

Norfolk Joint Museums Committee

Item No. 10

Report title:	Performance & Strategic Update Report
Date of meeting:	30 June 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

Executive summary

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

Recommendations:

- To note progress regarding development of the Keep at Norwich Castle
- To note the plans for 2017/18 including the current and future exhibition and events programme and the Service's progress in achieving a balanced budget
- To note the Arts Council England's new funding programme for 2018-22 and progress with the Service's funding applications

1. Background

This report notes the performance of Norfolk Museums Service over the current financial year 2017/18 including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children and foster families. The report also provides an update on all major projects including the Keep development at Norwich Castle.

2. Performance Summary

- 2.1 Total museum visits across the 10 sites for the financial year 2016/17 were confirmed as 387,610, a figure in line with expectations and reflecting a very successful year. Total visits across the 10 museum sites for April 2017 were 37,800 compared to 33,061 in April 2016, representing a positive start to the season.
- 2.2 School visits across the 10 sites for the financial year 2016/17 were 49,763. This figure exceeds the last two record years in which the school visit numbers were 45,032 and 45,505. This exceptional performance is due to strong and relevant programming and to a significant effort on the part of the learning teams across the Museums Service. The result is very much at odds to the national picture of declining school visits to museums.
- 2.3 The Service is hoping to maintain visitor figures of c.400,000 across the 10 museums for 2017/18 and to keep school visits at the c.45,000 level.

3. Performance/Service Plan highlights

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

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

The exhibition opened on 23 September 2016 and continues until 11 June.

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

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

Exhibition in the Timothy Gurney Gallery – extended until the Autumn.

3.3 Small Stories: At Home In A Dolls' House; exhibition at Norwich Castle & Strangers' Hall

Take a peek behind closed doors and discover the Small Stories of the tiny inhabitants of twelve of the V&A Museum of Childhood's most treasured dolls' houses.

Journey through 300 years of the history of the home and listen to tales of marriages and parties, politics and crime. Visit a country mansion, a Victorian town house, a suburban semi, and a high-rise apartment.

This fun, family exhibition has detail to delight all ages. Explore each dolls' house through audio and lighting, or shrink to doll size, dress up, and experience daily life in the 1840s and 1960s in our room recreations.

The finale of the exhibition is Dream House 2017, featuring magical, miniature rooms specially created by Norfolk architects, artists, makers, students, and school groups.

At Strangers' Hall, see the newly conserved Norwich Baby House, alongside delightful examples of dolls' houses, furniture and miniatures from our extensive collections. Follow the trail to discover them all – arranged throughout our period room settings for the duration of the show.

Exhibition runs 4 March – 25 June 2017.

3.4 Titanic: Honour and Glory; Exhibition at Time and Tide Museum, Great Yarmouth

Titanic has become the most famous ocean liner in the world: from her conception to her premature demise, the Titanic legend continues. With this exciting touring exhibition we explore this famous ship, her sister ships and their owners, the White Star Line, as well as revealing the local links of some of its passengers. Titanic: Honour & Glory is a must for all ages fascinated by this endlessly compelling story.

Exhibition runs 1 April – 24 September.

3.5 Olive Edis: Pioneering Photographer; touring exhibition in North Norfolk.

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

Summer 2017.

- 3.6 **300 Year of Freemasonry; Exhibition at the Museum of Norwich**
Exhibition exploring 300 Years of Freemasonry in Norwich.

Exhibition runs 9 May – 22 July.

- 3.7 Forthcoming exhibitions

Nelson & Norfolk; at Norwich Castle, July – September 2017

Rembrandt: Lightening the Darkness; at Norwich Castle from October 2017

Shoes!; at Lynn Museum from June 2017

Black Beauty; at Museum of Norwich from July 2017

4. Learning Programmes

- 4.1 The learning teams across the County continue to deliver a number of award-winning programmes for all ages with a focus on the priority groups of schools, disadvantaged communities and our Looked After Children. The Learning Teams across the County have worked hard to deliver a record year for schools visits across the 10 museums, with close to 50,000 visits during 2016/17.

- 4.2 The quote below, following a recent visit to Time & Tide Museum in Great Yarmouth, is typical of the feedback that the teams receive:

Hi Polly

Please pass on my thanks to Sam and the rest of the team for an excellent visit yesterday. Our pupils were thoroughly immersed in the role play activities and gained a great deal from the experience. It was a fantastic way of launching our topic on World War II. They couldn't stop talking about it on the journey back to school and indeed in the last few minutes of the school day in the classroom. Many have already mentioned using the free passes to return with their families.

I look forward to returning next year with the new cohort.

Kind regards

*Jason Coe
Firside Junior, Hellesdon*

- 4.3 Norfolk Museums Service continues to support the Norfolk County Council initiative, **Count on Norfolk**, designed to help children and young people engage successfully with maths.

