now have funding in principle and are awaiting the approval of the delivery plan by the end of this financial year. Subsequently, the current likelihood score has been lowered from 2 to 1.										

Risk Number	RM13947					Date of update		04 January 2023		
Risk Name	Failure to maintain historic buildings									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	2	3	6	Mar-23	Met
Tasks to mitigate the risk										
Close liaison with our partners going forward 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 our partners. Ensure that our building staff are continuously monitoring our buildings to supplement the security provided by contracted partners. Ensure we have appropriate emergency response procedure in place in all premises.										
Progress update										
Constructive discussions with partners have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring this site up to required standard.										
As this is an ongoing low level risk, the target date has been amended to end of March 2023.										

Risk Number		RM13948				Date of update		04 January 2023		
Risk Name		Significant flooding at any of the Museum sites.								
Portfolio lead		Cllr. Margaret Dewsbury				Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	2	2	1	2	2	1	2	2	Mar-23	Met
Tasks to mitigate the risk										
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.										
As this is an ongoing low level risk, the target date is set for the end of March 2023.										

Norfolk Joint Museums Committee

Item No. 8

Decision making report title:	Performance & Strategic Update Report
Date of meeting:	3 February 2023
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
<p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To receive an update on the 2022/23 Service position to date 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project 3. To note the Museums Service's successes in securing continuing prestigious Sandford Awards for Excellence in Education for Gressenhall Farm & Workhouse and Norwich Castle Museum & Art Gallery 4. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's planning relating to its Arts Council England National Portfolio Organisation funding for 2023-26 	

1. Background

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

2. Performance Summary

- 2.1. The following details the performance summary from 1 April 2022 to 30 November 2022.

- 2.2. The visitor numbers for the first five months of the financial year were 187,839 against a target of 141,604. The Museums Service continues to emerge positively from the disruption of the pandemic in terms of normal programming and operational delivery. However, overall visitor numbers year to date have been impacted by changes in visitor behaviour, a very hot summer, cost of living pressures, and the continuing development of Norwich Castle.
- 2.3. The Museums Learning Team continue to deliver high-quality learning programmes, both in person and online. Schools figures up until 31 October 2022 were 18,954 physical visits and 3,621 virtual visits, figures comparable with pre-Covid levels.

Both Norwich Castle and Gressenhall were both awarded prestigious **Sandford Awards for Excellence in Education** at a virtual ceremony held on 7 December 2022.

The Judges' citation for Gressenhall was as follows:

Gressenhall Farm and Workhouse offers the opportunity to learn within a stunning physical environment where pupils are challenged and engaged in active, exploratory learning. Groups are inspired by a team of experienced facilitators who put curiosity and enjoyment at the heart of education. They provide unique ways to deliver their ambitions to be at the heart of their community, both locally within Norfolk, and further afield. Visits to Gressenhall provide wonderful opportunities for young people, together with teachers, parents and carers, to experience life in the past. The site has an excellent learning programme supported by a wealth of high-quality educational activities and resources. A visit to this playground for learning is highly recommended.



The Judges' citation for Norwich Castle was as follows:

It is refreshing to see a council so committed to sharing the heritage of Norwich and Norfolk with all its citizens. The Learning Team are to be commended too for

their responsive and imaginative programme that successfully targets many groups that are too often disenfranchised from the world of museums. It is clear that once the redevelopment project is complete there will be even more reasons for the city to take pride in Norwich Castle Museum's first-rate learning programme.



For further details on the Sandford Awards, visit <https://www.heritageeducationtrust.org/about-the-sandford-award>

3. Digital engagement and Learning Team Highlights -

3.1. 1. Instagram, Twitter and Facebook

Instagram, Twitter and Facebook performance of the three largest NMS sites from 01 September to 31 December 2022, compared against the previous four-month period.

Instagram has been the best performing platform in terms of followers in this period, which is in line with expectations based on its continued popularity with audiences. The figures for Twitter are noticeably lower than usual, which is likely explained by the current uncertainty about the future of Twitter following Twitter's recent takeover. Other museums have reported a similar drop in engagement recently. We'll continue to monitor this – and the future of the platform – over the coming months. A recent cull of 'bot' accounts on Twitter may have contributed to a slower growth in followers, but the drop in engagement suggests the issue is engaged users leaving the platform rather than inactive followers being deleted.

NMS' social media accounts took part in several national and international campaigns and awareness days between September and December including:

- #HeadEast (promoting the diversity of arts, culture and heritage across Norfolk & Suffolk)
- Black History Month
- Remembrance Day and Remembrance Sunday
- Transgender Day of Remembrance
- Halloween
- The National Lottery's #ThanksToYou day
- Christmas and New Year

