

Norfolk Joint Museums Committee

Date: **Friday 30 October 2020**

Time: **2.00 pm**

Venue: **Virtual meeting**

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the 30 October 2020 meeting of Norfolk Joint Museums Committee will be held using video conferencing.

The meeting will be broadcast live via this link:

<https://youtu.be/TTfQvmi6VzE>

Members and other attendees: DO NOT follow this link, you will be sent a separate link to join the meeting.

Membership

Norfolk County Council

Cllr Julie Brociek-Coulton
Cllr Phillip Duigan
Cllr David Harrison
Cllr Harry Humphrey
Cllr George Nobbs
Cllr Thomas Smith
Cllr Margaret Stone
Cllr Martin Storey
Cllr John Ward

Breckland District Council

Cllr Robert Kybird

South Norfolk District Council

Cllr Robert Savage

Norwich City Council

Cllr Jacob Huntley
Cllr Laura McCartney-Gray
Cllr Nigel Utton

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

**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

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 7 August 2020 (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. To receive any items of business which the Chair decides should be considered as a matter of urgency**
- 5 Breckland Area Museums Committee (Page 12)**
- 6 King's Lynn and West Norfolk Area Museums Committee (Page 19)**
- 7 Norwich Area Museums Committee (Page 23)**
- 8. Norfolk Museums Service – Finance Monitoring Report (Page 29)**
Report by Director of Culture and Heritage
- 9. Norfolk Museums Service –Risk Management (Page 35)**
Report by Director of Culture and Heritage

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

(Page 46)

Report by Director of Culture and Heritage

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

Date Agenda Published: 22 October 2020



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 7 August 2020 at 2.00pm as a Virtual Microsoft Teams Meeting

Present:

Norfolk County Council

Clr J Brociek-Coulton

Clr P Duigan

Clr D Harrison

Clr G Nobbs

Clr T Smith

Clr M Stone

Clr M Storey

Clr J Ward (elected Chairman)

Norwich City council

Clr J Huntley

Clr L McCartney-Gray

Broadland District Council

Clr D King

Breckland District Council

Clr R Kybird

Great Yarmouth Borough Council

Clr G Freeman

South Norfolk District Council

Clr J Wilby (substitute)

Borough Council of King's Lynn and West Norfolk

North Norfolk District Council

Clr V Gay

Clr E Nockolds

Co-opted Members (Non-Voting)

Museum Friends

Mrs F Devonshire

Arts Council

Mr L Wiseman

Norfolk Black History Month

Mr D Keen

1 Election of Chairman

1.1 RESOLVED

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

(Mr J Ward in the Chair)

2 Election of Vice-Chairman

2.1 RESOLVED

That Cllr R Kybird be elected Vice-Chairman of the Joint Committee for the

ensuing year.

3 Apologies for Absence

- 3.1 Apologies for absence were received from Cllr H Humphrey, Cllr R Savage and Cllr N Utton.

4. Minutes

- 4.1 The minutes of the previous meeting held on 7 February 2020 were confirmed by the Joint Committee and signed by the Chairman.

5 Declarations of Interest

- 5.1 There were no declarations of interest.

6 Matters of Urgent Business

- 6.1 There were no matters of urgent business.

7 Norfolk Museums Service - Finance Monitoring Report for 2019/20

- 7.1 The annexed report (7) by the Director of Culture and Heritage was received.
- 7.2 The Joint Committee received a report that covered the Norfolk Museums Service (NMS) budget out-turn for 2019/20 and gave details of the early monitoring position of the revenue budget, capital programme, reserves and provisions for 2020/21.
- 7.3 The Director of Culture and Heritage reported on the following:
- At the end of 2019/20 NMS had a revenue budget overspend of approximately £145,000. This sum would have been significantly less were it not for the impact of Covid-19 on income for the month of March 2020.
 - The NMS application to the Arts Council Emergency Response Fund (mentioned at paragraph 1.1.8 of the report) was unsuccessful. Because of oversubscription the Arts Council had taken the decision that Local Authority museums were not eligible.
 - Most of the capital expenditure for Gressenhall Farm and Workhouse playground improvements (mentioned at paragraph 1.2.3 of the report) took place in 2019/20.
 - The ongoing impact of Covid-19 made for significant uncertainty in relation to the revenue budget situation for 2020/21. NMS budgetary pressures were being managed by the County Council at CES departmental level.
 - The NMS was currently examining whether it was eligible to apply for a grant from the Government's Culture Recovery Fund.
 - In reply to questions, Mrs Devonshire (speaking for the Friends of Museums) said membership of Friends organisations had remained buoyant throughout the pandemic. The Friends of Norwich Museums continued to receive support from NMS as they looked ahead to their centenary year in 2021.
 - The Director added that key stakeholder groups, including the Friends, were invited to book an early-access visit to Time and Tide and Gressenhall Farm and Workhouse ahead of these museums reopening of the general public on

Monday 3 August 2020. This matter was considered further when the Joint Committee received its periodic performance report at item 9 on today's agenda.

7.4 The Joint Committee resolved:

To note the 2019/20 revenue out-turn and the latest monitoring position of the revenue budget, capital programme, reserves and provisions forecast for 2020/21.

8 Norfolk Museums Service - Risk Management Report

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

8.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at August 2020. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in February 2020.