These programmes at Norwich Castle illustrate the creative approach taken:

Marvellous Medieval Maths (Key Stage 2)

Some important guests – possibly even the king! – are coming for a feast and the Castle household is very busy trying to get ready. Children meet four members of the household and use numbers, statistics, geometry and measuring to help with the preparations. During this inventive and creative day, pupils calculate the costs of the feast, meet a weaver and design symmetrical banners, handle real museum objects, and use estimating and measuring skills to plan decorations for the Keep.

Storming the Castle: A Maths and History Investigation (Key Stage 3)

Students use maths skills (estimating, measuring, costs and coinage, weights and measures) to investigate problems relating to the real-life siege of Norwich Castle in 1216. They meet costumed characters from the siege and use maths to devise the best way to attack and defend the Castle in medieval times. They investigate the water supply, handle medieval objects, play strategic games, assess weapons used to attack and defend a castle, measure the Keep, and plan a budget for the siege.

4.4 The Learning Teams took the lead on delivering a range of exciting, free, family events as part of the national **Museums at Night** event in May. Special programmes took place in Norwich, at Cromer and across the three Great Yarmouth museums. At Norwich, an Alice in Wonderland-themed evening complemented the Small Stories exhibition, whilst at Cromer the evening's entertainment was centred on the new Olive Edis Gallery. At Time and Tide, an Edwardian evening, inspired by the Titanic exhibition, saw children learning how to waltz and to send a message in Morse Code.

4.5 **Together to the Workhouse Door.** NMS and Norfolk Arts Service have been successful in a Grants for the Arts funding bid to Arts Council England, for a project to be delivered in partnership with Sinfonia Viva, a nationally recognised orchestra. This exciting project will see an orchestral and sung performance by Sinfonia Viva and a choir of school children, volunteers and members of adult community groups at Gressenhall on 7 & 8 June 2017.

Gressenhall's Learning Team have developed an Inspiration Day to provide material for the choral piece and in a Sharing Day following the main performances at which schools will share their own creative responses to the stories from the workhouse. The project should prove to be a wonderful opportunity to highlight the continued contemporary relevance of the workhouse and to promote Gressenhall's offer shortly before the start of the summer holidays.

4.6 **English as an additional language (EAL) initiative in Great Yarmouth.** Positive progress continues on this strategically important learning programme. The funding for this project, which comes from the Department for Education and Arts Council England, has created the resources to significantly increase schools programming by developing a number of new literacy events. These provide immersive experiences and use collections to really engage students with writing.

Last term learning staff carried out a research project looking at ways to make schools events more accessible for students with English as an Additional Language (EAL), using the 'Explorers' literacy event as a test case. NMS staff have been working with the Advisor for Norfolk County Council's 'Educator Solutions' team, working with Norfolk Schools to improve attainment for EAL students. NMS also worked with a local writer, Greta Healey, who came via the

5. Teaching Museum & Skills

5.1 The new Teaching Museum trainees have now begun their placements. The new trainees are:

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

Regular updates on their progress will appear in future reports.

5.2 A joint application for *Kick the Dust*, a new Heritage Lottery Fund programme aimed at developing opportunities for young people aged 16-25, was submitted in November by the Service in partnership with YMCA Norfolk. A decision is expected in the near future.

6. Marketing and PR

6.1 Marketing and PR continues to focus on the forthcoming summer exhibition at Norwich Castle Museum & Art Gallery, *Norfolk & Nelson*. The story of the capture of the ensign of the French warship, Le Généreux was the subject of major features in the EDP and Evening News, while the image of the ensign was picked up by The Telegraph, The Times, The Mirror and The Daily Mail, as well as by a number of international newspapers including those in France and Australia.

6.2 As previously reported, the Magritte painting from the Norwich collections, *La Condition Humaine*, featured on BBC East Inside Out on 31 January. The story of the hidden painting also made the list of the top 10 international art discoveries of 2016. Preparation is underway for a permanent display of this now internationally famous painting, along with several other key works from the contemporary art collections.

6.3 The loan of the Pentney Brooches from the British Museum to Lynn Museum was a great success, with significant interest in the exhibition which was extended to run until May 2017.

7. Partnerships

7.1 The Museums Service has completed the loan of the wing of the P10 aircraft which is now displayed in the ground-breaking Norwich International Aviation Academy. The wing, from the first steel-framed plane in the world, was made by Norwich manufacturing company, Boulton & Paul and was exhibited at the Paris Air Show in 1919.

7.2 New Routes, a Norwich-based charity which aims to foster community links for recently settled refugees, has teamed up with Strangers' Hall to give asylum seekers and refugees a warm welcome and some valuable experience, working on the museum's annual 'deep clean'.