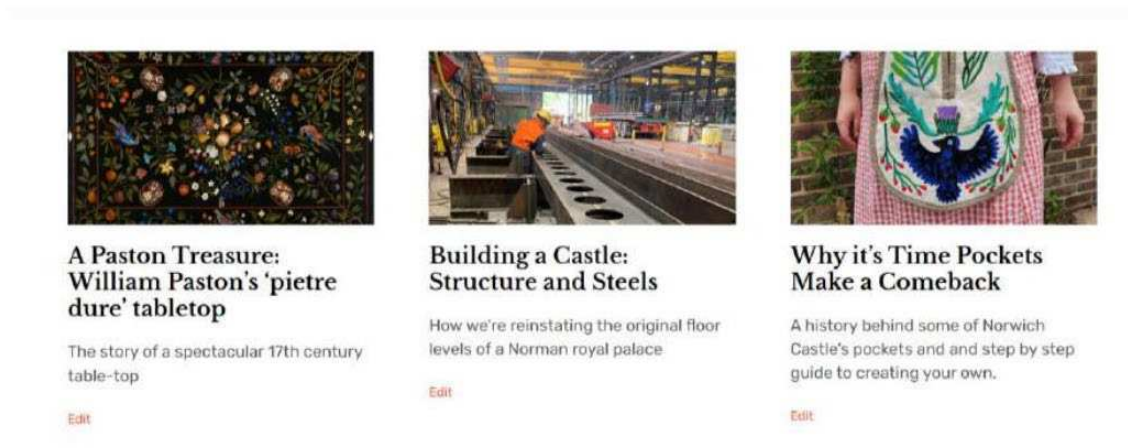
2. YouTube Account

Account	<i>Total Followers end August 2022</i>	<i>Total Followers end December 2022</i>	<i>% Increase (to the nearest 1%)</i>
Norfolk Museums	730	766	5%
Norwich Castle	670	792	18%

3. Blogs

The Norwich Castle blog, which also includes posts from Strangers' Hall and The Museum of Norwich, earned over 6,000 views between September and December, and the Great Yarmouth and Cromer blog earned over 4,400 views. Recent posts have included an update on the Royal Palace Reborn building works at Norwich Castle, and a DIY guide to 18th century pockets.

One reply to a recent post, on the acquisition of William Paston's pietre dure table-top, reads: "A fascinating exposition and visual representation of details that often are hard to study when looking at the piece when it was in the exhibition. This follow-up from the exhibition demonstrates the way in which such events can serve as a focus for research. It is a further tribute to the work of those at NMS and Yale who made possible the original exhibition back in 2018."



4. Teaching Museum, Kick the Dust & Skills

- 4.1. Applications for this year's round of Teaching Museum trainee recruitment closed on Weds 4 January. At the time of writing, there are nearly 200 applications which is consistent with previous years. The new trainees will be selected at assessment centres held at Museum of Norwich in late February and they will start their new roles in early April 2023.

The trainee roles are decided on between SMT and the Teaching Museum Manager on the basis of meeting service need as well as offering the best opportunities for trainee development. This year's roles are in Digital Communications and Marketing, Modern and Contemporary Art based at Shirehall, Curatorial and Collections based at Gressenhall and Learning and Youth Engagement at Time and Tide Museum in Great Yarmouth.

A feature of our social media activity around advertising the new posts was a series of 'where are they now' posts, in which former trainees talked about the jobs they'd moved onto since being NMS trainees. We've now worked with over 70 trainees over more than 10 years of running this programme. Many of them have gone onto interesting roles in museums and the cultural heritage sector, in Norfolk and all over the UK, which means we have a network of former trainees who all got their first breaks in Norfolk.

The current Teaching Museum trainees are now in their final 2 months of the programme and are present at this meeting to talk about the most surprising things they've found about working in museums, perhaps some highlights, and their plans for the future.

4.2. KICK THE DUST HEADLINE REPORT

April 2020 to December 2022

The following report highlights the work of the Kick the Dust team in terms of how it has adapted its approach to accommodate activity since the start of lockdown in March 2020 enabling us to continue to support all groups across Norfolk, including our partners YMCA Norfolk. The team is delivering a blended approach with three

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

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

Current number of interventions with young people:

From the start of lockdown to the 16 December 2022 there were a total of 7,135 interventions, involving 2,515 individual young people taking part in 3,603 hours of quality digital activity. Following reopening and access to groups on site and in outdoor settings, the team has delivered 824 face-to-face sessions (76% of all delivery) with young people across the county, out of a total of 1,063 sessions delivered between March 20 and 16 December 2022. This equates to 76% of all activity now being delivered face to face. This blended approach offers a more diverse range of opportunities for young people to engage in heritage.

Total numbers from October 2018 are 13,207 interventions, involving 4,234 individual young people taking part in 6,735 hours of quality activity, taking us beyond the initial target of 8,000 interventions. As more young people take the lead in projects this is shifting the percentage of activity at each of the 4 levels. In December, of all activity delivered no sessions were delivered at pre-player level showing that the YMCA young people are more confident and taking part in longer term projects as they engage on our sites.

- *25% of all activity was at Player level*
- *40% at Shaper level*
- *35% at Leader level.*
- *89% of all activity in November/ December involved young people in leading and designing projects, taking on the role of Young Ambassador and playing a leading part in the Youth Board.*

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

- *47.5% (1412 opportunities) in the West (covering Kings Lynn, Thetford and Gressenhall),*
- *27.5% (811 opportunities) in the East (covering Great Yarmouth, Cromer and Sheringham)*
- *25% (726 opportunities) in Norwich*
- *305 volunteering opportunities have been provided to 164 individual young people.*

We continue to develop and deliver an online training offer for all staff and volunteers who support youth engagement in NMS. In total 342 staff have taken part in training since October 2018, with 151 having taken up opportunities in lockdown. In addition, 45 young volunteers have taken part in training. Kick the Dust has supported 7 young people on its bursary traineeship programme, the last

cohort finishing on 31 May 22, all of whom have secured permanent employment within the heritage sector. One Kick the Dust participant progressed onto the NMS Teaching Museum traineeship programme. Our 6 Young Ambassadors support Institutional Change within NMS and are on the strategic Youth Board and Project Board, with 3 of young people from the YMCA feeding the voice of YMCA clients into the group. Staff from our Front of House (FOH) and Visitor Services teams continue to engage in training such as mentoring and coaching and creating autism friendly spaces which forms part of the training offer to support the new pre-traineeship pilot programme for YMCA clients and other vulnerable groups. The Supervisor at Norwich Castle stated, *'It's been great to see customer focused enthusiasm again from the team, as a result we plan to have a small group who will regularly look at ways in which we can improve access, be more aware and more inclusive as a team'*.