8.3 The Director of Culture and Heritage reported on two risk score amendments related to Covid-19:

- **RM14162 - Failure to generate additional income streams for the remainder of 2020/21 in accordance with the service plan (from current score of 4 to 15).**
- **RM14207 – Theft of Museum Objects (from a score of 3 to 6) (this risk had moved from being a dormant risk, to an active one).**

8.4 The Joint Committee resolved:

To agree the active and dormant risks as per appendices A and B of the report, noting score changes and latest updates associated with the COVID-19 pandemic.

9 Equality, Diversity and Inclusion report

9.1 The annexed report (9) by the Director of Culture and Heritage was received. The Joint Committee also received a PowerPoint presentation by Jo Warr, Head of Development at NMS, about the development of an anti-racist action plan for NMS which would sit alongside the Museum Service's existing Equality, Diversity & Inclusion programmes and projects.

9.2 The PowerPoint presentation by Jo Warr provided examples from a wide range of NMS projects aimed at committing NMS to tackling equalities and inclusion and to taking up the following key issues:

- The need to reflect the diversity of contemporary society through NMS collections and programmes.
- Embed equality diversity and inclusion across all NMS activity.
- Commit to removing barriers to ensure that people from diverse backgrounds can fully participate and engage with our services.
- Work with diverse partners and practitioners to ensure a range of perspectives and different narratives.

- Actively seek to recruit and involve people from protected characteristic groups and diverse backgrounds.

9.3 The Joint Committee was informed about work aimed at achieving the following:

- A public statement committing to anti-racism.
- Creation of the NMS Anti-Racism Network.
- Working groups for Collections and Learning to embed principles.
- The creation of a Decolonisation Policy for NMS.
- Training opportunities to support decolonisation practice.
- NCC Unconscious Bias training for NMS Staff.
- A focus on achieving a diverse workforce, working through the NCC recruitment processes.

9.4 The Joint Committee supported the work that was being done to share narratives of Black history and culture and showcase Black talent and work with academies and schools on decolonisation issues. Members asked for this work to be broadened out to include narratives about disabled people and work done with disability groups on access issues.

9.5 The Head of Development agreed to present a further report to a future meeting that sought Joint Committee approval for the decolonising museums displays policy statement after it was considered by the proposed officer working groups.

9.6 The Joint Committee resolved:

- 1. To approve the NMS public statement.**
- 2. To note the commitment to decolonising museum displays.**
- 3. To note the plans to create an anti-racism network and working groups.**

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 2020/21 including the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provided an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the new National Lottery Heritage Fund supported youth development programme, Kick the Dust Norfolk.

10.3 The following points were discussed and noted:

- Both the Chairman of the Joint Committee and the Director of Culture and Heritage said that they were very proud of the way in which NMS staff had responded to the Covid-19 pandemic by taking on key duties within the County Council's emergency work, including helping to coordinate volunteer activities, manage the distribution of food and medicine to residents who needed this support, and make telephone calls to identified vulnerable residents.
- The Director highlighted some of the digital activities and Learning Team highlights since the 10 NMS museums were closed on 19 March 2020.

- It was pointed out that social media teams across NMS had focused on creating engaging social media content that included joining with the BBC and CNN to provide content for national and international events online.
- Activities since the lockdown had included teams around NMS responding to the needs of their communities by creating exciting new video content for different audiences. The learning teams were busy creating learning resources for children and adults of all ages. Other activities included online exhibitions, documenting experiences and supporting volunteers digitally.
- It was hoped that the ten new Teaching Museum Trainees who had taken up their appointments on 1 April 2020 would be able to attend a future meeting of the Joint Committee.
- The Director reported on NMS leadership role for the wider museums sector across the East of England and gave an update on the current situation in terms of delivery of both Arts Council England's National Portfolio Organisation (NPO) programme and SHARE Museums East (a Sector Support Organisation or SSO) .
- Dr Robin Hanley, Assistant Head of Museums, explained the work that had begun on a phased reopening of NMS Museums. He pointed out that Time and Tide and Gressenhall Farm and Workhouse had reopened initially on a limited basis to key stakeholder groups at the end of July 2020. From 1st August 2020 tickets to these museums became available on the NMS website for use from 3rd August 2020 with advanced booking required for entry.
- To control visitor numbers NMS had introduced pre-booked timed visitor access slots. Access arrangements took account of government regulations regarding face coverings and included recommended visitor routes to allow for social distancing. Initial visitor feedback was largely supportive of the measures put in place to allow visitors to use the museums safely and visit with confidence. In response to feedback about the removal of interactive displays on safety grounds, NMS staff had produced resource activity packs that were available to visitors on arrival.
- The Assistant Head of Museums said that Norwich Castle Museum would reopen later in August 2020, with the exact date still to be confirmed and access limited at first to key stakeholder groups. Before that happened a number of weddings were taking place at the Castle which were arranged under the new government guidelines. These arrangements were unaffected by this announcement.
- The Assistant Head of Museums added that NMS aimed to achieve a maximum of 30% of normal visitor capacity for museums that reopened.
- The Assistant Head of Museums also provided an update on progress with the Norwich Castle: Gateway to Medieval England project which despite the impact of Covid-19 was positive over the last quarter, with a focus on the discharge of planning conditions and detailed design work with Norwich City Council's Conservation Team and Historic England.
- During the last quarter NMS had completed its clearance of areas of the Keep that were to be handed over to the main building contractor (Morgan Sindall Group PLC, a leading British Construction and Regeneration Group) on Monday of next week.
- Work was currently being done to prepare for the procurement of exhibition cases and audio visuals for the project.
- The main museum entrance areas (including the shop) were due to be completed by Summer 2021.
- The Keep was due to be handed back to NMS by Summer 2022.