The group were given training and then went to work alongside other volunteers and museum staff, cleaning the museum from top to bottom with the utmost care using brushes and special Museum Vacs—vital work in helping staff identify any problems before they become too big, caring for the objects and ensuring the museum looks at its best for the forthcoming year. The aim was to give the refugees a constructive work experience, to help them make connections in the local community and to understand a little more about the history of the city. Further work is planned for later in the Summer.

- 7.3 Norfolk Museums Service has been supporting Broadland DC and the Aylsham and District Team Ministry with the delivery of the exciting 12 Towers Project. The Project is a month long celebration of the heritage of Aylsham and the surrounding area. The Museums Service will be facilitating a rare sight of the gruesome Heydon Hand at Heydon Church on 17 June and Dr Francesca Vanke gave a talk at Oxnead Church on 4 June.
- 7.4 Norfolk Museums Service has supported an application to the Heritage Lottery Fund to celebrate the 250th anniversary of the first modern circus in Britain. Partners in the application include Museums Sheffield and Tyne & Wear Museums and Archives, along with local organisations including Seachange Arts in Great Yarmouth. The celebration will take place during 2018.

8. Commercial Developments

- 8.1 A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the Service's commercial income targets. Key developments since the last meeting are listed below:
- 8.2 During 2016/17, over 540 ceremonies have been held within the Benefactors' Room at Norwich and advance bookings for 2017/18 are very strong. In September, Norwich Castle hosted its first wedding reception in the Rotunda and across our other sites a growing number of bookings have been secured for Strangers' Hall and Gressenhall.
- 8.3 The Museums Service continues to work successfully with a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on quintessential English experiences. The team at Gressenhall has helped to create an offer around the history of English agriculture focusing on leading figures like Jethro Tull and Charles Townshend.
- 8.4 External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

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

For more details visit **www.conserveanddisplay.co.uk**

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

8.6 Conclusion

All Service Plan targets were met for 2016/17, including bringing in a balanced budget and achieving admissions and schools' visitor targets.

A strong exhibitions and events programme across the 10 museums is in delivery for 2017/18.

9. Strategic Developments

9.1 Norwich Castle Keep. An initial development grant of £462,400 is a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep into one of the region's premier heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.

9.1.1 Along with the recreation of the 12th Century Royal Palace, the project will enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.

9.1.2 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which is expected to be submitted in late 2017/early 2018.

9.1.3 The following key meetings have been held to date:

- The second Academic Advisory Board meeting was held on 16 September 2016
- The second Project Board meeting was held on 12 October 2016
- The second HLF Monitor/Mentor meeting was held on 21 October 2016
- The third Project Board meeting was held on 4 January 2017
- The fourth Project Board meeting was held on 8 May 2017

9.1.4 Following a European tender process, Artelia Projects UK Ltd were appointed to provide project and cost management services for the Development and Delivery phases of the project in November 2016. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council Corporate Property Team, and approval to appoint was granted by the Project Board. An inception meeting with the Project Team took place on 14 December 2016 and the contract officially commenced on 9 January 2017.

9.1.5 Following a European tender process, Hayley Sharpe Design were appointed to provide design support in April 2017. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council's procurement team.

9.1.6 Regular communication is being held between curatorial and project teams at NMS and the British Museum in order to develop concepts for the British Museum Partnership Gallery of the Medieval Period within the Keep.

- 9.1.7 A consultation session was held on 5 September 2016 with The Society for the Protection of Ancient Buildings, which resulted in favourable responses to the design proposals for the Castle Keep and entrance hall.
- 9.1.8 A drone survey of the exterior of the Keep was completed in March and further work is ongoing in terms of analysing the information from this and the digital metric survey.
- 9.1.9 The Architectural and Structural Engineering appointments will be made during June 2017 following a European tender process.

9.2 Norfolk Museums Development Foundation (NMDF) & Fundraising

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

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

- 9.2.2 Current focus for the Foundation remains the Keep development project for which a large amount of preparatory research and advocacy work is being undertaken, along with the submission of applications to grant-giving trusts and foundations.
- 9.2.3 An application to the Garfield Weston Foundation for the support of the Keep development was successful in April with a grant of £500,000 towards the project being made.
- 9.2.4 The forthcoming Norwich Castle exhibition programme, including the Nelson exhibition in the summer and the Rembrandt exhibition in the autumn, are also being supported by fundraising through the Foundation.