Our offer to support staff and volunteers around the important theme of mental health and wellbeing is on-going and the Youth Board have been working with Public Health and the Audience Agency to incorporate the framework to measure mental wellbeing into the new evaluation tool to be in place for April 2023. Data from the young people's feedback forms shows that 25% of young people up to 16 December 2022 identified as having a mental health issue.

As we have more FOH staff taking part in training to gain confidence in working with young people facing more complex barriers to engagement these Teams are offering opportunities to young people to gain further experience. The team at the Museum of Norwich and Time and Tide Museum supported 2 YMCA clients onto the pre-traineeship programme and Stories of Lynn took on a young person with complex learning needs to support the Learning and Engagement Officer. The plan is to run this again from January to March 23. Feedback from the 3 trainees has been extremely positive with comments such as:

'This traineeship has given structure to other areas of my life. I now have a routine which will help me achieve other things in my life. Having structure has had a massive positive impact on my mental health' (Trainee Norwich YMCA)

'Being in a working environment and watching staff work has made it easier for me to interact with people and school children. Having to manage my bursary payments has also helped me with finances and I am finding that easier now'.
(Trainee Great Yarmouth YMCA)

NMS and NCC continue to work together through the 'Making Creative Futures' group where members from across Children's Services identify ways to engage the hardest to reach and most vulnerable children and young people through a joint effort. The group continues to play a key part in the delivery of activity as part of the DfE funded Holiday Activities and Food (HAF) project through the Big Norfolk Fun programme ([Big Norfolk Holiday Fun - Active Norfolk](#)) and through our own

contributions to this through our Kick the Dust offer. The focus is on mental health and wellbeing.

Summary

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

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

Feedback from those taking part in the pilot shows that this adds real value to the overall offer and that the process has helped them have the confidence to put themselves forward. The 10 hours a week posts works for the young person and the participating team and will be used to demonstrate to smaller museums that they can support a young person from a more challenging background in a meaningful way as well as provide opportunities for professional development of their own staff.

Our aim as we move forward is to support more working age young people to progress into employment, training or further learning and long-term volunteering. The new pilot for the bursary pre-traineeship programme will allow us to gauge the need and success of this entry level pathway into the sector. We have seen young people move through the programme, gaining the confidence to take on volunteering roles within NMS, others securing their first job through the Government's Kick Start 6-month placement programme; three young people who have taken up positions within NMS Front of House teams, eight young people progressing onto the Teaching Museum and Kick the Dust bursary traineeship programme, four of the last cohort of trainees securing permanent employment in the sector, one with NMS; two young people progressing onto Teacher Training, and nine young people taking on the Young Ambassador roles, one of whom has recently secured a position with Norfolk and Norwich Festival another on a

Teacher training programme. Others have stated that their involvement has helped them make choices around subjects and options at school and college.

QUOTES

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

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

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

'It was a wonderful opportunity to be able to be a part of the SHARE organising group, so thank you for having young people, like myself, involved at an organising capacity at this event. It was very insightful, and I learnt a lot. Thank you also for being so patient and helpful with my questions!' (Lily F Young Ambassador KTD).
Following the event Lily secured a job with Norfolk & Norwich Festival in Kings Lynn – 'I have been successful in a job application (which I'm so happy about!!), to work at Kings Lynn Festival as their 'events and communications intern'

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

Lily who completed the 6-month Kick Start programme apologised for not being able to apply for the new Project Worker role saying: *'I was starting my application when I received a job offer regarding a role at the GroundWork Gallery in King's Lynn. I have accepted this so will no longer be applying for the Project Worker position. Which is bittersweet as the role breakdown excited me. Thank you so much for sending it over, I really appreciated it as I hadn't seen it.'* Lily – Young Ambassador

One of our complex-needs young people who had previously applied for a traineeship has been successful on his work experience with Norfolk Library service. The project worker stated: *'I am sitting S who was one of the Time Turners and former College of West Anglia students. He has just completed his job placement with the library and has done brilliantly. He is applying for a permanent*

part-time post with the library service and has successfully been accepted onto their Casual staff list and hoping for a job in the library permanently'. R Williams Project Worker and mentor

Working on the Baedeker project August to November 2022 one young person stated: *'I feel that working on this project has been a new experience which has really helped me to develop some new skills and gain some new knowledge'.*

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

The event held in partnership with SHARE East in October to showcase our work and hear from what it is like to be a young person starting out on their heritage journey, has highlighted the need for this offer in museums across the East of England. The new 'Your Heritage Your Future' bid will allow us to embed learning within a wider range of museum and heritage organisations across the East of England building on our current successes and approach to youth engagement.