- The activity plan for the project had largely moved online, however, NMS continued to work closely with the EDP and others on alternative ways for the public to engage with the project.
- Councillors welcomed the imaginative use of alternatives to online content for maintaining contact with those people from disadvantaged groups or otherwise who did not regularly use computers.
- Councillors also spoke about the importance of NMS continuing to create high quality digital on-line content such as the professionally produced films that had appeared on Twitter and Facebook that enabled a broader range of people to engage with NMS. This was expected to continue with even greater use made of education resources for both adults and children (including live feeds into school classrooms) that would remain in place after the pandemic.

10.4 The Joint Committee resolved:

- 1. To note progress on 2020/21 position in light of the impact of Covid-19.**
- 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 3. To note progress in terms of key Arts Council England and National Lottery Heritage Fund programmes for 2020/21.**

The meeting concluded at 3.55 pm.

Chairman

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BRECKLAND COUNCIL

ITEM 5

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

Held on Monday, 12 October 2020 at 10.00 am pursuant to the Local Authorities and Police & Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

PRESENT

Mr R.G. Kybird (Chairman)
Mr H. E. J. Clarke
Mr C. Harvey

Mr P.J. Duigan (Vice-Chairman)
Mr T. J. Jermy
Mr M. Kiddle-Morris

Also Present

Mr S. H. Chapman-Allen
Mr K. Robinson

In Attendance

Mr Oliver Bone
Dr Robin Hanley
Mr Andrew Smith

Ruth Tudge

Curator of Kings Lynn and Thetford Museums
Assistant Head of Museums
Operations Manager – West (&East), Norfolk
Museums Service
Democratic Services Officer

Action By

11/20 CHAIRMAN

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

12/20 VICE-CHAIRMAN

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

13/20 MINUTES

The minutes of the meeting held on 15 January 2020 were confirmed as an accurate record subject to an amendment to confirm that Councillor Chris Harvey did attend the meeting but was not shown in the attendance.

14/20 APOLOGIES

Apologies had been received from Councillors Bowes, Brame, Richmond, and Mr Ward and David Blackburn.

Action By

15/20 CHAIRMAN'S ANNOUNCEMENTS

None.

16/20 URGENT BUSINESS

None.

17/20 DECLARATION OF INTERESTS

None.

18/20 ANCIENT HOUSE MUSEUM REPORT

Dr Robin Hanley, Assistant Head of Museums for Norfolk Museums Service (NMS), explained that all NMS museums closed to visitors on 19 March 2020 as a result of the Coronavirus pandemic with the majority of staff working remotely since this time. Most normal activities and services, including general visits and school visits, had been severely impacted. Many NMS staff had been involved in key duties relating to the Norfolk County Council's COVID-19 emergency work including helping to coordinate volunteer activities and managing the distribution of food and medicine to residents who needed support.

During the lockdown period NMS staff had developed a broad range of digital resources to support audiences remotely which had included a significant expansion of social media activity. Resources had also been developed for those in digital poverty or without ready access to digital content.

From the 4 July Government announced that museums could legally reopen with suitable COVID-19 security measures in place and three NMS sites, which included Gressenhall Farm & Workhouse, reopened to the general public on 3 August. All visits had to be pre-booked using timed tickets available from the Art Tickets website and to accommodate social distancing, site visitor capacity had been reduced to approximately 30%.

The layout of Ancient House, with a succession of smaller rooms over two floors, made the re-opening of this site to the general public during the COVID-19 pandemic more difficult, due to the requirements for social distancing. Planning was currently taking place for the limited resumption of carefully controlled on-site activities for schools and young people when it was safe to do so. The NMS had remained ever vigilant in terms of the changing guidance and had continued to be flexible in terms of responding to any new government requirements introduced over time, such as the wearing of face coverings.

Councillor Clarke thanked Dr Hanley, and the NMS staff for all of the hard work that had gone on behind the scenes to make it possible to re-open museums in line with current Government guidelines and in doing so had reassured the public and visitors that Norfolk Museums

Action By

would be a safe and secure environment in which to visit.

The Curator of Kings Lynn and Thetford Museums, Oliver Bone, presented the Ancient House Museum report to Members that covered the period from December 2019 to August 2020.

Ancient House remained closed and they were looking at how it can be opened safely for school groups and young people's groups with still some work to be done and hope that over the winter period would have some resumption to work towards reopening safely in line with Government guidelines.

It was hoped that the Studio Ceramics exhibition, (the last exhibition at the museum prior to lockdown) would be replaced with the Thetford Treasure exhibition which would be a loan from the British Museum of a selection from the late Roman hoard of inscribed and decorated silver spoons and gold jewellery items. A request had been put into the British Museum and a response awaited. Ancient House benefited from high security display cases in the changing exhibition room which facilitated these types of significant loans from national collections.

Two exhibition projects commissioned through the Brecks River and Fen Edge landscape project had been planned for the future. This was a National Lottery funded 5 years scheme and Ancient House were creating exhibitions around Vikings and riverside heritage, two separate strands with associated activities.

Ancient House would like to host permanent displays on the Duleep Singh story. There was a unique aspect of the museum foundation that connected with the Royal family of the Punjab with Prince Frederick Duleep Singh the son of the Maharajah. This would compliment the proposed new display at Thetford Guildhall where there were plans for a Duleep Singh room with a display of paintings. The Museums Service were looking forward to working with Thetford Town Council on this project.