9.3 Gressenhall Farm & Workhouse – Voices from the Workhouse project

- 9.3.1 The Voices from the Workhouse development project at Gressenhall, supported by the Heritage Lottery Fund and other key funders including DCMS Wolfson and Breckland DC, has now been successfully completed, with the main exhibition opened to the public in May 2016.
- 9.3.2 Learning and outreach work with local schools and community groups linked to the project continues.
- 9.3.3 The Gressenhall project team have been recognised for their hard work and dedication to delivering an exemplary project by Norfolk County Council in the form of an Outstanding Contribution Award (OSCA).
- 9.3.4 The final element of the capital works, the redeveloped Collections Gallery, was completed in May 2017 and is now open to the public. The new gallery will be used by a range of users, including young people's groups.

9.4 Arts Council England

- 9.4.1 The East Contemporary Visual Arts Network (ECVAN), of which NMS is a leading member, has been successful with an application to Arts Council

England's Ambition for Excellence strategic fund. Receiving a grant of £600,000 over three years will enable ECVAN to deliver a new project: New Geographies of the East.

New Geographies of the East is an ambitious programme that will deliver 10 major site-specific visual arts commissions, developed with and for communities in the East of England and with international partners from the Netherlands. The programme will be accompanied by an extensive community engagement programme and an artist and curator development initiative.

The project will develop new audiences for contemporary visual art whilst strengthening and deepening relationships between artists and curators in the East of England and the Netherlands. Nine lead partners from ECVAN will collaborate with three partners in the Netherlands; The Rijksakademie van beeldende kunsten, Casco: Office for Art, Design and Theory and If I Can't Dance, I Don't Want to be Part of Your Revolution. They will work alongside a host of additional local partners including Great Yarmouth Borough Council, Vivacity Peterborough and CPP Marketplace, Fenlands & Forest Heath and others.

- 9.4.2 As planned, NMS submitted an application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22.

In addition to the NPO application, the Service also submitted an application to continue as one of the nine national providers of Museum Development services.

A decision on these key funding applications is expected in July.

- 9.4.3 Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This has involved delivering a national conference on 12 December and publicising case studies drawn from NMS's work and that of 5 other Major Partner Museums across England. NMS is also working with Kids in Museums, the national charity, to develop a new Takeover Day programme aimed at introducing children from diverse backgrounds to the idea of working in museums and the cultural sector.
- 9.4.4 The Museums Service has received a very positive end of year report from the Arts Council with particular credit given to the Museum's progress embedding new income generation initiatives and activities, and its award-winning work with children and young people.

9.5 Deep History Coast Project

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.
- 9.5.2 Staff continue to work on the Deep History Coast (DHC) publication.
- 9.5.3 Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event was delivered at Time & Tide Museum over the summer and behind the scenes tours as part of Heritage Open Weekends in September

- 9.5.4 NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support has also been provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled.
- 9.5.5 The partnership application led by NNDC to the Government's Coastal Communities Fund (CCF) was unfortunately unsuccessful. However, the partnership have decided to seek new sources of funding with a continuing focus on Cromer Museum as a community hub for the project.

9.6 DCMS National Museums Review

- 9.6.1 The Department for Culture, Media and Sport has begun a National Museums Review, the first such review in more than 15 years.
- 9.6.2 As part of the Review, the Museums Service received a visit in August from Neil Mendoza, Chair of the Review, Dr Simon Thurley and Kate Bellamy from the DCMS.
- 9.6.3 Jo Warr and Jamie Everitt attended roundtable meetings at DCMS in March.
- 9.6.4 In parallel to the National Review, the Museums Association has created a Museums Taskforce to examine the state of the museums sector across the UK and produce a report by May 2017. NMS is represented on the Steering Group for this piece of work.

9.7 Health & Wellbeing

- 9.7.1 Following the Health & Wellbeing Conference held at Norwich Castle in May 2016, 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.

10. Museum Development across Norfolk

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 The annual SHARE Museums East Volunteers Awards took place on 8 June 2017. The Awards generated a record 71 nominations, with an excellent response from Norfolk museums. The winner of the Unsung Hero award was Ron Batley from the 100th Bomb Group Memorial Museum at Thorpe Abbots near Diss. Megan Dennis was awarded Highly Commended in the Volunteer

Manager award

- 10.5 This annual SHARE Museums East conference was held in November 2016 at the newly developed National Horseracing Museum at Newmarket. The theme of the conference was Place Making and speakers included Paul Bristow, Director of Strategic Partnerships at Arts Council England and Robyn Llewellyn, Regional Director of the Heritage Lottery Fund.
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

11. Equality Impact Assessment (EqIA)

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

12. Section 17 – Crime and Disorder Act

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

13. Conclusion

- 13.1 A break-even budget was delivered for the period 2016/17 and all key Service Plan targets were met.
- 13.2 Programmes and plans are in place for 2017/18, with a continuing focus on new sources of earned income, fundraising and capital developments.
- 13.3 The redevelopment of the Keep at Norwich Castle continues to progress positively.

Officer Contact

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

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