5. Partnerships

- 5.1. NMS continues to work closely with Broadland and with South Norfolk, with the continuing development of the new agreement enabling the Museums Service to support a range of new work, including development programmes linked to Market Towns, and a digital learning programme around Robert Kett.
- 5.2. NMS continues to support Thetford Town Council in their work to create a Heritage Masterplan for the Town. The Town Council's focus is on their heritage assets, particularly St Peters Church, which they wish to turn into a skills centre. This work continues to dovetail with the Museums Service's development plans for Ancient House Museum and our Duleep Singh partnerships and project plans.
- 5.3. NMS continues to work closely with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk. NMS continues to support the King's Lynn Guildhall project.
- 5.4. NMS is currently working closely with the Sainsbury Centre for Visual Arts (SCVA), part of UEA, to develop a creative walking and cycling route between the Sainsbury Centre and Norwich Castle. This work is being supported by the Norfolk & Norwich Festival.

6. Exhibitions

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

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

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

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

The Singh Twins

The Singh Twins' British-Asian heritage has played a significant role in influencing their work, and they are widely known for pioneering a modern development of the Indian miniature tradition within contemporary art practice. Inspired by Eastern and Western artforms, the Twins' use artistic language from centuries ago to address a range of modern, social and political themes through a combination of hand-painted and digital techniques. At the heart of their work lies the desire to challenge narrow perceptions of heritage, culture and identity and show a more balanced representation and understanding of the past can influence how we relate to the present.

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

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

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

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

Hoards: Archaeological Treasure from West Norfolk; Lynn Museum, October 2022 – November 2023

This stunning exhibition features a selection of important archaeological hoards, all discovered in West Norfolk, an area particularly rich in hoards. From 2,000-year-old gold coins buried in a cow bone to silver shillings from the English Civil War found in a silver cup, discover more about the theories behind these spectacular discoveries.

A significant number of objects are on display for the first time including a group of Bronze Age artefacts from the beach at Holme-next-the-Sea which were found close to the site of the remarkably preserved timber monument known as Seahenge.

Also making their museum debut are some very rare early coins found at Fincham dating back to the Anglo-Saxon/Viking period.

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

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

Retro Games is curated by young people from Kick The Dust in Great Yarmouth, funded by The National Lottery Heritage Fund, in collaboration with East Norfolk Sixth Form level 4 Games Design Students and the curatorial team at Great Yarmouth Museums.

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

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

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

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

Conclusion

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

7. Strategic Developments

7.1. Norwich Castle: Gateway to Medieval England project

Progress on the Norwich Castle: Gateway to Medieval England project continues positively.

Steelwork is now fully erected in the Keep, along with the new floors, and the first of the three-stage handover has been completed, with the return of the new schools' entrance, toilets and Changing Place facility, and pop-up café. The next stage of the development will be completed in the summer of 2023 with the completion of the new visitor entrance, café and shop



Visit of Jago Cooper, Director of the Sainsbury Centre and Simon Stephens, Editor of the Museums Journal, December 2022

The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 6 December 2022, and a full report on progress was given to the Board, including updates on planning, and the development of the British Museum Partnership Gallery of the Medieval Period.

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

7.2. Norfolk Museums Development Foundation (NMDF) & Fundraising

- 7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues, although the negative impact of Covid-19 continues to be felt by all charities. The website for the Foundation is: <http://nmdf.org.uk/>
- 7.2.2. Current focus for the Foundation remains the Keep development project. Applications to grant-giving trusts and foundations continue to be developed and submitted.
- 7.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, is currently live.

For more details, visit www.adoptanobject.co.uk
- 7.2.4. Discussions with potential new corporate sponsors are currently ongoing, led by Jo Warr, Head of Development.

7.3. **Norfolk Museums Service – 5 Year Strategic Framework**

- 7.3.1. Following support from the Joint Museums Committee, the new 5 Year Strategic Framework went to Norfolk Museums Service's Cabinet for endorsement on 13 January 2020 and was approved.

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

7.4. **Arts Council England**

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

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

Current Position

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

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

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

There are only 57 museum organisations in England that are in the National Portfolio representing around 200 museums. Of the 57 NPOs, only 12 are in the top tier of museums that receive in excess of £1M per year and NMS is one of these 12, expected to demonstrate sector leadership.

Arts Council's 10 Year Strategy

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

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

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

The outcomes set out in Let's Create are:

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

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

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

Levelling Up

The Arts Council has been instructed by the Department of Culture Media & Sport to support the Government's Levelling Up Agenda by reducing investment in London and distributing more funding in areas outside of the capital, particularly in areas where there are low levels of cultural engagement and the potential for

growth. The Government has identified 109 'Levelling Up for Culture Places' where funding will be prioritised. These 109 places include:

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

7.4.2. **Outcome**

In November, NMS received the very welcome news that its NPO application had been successful, with in principle funding secured for the period 2023-26 of £4,125,924 including an uplift for targeted programmes in Arts Council Levelling Up for Culture Places within Norfolk.

The Service is currently working with Arts Council England to confirm the Delivery Plan. A full update and recommendations are contained in the **National Portfolio Organisation funding from Arts Council England report**.