Focus for all staff had been on increasing the digital presence of the museum and it had been used to provide visuals and stories and a mechanism to share information. Staff had developed the Ancient House You Tube channel which had included 59 short films. Other activities included watch along events and online talks that had reached an international audience. They had worked with Dr David Waterhouse on the How to Dig up a Tyrannosaurus which was a popular family activity. Information on the increase in numbers on Twitter and Facebook would be circulated to members after the meeting.

Although the Museum's textile groups had to be put on hold the Museum staff had been making fortnightly phone calls to members to stay connected. The Friends of the Museum continued to support wherever possible and the Friends committee had agreed to extend membership into 2021.

Action By

The Museum had an excellent new trainee in Sami Yussuf who had been contributing to the increase museum's digital information with creating short films and providing much needed technical support.

Oliver thanked the Woodmansterne Art Conservation Awards scheme which had funded the conservation of the Cornell Fison civic portrait. This had been conserved and connected to the water fountain in the marketplace which was a donation from the Fison family.

Ancient House had succeeded in raising funds for the purchase of the David Osborne postcard collection of over 1000 postcards showing Thetford views from the 1870s to the present day. Oliver presented a small selection of some of the postcards and wanted to thank the Arts Council England/V and A purchase grant funds, and Breckland Council through the match funding programme, The Friends of Thetford Museum, the Lady Hind Trust and Thetford Town Council for their support on this project.

The Chair asked Oliver to provide contact details of all of the sponsors in order that a letter of thanks could be sent on behalf of the committee to thank them for their contributions to acquire this important collection.

19/20 GRESSENHALL FARM & WORKHOUSE REPORT

The Operations Manager for East and West, Andrew Smith presented the report to Members that covered the period from December 2019 to September 2020.

Andrew confirmed that Gressenhall Farm and Workhouse closed on 19 March but was very pleased to be able to put the work in place and all the required measurements to reopen on 20 July for a couple of weeks to museum pass holders and friends before reopening to the public on 3 August 20. To accommodate visitors in a safe and Covid secure way numbers were limited to a maximum capacity of 285 people per day with 135 visitors at any one time. During the school holidays approximately 120 visited per day but since the school autumn term started in September the number averaged at 40 to 50 per day with more at weekends.

A themed event during the February half term, The Hunt for Old Tom's Treasure ran from Monday 17 to Friday 19 February, with an average of 216 people per day. Andrew said it had been very sad to cancel the events programme which included many special event days such as A Vintage Affair, Forties Village at War and Apple Day and the very popular Horse Power day due to the ongoing pandemic.

Since the reopening of the Gressenhall Farm and Workhouse on Monday 20 July a reintroduction of small-scale event activities has been instigated. There had been a pencil free children's activity sheet available to all visitors daily and plans were underway for October to include updated activity packs for children and a hands-free obstacle course, and a virtual Christmas event at the workhouse in December.

Action By

The costs of delivery and marketing the Gressenhall event programme continued to be subsidised with funding from Arts Council England (ACE) as part of the 2018-22 Norfolk Museums Service ACE business plan as a National Portfolio Organisation.

Andrew was pleased to confirm that the temporary exhibition Full Steam Ahead did open in February half term which, in the future, would include the Farmers Foundry Company engine which was currently undergoing restoration and hoped to be return in Spring 2021.

Planning had started for a 2021 temporary exhibition entitled More in Commons and NMS would be working in partnership with Norfolk Wildlife Trust, who were celebrating their 95th birthday. The exhibition would be a celebration of the wildlife, history and community of Norfolk's common land.

Staff had also created several online versions of previous temporary exhibitions during the lockdown period which allowed online visitors to explore objects and images at their own pace.

Gressenhall continued to lead on the More Than Oliver Twist project which had been granted a 4-month extension and had been made into a completely digital exhibition which would be ready to publish in mid-October and hosted on the Google Arts and Culture platform.

Lockdown had given the opportunity to recruit further family history research volunteers and research had been completed on all the inmates recorded in the 1881 census. Volunteers had now started researching those in the 1871 census.

A Collecting COVID-19 project was started in response to the national lockdown using a phased approach. The initial phase of collating information was during lockdown and would be followed up in Autumn by a new Living with the Pandemic phase.

Andrew gave a short presentation with photographs of the new Adventure playground at Gressenhall Farm and Workhouse, which, funded through the Norfolk County Council capital programme, was almost ready to open to visitors. The new play equipment had been fully installed, and final elements of landscaping were being completed by the Gressenhall team. A detailed COVID-19 risk assessment and related safe system of work had been written for the playground area and it was hoped to finally open the play area and new equipment in time for October half term. The new look adventure playground would play a key role in attracting families, repeat visitors and NMS Museums Pass holders to the site. The new adventure playground complimented the wider site's existing interpretation including such elements as the wildlife, woodland, heavy horses and farm animals and blended into the surrounding landscape very well whilst providing a key offer for the family audience.

Andrew explained it had been a challenging time for the team across the whole site but particularly the farm as key priorities had to be

Action By

covered particularly the care and feeding of the livestock. There had been weekly farm diaries from March to September which were published in the local press and online. The Chairman suggested webcams might be a good way to watch the animals over the winter period.

Digital work had become more important during the last few months and Gressenhall had worked hard to publish content on Facebook and Twitter. This included a number of projects with video content including a popular Workhouse Murder Mystery and a series of craft activities which were inspired by the popular Art attack activities usually provided on site. Moaning Martha, a fictional inmate character had also been very popular.