7.5. **Deep History Coast Project**

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

7.6. **National Lottery Heritage Fund**

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

7.7. **Health & Wellbeing**

- 7.7.1. Development work continues on a range of initiatives to support Norfolk residents including projects on the topic of mental health and early onset dementia. Many of these programmes are being delivered in partnership with NCC's Public Health services and third sector partners.
- 7.7.2. Norfolk Creativity and Wellbeing Week 15-21 May 2023

Norfolk County Council delivered our 5th annual Norfolk Creativity & Wellbeing Week between 15-21 May 2022.

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

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

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

7.8. **Volunteering**

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

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

8. **Museum Development across Norfolk**

- 8.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22, extended in December 2021 until March 2023. The programme of support is delivered by SHARE Museums East. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 8.2. The Arts Council supported annual Share Museums East conference took place in Ely on 10 November 2022. The conference was entitled 'Community Culture' and explored how museums work with and support their local communities.
- 8.3. A full update and recommendations regarding the SHARE Museums East programme are contained in the separate report **Museum Development funding from Arts Council England**.

9. **Issues, Risks & Innovation**

9.1. **Issues**

There are no major new issues to report.

9.2. **Risks**

The NMS Risk Register is updated and reviewed regularly.

9.3. **Innovation**

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

10. **Conclusion**

- 10.1. Operations, programmes and projects are now back to normal, although performance in terms of visitor numbers and financial income will take time to return to its pre-pandemic levels.
- 10.2. The Norwich Castle Gateway to Medieval England project continues to progress positively with construction work beginning on site in August 2020 and progressing positively. The next stage of the development will be completed in the summer of 2023 with the completion of the new visitor entrance, café and shop.
- 10.3. A full exhibition and events programme is now in place across all sites.

Officer Contact

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

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

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



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Norfolk Joint Museums Committee

Item No. 9

Decision making report title:	National Portfolio Organisation funding from Arts Council England
Date of meeting:	3 February 2023
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
Executive Summary This report provides an update on Norfolk Museum's Service application to Arts Council England for funding for 2023-26.	
Recommendations <ol style="list-style-type: none">1. To note the planned activity to be funded2. To note the additional new activity funded by an uplift in grant3. To recommend to Cabinet that the grant offer is accepted.	

Background

- 1.1 In November 2022 Arts Council England (ACE) announced its investment programme for 2023-26, distributing £446 million per year. Around 1700 museums, libraries and arts organisations across England applied and 990 were successful. The organisations awarded funding are called National Portfolio Organisations (NPOs). Norfolk Museums Service was successful in its application to remain an NPO and was awarded £1,375,308 per year (£4,125,924 in total.)
- 1.2 The Arts Council investment was awarded to organisations that demonstrated they could make a strong contribution towards the Arts Council's ten-year strategy for 2020-30 *Let's Create*. The strategy has 3 intended outcomes: Creative People, Cultural Communities and a Creative and Cultural Country. These outcomes support the vision that everyone in England, no matter their background or where they live can access and participate in a wide range of high-quality cultural experiences.

- 1.3 NMS' bid centred around the long-term sustainable renewal of the Service as it recovers from the impact of Covid-19. Our priorities will be to build back sustained audiences by creating opportunities for Norfolk residents, especially children and young people, to participate in high quality cultural activities that bring social, educational, health and creative benefits, and foster a strong sense of place and identity. The following report outlines the activity that was highlighted in the bid to ACE.

2. Contributing to the **CREATIVE PEOPLE** outcome

- 2.1 NMS aims to become a national exemplar of best practice for **Early Years provision** in a heritage setting, with Norwich Castle as the flagship site. The NMS learning team has developed a strong partnership with Norwich City Council's specialist intervention team called 'Early Help' which provides support to parents and carers during this important developmental stage and also with Norfolk County Council's Home Learning Environment Team, which provides early intervention with the Family Information Service, and the Early Years Advisory Service. By working with these partners NMS can become a national leader in programming for Early Years, building on existing strengths within our learning team, to further the impact and reach of this work.
- 2.2 NMS will expand its **formal learning offer** to increase opportunities for children to take part in high quality creative activities. A key goal for the Service is for all Norfolk children to visit at least one of our 10 sites by the time they leave school. Pre-Covid 50,000 schoolchildren per year enjoyed on-site sessions covering a range of National Curriculum subjects. Covid forced our learning team to innovate and create virtual sessions that captivate and inspire children and young people. Booking enquiries from schools for onsite visits have recovered but demand for virtual outreach delivered direct to classrooms remains and is now an integral part of the formal learning offer. Our Sandford Award-winning learning team have developed a strong model blending physical visits with digital pre- and post-visit resources.
- 2.3 **Kick the Dust** empowers young people aged 11-25 to engage with local heritage, positively impact their life chances and give them a voice at the heart of NMS. It is created by young people for young people, giving opportunities for work experience, taking part in creative workshops, and co-creating exhibitions. The programme is delivered across NMS' 10 museums in partnership with YMCA Norfolk and arts organisations. It provides tailored support for the most vulnerable young people in Norfolk and has a clear progression pathway to promote participants' sustained engagement. Kick the Dust is now in the final year of the NLHF funded project. It has proved so successful that maintaining the partnerships and delivery model beyond the end of the NLHF funding is a priority for NMS.

3. Contributing to the **CULTURAL COMMUNITIES** outcome

- 3.1 NMS' strategic priority is the completion of the **Norwich Castle: Royal Palace Reborn** project, due for completion in 2024. The capital redevelopment will transform the national profile of the Castle. Visitor numbers are forecast to

increase from 200,000 to 300,000 visitors p.a., raising the status of Norwich as a leading cultural UK destination. The showpiece of the redevelopment will be the British Museum's Partnership Gallery of the Medieval Period. The project will create a powerful immersive learning experience, enabling visitors to fully understand not only the history of the Castle itself but its context within the wider Medieval heritage of Norwich.

- 3.2 **Time and Tide Museum** will be 20 years old in 2024 and has not had any major significant capital investment since it opened. We will create environmentally sustainable spaces to accommodate increasing demand from visitors, schools, and community groups. We will reimagine galleries with new displays to reveal the rich history and unique character of Great Yarmouth. Upgraded environmental and security conditions will enable more high-profile loans and exhibitions from national partners. Royal Museums Greenwich (RMG) will be a key partner in the redevelopment.
- 3.3 Ancient House Museum was founded by Prince Frederick **Duleep Singh**, son of the last Maharaj of the Punjab. Over the last 5 years NMS has worked closely with partners from the British Punjabi community and with Essex Cultural Diversity Project to develop festivals, heritage trails, films and exhibitions which highlight the museums links with north-west India. We will update displays to include new research into the family including LGBTQ+ history, decolonisation and women's rights. The displays will be developed with young people from the museum's Teenage History Club, remote volunteers from the British Punjabi community, Sikh historians and Thetford Town Council.
- 3.4 Our ambition for Gressenhall Farm and Workhouse is to realise the museum's potential with the **Environment Hub**. It will be the public gateway for engagement with issues central to NCC's Environmental Policy including climate change, biodiversity and carbon reduction. By creating a focal point in the heart of Norfolk with a dedicated Environmental Learning Officer, the Environment Hub will use arts and heritage to inspire individual action and collective responsibility for protecting and enhancing the environment. The working heritage farm provides a background for visitors to understand the changing rural landscape and to place the story of emerging new ways of farming within a historical context. Interpretation of the wider Gressenhall site, featuring wildflower meadows, riverside walks and the new community tree nursery, will facilitate appreciation of Norfolk's rich biodiversity and enhance health and wellbeing through connection with the natural environment.
- 3.5 NMS will support people at all stages of life to participate in cultural activities that promote **health and wellbeing**. NMS is part of the Norfolk Culture & Wellbeing Group, a strategic partnership led by NCC to encourage culture-led partnerships with Adult Social Care, Children's Services, Public Health, and the voluntary sector. We will deliver health outcomes through collaboration with our arts and social care partners. We will provide accessible volunteering opportunities that keep people active, reduce isolation, enhance happiness, and connect people to the rich cultural heritage in their local communities. NMS currently has 550 volunteers, and our priority will be to increase support for two distinct groups: young people facing mental health challenges and older people

facing social isolation. We will also continue to play a leadership role in Norfolk's strategically important annual Creativity and Wellbeing Week, widely recognised as a national exemplar.

4. Contributing to the CREATIVE & CULTURAL COUNTRY outcome

- 4.1 NMS has a sector leadership role through its flagship scheme the **Teaching Museum** which addresses the need to diversify the museum workforce. The Teaching Museum challenges the traditional expectation that those wanting to embark on a museum career will need postgrad qualifications and volunteer experience, which can be a significant financial barrier for potential candidates. We offer an alternative entry route into the sector with 12-month, full-time jobs with a structured programme of training designed to create a flexible, diverse, public-facing workforce for the future. The recruitment process aims to attract applicants who are currently under-represented. The programme value qualities over qualifications and customer service over museum knowledge. 68 trainees have completed traineeships and nearly all have secured jobs in the cultural sector and the monitoring data shows we are reaching candidates with more diverse profiles.
- 4.2 NMS is a named partner in the Towns Fund project to transform the medieval **St George's Guildhall** in King's Lynn to safeguard the future of the UK's oldest working theatre. The project will transform under-utilised heritage buildings into a vibrant centre for professional and community theatre and create a hub to nurture creative enterprise. NMS is co-designing the project with the National Trust and King's Lynn & West Norfolk Borough Council. NMS leads on the interpretation, learning and youth engagement elements of the project, including responsibility for programming high-quality exhibitions at the Fermoy Gallery, one of the buildings within the Guildhall complex. This will include artworks from NMS' collection and loans from other institutions.

5. Additional Investment

- 5.1 ACE advised the maximum NMS could apply for was the same level of annual grant received during 2018-23. However, there was the opportunity to apply for an additional amount for activity that supported the redistribution of funding across Levelling Up for Culture Places. NMS' proposal for additional £150,000 per year was successful.
- 5.2 The additional investment will be used to target support for young people through a range of activities that would not otherwise be delivered through our existing nationally recognised Kick The Dust Project. The activity will be focused in three of the four Levelling Up for Culture Places in the County – Great Yarmouth, King's Lynn and Thetford.
- 5.3 The additional investment will enable the Service to deliver new targeted strands of activity developed in collaboration with NLIS that will increase young people's creative skills, gain a range of new cultural experiences, encourage an appreciation of the history and culture of their local communities, develop

transferable work-related skills, with the goal of supporting more working age young people to progress into employment, training, or further learning.