The site closure period also saw the development of a new private Facebook group for Gressenhall staff and volunteers. It provided a link to the museum for staff and volunteers who were not able to attend or work on site. Regular updates were provided by staff completing security checks and other essential work on site during lockdown. This included photographs of the farm animals being fed and the buildings, gardens and wildlife. The Chairman asked if Committee Members would be able to join as it would be useful to have the background of what was happening at Gressenhall on a daily or weekly basis. Andrew would look into this for Members.

The Friends of Gressenhall remain supportive but it had not been possible to hold the bi-monthly Committee Meetings at the museum and the second-hand bookshop remained closed so the Friends had been unable to generate any new income from the bookshop in the current financial year but it was hoped to be up and running again as soon as possible.

The Gressenhall Curator, Dr Megan Dennis, continued to co-ordinate, manage and develop the volunteer teams at Gressenhall. A significant amount of time and energy had been spent staying in touch with the group since the national lockdown began in March. Daily emails were sent to the volunteer group and were still generated on weekdays. It provided a regular link to Gressenhall and was appreciated by many of the volunteers, particularly those living alone, or who were shielding. A range of remote volunteering opportunities had seen the volunteer team increase from 120 to over 150 volunteers, including recruiting people from across the UK for the first time which had increased diversity of the volunteer group. These volunteers had worked on family history research, cataloguing workhouse archives and improving collection records. The new project had remote volunteers working together to create a 3D sculpture for the 2021 temporary exhibition More in Commons. Following a detailed review with senior managers and volunteers, approval had been given for the resumption of limited outdoor gardening on the top site at Gressenhall. A small number of gardening volunteers were now able to attend the site in a COVID-19 secure and safe way to carry out essential outdoor works to maintain the garden areas.

Action By

Dr Robin Hanley updated members on the Kick the Dust Project which had been ongoing with since 2018. It was a project funded primarily through the National Lottery Heritage Fund for young people aged 11 to 25 with activity around supporting vulnerable young people who did not normally access the Heritage. The budget was just under £1 million which included an original grant from the Heritage Fund and an additional grant administered by the Heritage Fund known as the Youth Accelerator Fund. The project was required to align to a more digital way of working during lockdown and had involved around 400 young people taking part from March to August.

The Kick the Dust team established a working group with partners to work on a project that was designed to reflect the fact that not all young people had ready access to on line and digital resources with a number of young people in digital poverty. It was identified as a priority to provide a non-digital way for young people to engage with the project during lockdown. An 'Art Parcel' initiative was designed to work with stakeholders to identify vulnerable young people and arrange the distribution of 1,000 packs of arts resources that enabled those young people to engage with the project without being reliant on digital connectivity.

20/20NEXT MEETING

The arrangements for the next meeting to be held on Monday 25 January 2021 at 10.00am were noted.

The meeting closed at 11.40 am

CHAIRMAN

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

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, 21st September, 2020 at 1.00 pm in the Remote Meeting on Zoom and available for the public to view on WestNorfolkBC on You Tube - Zoom and You Tube

PRESENT: Councillor Mrs E Nockolds (Chair)
Councillors A Bubb, M de Whalley and A Tyler

Officers:

R Hanley, Norfolk Museums Service
R Williams, Learning and Engagement Officer

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Borough Councillor A Kemp, County Councillors H Humphrey, T Smith and J Ward, Susan Thompsons (Friends of Lynn Museum).

2 MINUTES

The minutes of the meeting held on 8 January 2020 were agreed as a correct record.

3 MATTERS ARISING

The Chair informed the Committee of the following:

The restored black and white photographs of the Guildhall, the work was undertaken on the photographs was paid for by an anonymous individual, would hopefully be on display in the Art Galley during King's Lynn Festival in February 2021.

Lady Fermoy Portrait was unveiled in February 2020 during the promotion of the 70th anniversary of the Summer Festival programme.

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

5 MEMBERS ATTENDING UNDER STANDING ORDER 34

There were no Members present under Standing Order 34.

6

REPORT OF THE ASSISTANT HEAD OF MUSEUMS

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

The Assistant Head of Museums presented a report which provided information on the King's Lynn Museum activities in the period from December 2019 to August 2020.

The Assistant Head of Museums responded to questions and comments in relation to:

- Target date for re-opening Lynn Museum. Once the date had been confirmed the Committee would be notified.
- NMS Teaching Museum traineeship.
- Number of participants for the on-line Dinosaur Event (24 households).
- Volunteers and how contact had been maintained during the pandemic.
- Importance of partnership working.
- Loss of income during the pandemic and application made to the emergency funding from the Arts Council, the outcome of which is awaited.
- Overview of social media work undertaken by the Lynn Museum.
- Thomas Baines Exhibition – the Assistant Head of Museums undertook to confirm if the two sketch books of watercolours made when he was a teenager would be included.
- Kick the Dust Project.

The Chair thanked the Assistant Head Museums for the detailed and informative report and on behalf of the Committee congratulated the Museums Team for the excellent work that had been carried out via social media during the Pandemic lockdown period to keep people involved with the local history and Lynn Museum.

The Treasurer of the Friends of Lynn Museum provided the Committee with a verbal update.

The Chair thanked the Friends for the valuable work which they undertook at the Lynn Museum.