- 5.4 NMS will partner with Norfolk Library & Information Service (NLIS) to deliver this additional programme of activity. The additional investment provides the opportunity to strengthen partnership working between museum and library staff and develop a new efficient model of collaboration. Both NMS and NLIS have excellent track records of delivering high quality creative skills-based training to a broad range of young people, a significant number of whom are from diverse and/or disadvantaged backgrounds and face barriers to accessing culture and heritage in their local area. NMS and NLIS are often targeting the same young people but working to different strategic priorities and timeframes so this programme will consolidate our joint approaches, drawing upon our extensive range of partners and networks in the three towns to increase levels of cultural engagement by young people in a sustained way. Together NMS and NLIS will not only make a strong contribution to *Let's Create* but also deliver the objectives of *Flourishing in Norfolk*, the partnership strategy of Norfolk's Children and Young People Strategic Alliance.
- 5.5 To deliver this additional activity NMS will appoint three Cultural Participation & Skills Officers, one based in each locality, who will strengthen local partnerships to support an increase in cultural engagement by young people. The postholders will be embedded within libraries and will work with NMS' learning teams and a network of creative freelancers and local arts organisations to provide structured progression routes that could lead to employment, Kick Start placements or structured volunteering opportunities. Target participants will include young people aged 16-25 from diaspora or migrant communities, refugee families, ESOL students, care leavers, young people at risk of offending, and YMCA clients.
- 5.6 There will be a particular focus on increasing young people's digital skills and work-readiness as a potential route into their employability within the creative industries or as a pathway to apprenticeships. This will help to address the digital skills gap in the heritage and cultural sectors and also help to retain talent in the County by providing opportunities to pursue routes into the creative industries locally.
- 5.7 The additional investment will enable the Service to deliver new targeted strands of activity developed in collaboration with NLIS that will increase young people's creative skills, gain a range of new cultural experiences, encourage an appreciation of the history and culture of their local communities, develop transferable work-related skills, with the goal of supporting more working age young people to progress into employment, training, or further learning.

6. Issues, Risks & Innovation

6.1 Issues

Activities highlighted above cannot be delivered in full with Arts Council funding alone and some of them will depend on other securing funding sources such as the National Lottery Heritage Fund.

6.2 **Risks**

Failure to secure this funding was identified on the NMS Risk Register (Risk number RM14499). The Risk Register can now be updated to remove this risk.

6.3 **Innovation**

The NPO funding will enable the Museum Service to test new approaches to delivering services for communities. One of Arts Council England's investment principles is *Dynamism* by which it actively encourages its funded organisations to adapt business models, invest in skills development, embrace technology, and take an entrepreneurial approach to operations.

Officer Contact

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

Officer name: Jo Warr, Head of Development

Tel No.: 01603 493665

Email address: jo.warr@norfolk.gov.uk



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Norfolk Joint Museums Committee

Item No. 10

Decision making report title:	Museum Development funding from Arts Council England
Date of meeting:	3 February 2023
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
Executive Summary This report provides an update on Norfolk Museum's Service application to Arts Council England for regional Museum Development funding for 2023-24.	
Recommendations 1. To note the planned activity to be funded 2. To recommend to Cabinet that the grant offer is accepted.	

Background

- 1.1 SHARE Museums East (SHARE) is the Museum Development Programme for the East of England, one of nine English regional Museum Development Programmes. It has been managed by Norfolk Museums Service since 2009 and funded by ACE since 2012.
- 1.2 SHARE supports museums to become more resilient and more relevant to their communities and audiences. It works with museums which are Accredited by Arts Council and those which are formally working towards Accreditation, in the counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk; a total of 180 museums.
- 1.3 SHARE works closely with Museum Development Officers (MDOs) in each county. MDOs are employed by partner organisations and provide additional advice and direct support to museums in their counties. Each MDO has an annual Service Level Agreement with SHARE.
- 1.4 Early in 2022 Arts Council England (ACE) announced it would award an extension year for 2023-24 to all its funded regional Museum Development

Programmes. The annual grant to SHARE will remain the same at £444,310. Before awarding the funding, ACE requires the submission of an updated 2023-24 Activity Plan which has been reviewed and approved by SHARE's governing body.

- 1.5 The 2023-24 SHARE Activity Plan has been developed from its 2022-23 plan, which was created after consultation with the museums sector. The consultation process included a Skills Needs Survey undertaken in summer 2021, which received a statistically valid 58 responses (approximately one in three of all Accredited museums in the region). The survey identified the developmental and training priorities of museums in the region for the short term (12 months) and medium term; the latter priorities are reflected in the 2023-24 Activity Plan. Further consultation was undertaken with the sector to identify changes in priorities for 2023-24.
- 1.6 The Arts Council's investment for Museum Development Programmes is based upon its *Investment Principles* as described in *Let's Create*, ACE's ten-year strategy for 2020-30. The strategy has four Investment Principles: *Inclusivity & Relevance*; *Dynamism*; *Ambition & Quality*; and *Environmental Responsibility*. These principles underpin the work that Museum Development Programmes do in supporting museums in their regions.
- 1.7 The following report outlines the activity that SHARE is planning for 2023-24. ACE has advised all programmes which activities are relevant to which Investment Principle. It has also set five key targets (SMART targets) which every programme must include, and which are clearly identified in the SHARE Activity Plan.