7

STORIES OF LYNN (BOROUGH COUNCIL) - LEARNING AND ENGAGEMENT UPDATE REPORT FROM RACHAEL WILLIAMS

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

The Committee received an update report from the Learning and Engagement Officer for the period 8 January to 8 September 2020.

The Learning and Engagement Officer responded to questions and comments in relation to:

- Kick the Dust Project and the use of regular zoom meetings during the pandemic..
- Social Media data and commentary (to be circulated with the Minutes.
- Heritage Education Network (HEN3).

The Chair thanked the Learning and Engagement Officer for an interesting and informative report and for the excellent work undertaken to engage with young people.

8 **DATE OF NEXT MEETING**

The next meeting of the King's Lynn and West Norfolk Area Museums Committee will take place on 18 January 2021 at 2 pm, venue to be advised.

The meeting closed at 2.20 pm

Stories of Lynn Social Media Data for 17.4.20 – 21.9.20

Meeting Date	17/04/2020	21/05/2020	18/06/2020	20/08/2020	21/09/2020	Commentary (brief)
Facebook - SOL						
Likes	148	173	180	198	209	Highest in September
Page Views	42	263	75	159	76	Peak in August with holiday activities
Reach	418	564	475	2347	175	Peak with posts for Summer/VJ Day
Engagement with Posts	131	226	234	297	103	Engagement higher holiday activities
Twitter - SOL						
Tweets Posted	22	48	25	35	12	Lowest number of tweets but not lowest number of impressions.
Tweet Impressions	25,400	38,000	19,900	31,500	10,400	
Profile Visits	212	298	76	132	111	
Mentions	33	104	13	42	43	
Total Followers	548	587	592	614	624	13.86% increase April to September 2020
Website - SOL						
Sessions	553	2600	222	1115	721	
Individual Users	447	1847	210	859	557	
Page Views	959	6103	375	2647	1735	
Bounce Rate	69.08	61.08	71.17	52.29	46.19	Average rate, better to be lower.
Organic Searches	78	372	80	416	344	People actually searching for SOL
Length of time on site	1.1	2.22	0.45	2.06	1.3	(good average time on site is 2 secs)

REW 21.09.20



Norwich Area Museums Committee

14:00 to 16:00

3 March 2020

Present: City Councillors:
Huntley (chair)
Grahame
Maxwell
McCartney-Gray
Price
Schmierer

County Councillors:
Brociek-Coulton (vice chair)
Jones
Ward

Co-opted non-voting members:

Felicity Devonshire (Friends of Norwich Museums), Brenda Ferris (Norfolk Contemporary Art Society), Amanda Geitner (East Anglia Arts Fund) and Councillor King (Broadland District Council)

Apologies: City Councillor Wright, County Councillors Clipsham, Nobbs and Watkins (other council business); and Councillor Easter (South Norfolk Council)

(The chair welcomed Councillor David King to his first meeting of the committee. Councillor King would be representing Broadland District Council as a non-voting member of the committee.)

1. Public questions/petitions

There were no public questions or petitions.

2. Declarations of interest

None.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 3 March 2020.

4. Norwich Museums Briefing – March to August 2020

The assistant head of museums by way of introduction explained that the purpose of the report was to update members on the impact of Covid-19 on the museums service and the three Norwich museums in particular, and to brief members on the mitigation or actions that have been put in place. There was also an update on the Norwich Castle project which, not unsurprisingly, had also been impacted by the

pandemic. The report was presented in sections by the assistant head of museums, the operations manager and the learning team manager.

The assistant head of museums presented the first section of the report. Norfolk Museums Services (NMS) closed all its museums in line with government guidance on 19 March 2020. The majority of staff were working from home, with some staff involved in the wider county council response to the Covid-19 emergency. During the closure staff have developed a broad range of digital resources to increase access to collections, particularly for children and families. Other resources had also been developed as it was appreciated that there were some people, particularly some young people, without easy access to digital content. Members could request to be added to the distribution list "Museums Mardle" an electronic newsletter issued originally aimed to staff to keep them informed but was of interest to a wider audience.

The assistant head of museums asked that it be put on record his enormous gratitude to those staff who had been so actively involved in all of the hard work to prepare the sites for reopening, which as members could appreciate was a complex task and it was pleasing to see visitors at these sites. The report set out the measures undertaken by the NMS to reopen the museums in accordance with agreed procedures with the county council's health and safety and wellbeing team and following sector specific guidance (National Museums Directors Council). NMS had prioritised the reopening of the three larger sites: Time and Tide, Gressenhall, and Norwich Castle. Strangers' Hall and the Museum of Norwich at the Bridewell would be reopening at a later date. Norwich Castle had been available to pass holders and Friends who pre-booked visits from 24 August 2020, which was later than the other two sites because of the construction works. The castle was not yet open to general public but when it was safe to do so would be extended to them as well.

The operations manager presented the second section of the report and explained the arrangements in place for the reopening of Norwich Castle to the public. The Wider Impact Group had always planned for a reduced offer to visitors to Norwich Castle during the construction phase of the Norwich Castle project. He referred members to the plans included in the report and explained that it was necessary to have separate visitor entrances and exits to comply with government and council guidance for the opening of public buildings. There were currently hoardings in place whilst pipes for the toilet facilities in the Rotunda were installed and this prevented access to the first floor. The completion of this work was expected in October and would enable parts of the first floor to be reopened to visitors, including the Timothy Gurney Gallery and a section of the Regimental Collections, which would be of interest to paying visitors. Due to the construction works and Covid-19, it was necessary to control the number of visitors at Norwich Castle at any one time through booked tickets and the introduction of a mini-one way system on the first floor. This had further reduced the offer from the planned 420 visitors to 126 visitors in Norwich Castle at any one time. Members were referred to the plan showing the entrances for wedding parties and noted that weddings had recommenced from 25 July in the Colman Gallery, with an average of two ceremonies per day. The offer was much reduced with wedding parties being restricted to the couple and 10 guests, facilitated by registrars. It was working well.