2. Contributing to the INCLUSIVITY & RELEVANCE Investment Principle

- 2.1 **Aim:** the East of England's diversity is fully reflected in the museums SHARE supports and the heritage they manage and work they produce.
- 2.2 **Equality Action Planning:** SHARE will support museums to become more representative of their communities, and more aware of the skills and experiences they need to be relevant to their context. It will do this through a programme of training and development aimed especially at museum boards and management teams.
- 2.3 **Audience Development:** SHARE will encourage museums to review their visitor offers through its existing and proven audience development programmes including the Mystery Shopper Scheme and a programme of training and resources.
- 2.4 **Children & Young People Programmes Development:** museums' engagement with schools declined to almost nothing during the first year of Coronavirus pandemic and during 2021-22 was still 47% lower. Training and resources will support museums to recover their schools' audiences.

- 2.5 The SHARE **Equalities Action Plan** describes the actions SHARE will undertake to ensure its programmes are as accessible as possible and are reflective of the regional museums' workforce.

3. Contributing to the DYNAMISM Investment Principle

- 3.1 **Aim:** Museums in the East of England and the individuals who work for them are dynamic and able to respond to the challenges of the next decade.
- 3.2 **Training** is dealt with under each specific subject, but ACE has set an overall SMART target for museums participating and benefiting from SHARE support, which is assessed through an established, nationally-agreed evaluation process.
- 3.3 **Organisational Health Checks** are a national standard Museum Development tool for assessing the viability, strengths and weaknesses for museums. SHARE will continue to deploy them to help museums identify their priority development areas and to support them in addressing identified needs.
- 3.4 **Accreditation Advice** is specified by a separate Briefing Note from ACE, which the Activity Plan reflects in full.
- 3.5 **Trustee and Board Development:** with a high proportion of independent, charitable trust museums in the East of England, this is a key area of focus. SHARE will implement a flexible programme to support trustees and to build organisational resilience, including Forward Planning support and conversion of unincorporated charities to incorporated governance models.
- 3.6 **Workforce Development:** the East of England has a high proportion of volunteer workforce compared to other regions (eight volunteers for every member of staff), but volunteering has reduced by 35% since the Covid pandemic. The Activity Plan will help address this by focussing on supporting trustees and managers; developing volunteering in museums, including recruiting new volunteers; and supporting new entrants into the workforce.
- 3.7 **Data Driven Practice** will encourage museums to develop and use Key Performance Indicators to strengthen their organisational performance and resilience.

4. Contributing to the AMBITION & QUALITY Investment Principle

- 4.1 **Aim:** Museums in the East of England are ambitious and committed to improving the quality of their work.
- 4.2 **Collections Care and Development Programme:** the Covid pandemic left many museums with a backlog of conservation and collections care needs. A

comprehensive programme of training, support and individual advice will help address this.

- 4.3 **SHARE Networks:** since its inception, SHARE has supported a wide range of regional subject specialist networks. It will continue to offer financial and administrative support to regional networks which wish to provide additional development and training opportunities to the paid and volunteer workforce.

5. **Contributing to the ENVIRONMENTAL RESPONSIBILITY Investment Principle**

- 5.1 **Aim:** Museums in the East of England are ambitious and committed to improving the quality of their work.
- 5.2 **SHARE Environmentally Responsible Museums** was awarded funding of £185,000 by the National Lottery Heritage Fund in October 2022. It aims to engage at least 60 museums in the region in improving their responses to environmental sustainability. SHARE funding from the Arts Council is being used as match funding for this project, which complements ACE's own ambitions for environmental responsibility.
- 5.3 The SHARE **Environmental Action Plan** describes the actions SHARE will undertake to minimise its own environmental impact.

6. **Partnership working with South East Museum Development and Museum Development London**

- 6.1 Early in 2023 ACE will release details of its funding for Museum Development for 2024-26. It will reduce the number of programmes it funds to reflect its own area structure, and will merge funding for the East of England with that for the South East region (excluding London, Hampshire and the Isle of Wight). Applications are due to be submitted in July 2023.
- 6.2 With most training now being delivered online, SHARE has taken the opportunity over the past year to work very successfully with South-East Museum Development (SEMD) to coordinate and jointly organise training programmes, in order to maximise efficiency and increase the available development offer. It has also worked successfully with other programmes including Museum Development London
- 6.3 SHARE is considering the potential for a joint application with SEMD (managed by Brighton & Hove Museums) for ACE Museum Development funding in 2024-26 once details and requirements have been released by ACE.

7. Issues, Risks & Innovation

7.1 Issues

Activities highlighted above cannot be delivered in full with Arts Council funding alone and depend on the support of funding from the National Lottery Heritage Fund for the SHARE Environmentally Responsible Museums project, which has been confirmed.

7.2 Risks

The ACE Museum Development grant fully covers the costs of staffing and operations of the SHARE programme. Funding for 2023-24 is dependent on ACE's approval of the Activity Plan; however, the plan has been developed from the approved 2022-23 plan and builds upon successful work in this and earlier years.

7.3 Innovation

SHARE Museum Development funding will enable museums in the East of England to become more resilient and, especially, to adapt themselves to the funding and operational challenges which they face. The Activity Plan places most emphasis on ACE's *Dynamism* Investment Principle, which encourages organisations to adapt business models, invest in skills development, embrace technology, and take an entrepreneurial approach to operations.

Officer Contact

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

Officer name: Jamie Everitt, Regional
Museum Development
Manager

Tel No.: 01603 493654

Email address: jamie.everitt@norfolk.gov.uk



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