The assistant head of museums provided details of the increase in digital activity to deliver access to the museums and collections.¹ NMS staff had always sought to engage with members of the public through social media platforms. During the lockdown NMS had published 47 different videos on its YouTube channel including the *Lockdown Living Room Escape Room* challenge. It had also built on existing audiences increasing the number of views to a wider audience with 134,000 views recorded during this period across YouTube, Facebook and Twitter. Norwich Castle had seen an increase of 36 percent views on Instagram. There were 3,000 new followers for the three Norwich museums on Twitter, Facebook and Instagram. The Museum of Norwich had received 142,000 tweets on Twitter for *Picture in the Pandemic* compared with 35,000 tweets prior to lockdown. It was a credit to the Learning team who had tailored social media to the public appetite such as a nostalgic 20th century photo exhibition including one of key workers (nurses, shop workers and carers). The Norwich Castle Blog had been launched with 22 posts to date with over 2,500 views.

During discussion, a member suggested that there was an opportunity to display the museums' collections to a wider audience by using vacant shop windows, taking into consideration security and other factors. The assistant head of museums welcomed this idea commenting that the model of the castle, that had been a popular feature in the Keep, was now on display in the Castle Quarter to remind shoppers of the proximity of the castle. The vice chair pointed out the success of art projects where artwork was displayed in shop fronts. Members also noted the collaboration with Archant over the summer.

In reply to a member's question, the assistant head of museums said that the loss of income generated through admission charges would have a significant impact on NMS and the Keep Project. NMS had made an application to the ACE Cultural Recovery Fund. The county council was closely monitoring the financial impact of Covid-19 on this, as with all its services, and reported to members as appropriate. Members were advised that the financial detail of the service was not usually reported to this committee but, subject to protocol, members could be provided with information on the overall position.²

During discussion members commented on the arrangements for pre-booking tickets. The assistant head of museums service said that in practice where people who had not booked for Gressenhall or Time and Tide had been accommodated where timeslots were available. The operations manager and the assistant head of museums explained the reasons for initially reserving admittance at Norwich Castle to passholders because the offer was currently constrained by the current phase of Norwich Castle project and Covid-19 requirements. The general public would be admitted when there was a good quality visitor experience to offer and value for money could be assured. The price structure for admission to Norwich Castle, when members of the public were admitted, would reflect the reduced offer and was commensurate to the price structure and offer at Museum of Norwich at the Bridewell (ie approx. 40 per cent less than the regular admission charges for Norwich Castle).

¹ [Headline social media statistics](#)

² It was subsequently confirmed that financial reports are made to the Norfolk Joint Museums Committee. Members could access these financial reports via the relevant committee pages on the Norfolk County Council's website .

The learning manager presented the presented third section of the report which highlighted the activities of the Norwich Museums Learning Team and continue to develop its programmes for priority and targeted audiences through new modes of engagement. Members were advised that the team had been proactive in contacting all schools which had booked sessions that had to be cancelled by sending them a pack of resources to help teachers deliver the curriculum. As part of the recovery programme, the appetite for taking children out of a school setting had changed and therefore the team was developing its virtual schools offer and making videos, the first of which would be available at the end of the month. The team was calling on advice from the sector and was working in collaboration with Norfolk schools. The feasibility of holding visits for school bubbles after half-term was being considered. The summer programme for families with children aged 6 to 11 years' old could not be held on site whilst museums were closed and been held online and digitally, including in collaboration with Children's Services. As part of the programme, Kick the Dust had delivered 400 art packs to children to engage in arts and craft activities. Online workshops meant that families that could not usually attend activities at Norwich Castle could participate. Discussions were being held with the YMCA about re-engaging its residents through the equivalent of a bubble class with Kick the Dust. Collaboration between the Keep project learning and engagement officer and the Norwich Kick the Dust project worker meant that there was a programme of activities for this year's Looked After Children Summer School, including a pack of activities with awareness that digital poverty was a barrier for participation.

The assistant head of museums commented that the Kick the Dust project provided a long term legacy for young people and that it was vitally important to continue the partnership at this time. There had been 700 interventions for a total of 250 young people during the lockdown. Other statistics were contained in the report.

In reply to a member's question, the assistant head of museums confirmed that, as discussed at the last meeting, an artist had been commissioned to provide attractive graphics on the hoardings leading to Norwich Castle. Not all of the hoardings had been erected yet and it did not seem appropriate to overtly advertise whilst the museum was only partially open but would be completed to coincide with the opening to the general public.

The assistant head of museums then provided an update to members on the progress of the Norwich Castle "Palace Reborn" project. The construction contract had been awarded to Morgan Sindall Construction who had taken possession of the site (construction zone) on 10 August 2020. The delivery plan had been revised to assimilate the impact of Covid-19 and ensure that working practices were Covid-secure. The works in the Rotunda had been brought forward because of the small number of visitors in September. This meant that when Norwich Castle was open to the public, the whole of the Rotunda and the new toilet facilities would be available for visitors. Piling for the large tower crane was currently being undertaken. This would serve as a large advertising hoarding for the project. Residents could keep up to date on the progress of the project on the website³. The Norwich Castle Tapestry volunteers had now completed over 14 thousand hours of work on the tapestry throughout the lockdown period.

³ <https://www.museums.norfolk.gov.uk/norwich-castle/castle-keep-transformation>

In reply to a question, the assistant head of museums explained that it was proposed to provide a small pop-up retail area at the Rotunda desk when the hoardings were removed. There was also a pop-up catering facility ready to provide hot drinks, cakes and sandwiches. The café at Gressenhall was currently providing a takeaway service. The problem in the Rotunda was that people would be sitting in a limited space with other visitors passing through and it was therefore considered difficult to manage within Covid-secure guidelines.

Discussion ensued on staffing. In response to a question, the assistant head of museums said that furloughed catering and retail staff were returning to work as museums reopened. They were also being deployed to assist with additional cleaning services and provide support and guidance to visitors. Staff were being supported as they returned to the workplace or whilst working at home. In reply to a member's question, the assistant head of museums said that the NMS had a good record of supporting apprenticeships and trainees and an apprentice scheme could be considered. Ten museum trainees had been appointed in April. They had received online support but most of the trainees had not yet been on site and therefore their appointments would be extended by a further 6 months.

RESOLVED to:

- (1) note the [report](#);
- (2) record the committee's gratitude to the NMS staff for their delivery of the service during the lockdown and closure of the museums as a result of Covid-19, and the hard work undertaken to reopen the museums.
- (3) remind members that they can receive "Museums Mardle" on request.
- (4) ask the assistant head of museums to consider:
 - (a) sharing financial information on the NMS with members (see footnote 2 above);
 - (b) potential to use shop fronts to display items from the museum's collections;
 - (c) provide details of the [statistics on social media](#).

5. Friends of the Norwich Museums

Felicity Devonshire presented the report which provided members with a summary of the recent activities of the Friends of the Norwich Museums. (A copy of the [report](#) is available on the Norwich City Council website with the papers for the meeting.)

In the report the committee was advised that the Friends had elected a new Chairman, Charles Bingham Newland, an art expert, who began his tenure in May. The Friends had continued to plan for their centenary in 2021. Lord Cholmondely, Patron of the Friends of the Norwich Museums, would be hosting a buffet luncheon at Houghton Hall for the Friends. Also in its centenary year, the Friends were sponsoring an exhibition of the work of John Crome at Norwich Castle, to mark the

bicentenary of his birth. The exhibition would run from April to September and would be of international, national and local interest. The Friends would also be promoting its work during the centenary year with a view to attracting new members and would have a presence at the Forum during the Heritage Opening Days' week.

RESOLVED to thank Felicity Devonshire for the report and note it.

CHAIR

Joint Museums Committee

Item No 8

Report title:	Norfolk Museums Service – Finance Monitoring Report for 2020/21
Date of meeting:	30 October 2020
Responsible Chief Officer:	Steve Miller, Director of Culture and Heritage, Head of Norfolk Museums Service
Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2020/21 as at 31 August 2020.	

Executive summary

This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2020/21 and details the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

The main issues for consideration by this Committee are:

- Monitoring of the NMS Revenue Budget indicates that the Service is currently projecting a number of significant pressures for 2020/21.
- 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 out-turn for 2020/21.**

1. Background and Purpose

1.1 Revenue Budget 2020/21

- 1.1.1 Due to the impacts of the Covid-19 pandemic the Service is currently facing significant uncertainty in relation to its financial position. All Museums closed to the public at the end of March until the beginning of August when the Service re-opened two key sites for business at Time & Tide Museum and Gressenhall Farm & Workhouse, in accordance with

the new Government guidelines and restrictions. The Service re-opened Norwich Castle Museum & Art Gallery and Lynn Museum during October, with the remaining sites currently under review.

- 1.1.2 The table below sets out the net revenue Service budgets and expected out-turn for the NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.748	4.132	+1.383	+50.338%
NMS Total	2.748	4.132	+1.383	+50.338%

- 1.1.3 The forecast over-spend is most significantly due to the predicted loss of income for the Service during the extended period of closure and a reduction in normal visitor numbers following site re-openings.
- 1.1.4 Whilst it is not expected that the Service will return to normal in the short term, there has been a positive return to museum visiting and retail sales at Gressenhall Farm & Workhouse and Time & Tide, which will help to alleviate the current financial pressures.
- 1.1.5 Due to the unprecedented nature of the pressures that the Service is facing this is an issue that is being managed at a wider CES departmental level.
- 1.1.6 As part of the response to Covid-19 the Government has provided support to authorities in the form of a Covid-19 emergency grant funding specifically to cover issues such as the loss of income. Cabinet agreed that the overall CES share of the fund is £6.112m, therefore, the expectation is this funding will significantly help to mitigate the Service pressures.
- 1.1.7 The Government have recently announced further funding for local authorities, specifically in relation to the loss of income and a significant fund to support the cultural sector in general. The first claim in relation to the loss of income included the loss of NMS sales, fees and charges income of £0.365m covering the period April to July and it is anticipated that there will be two further claims to follow.
- 1.1.8 On 12 October NMS received confirmation that they were successful in their grant bid from the Culture Recovery Fund, administered by the Department for Digital, Culture, Media and Sport (DCMS) totalling £0.457m which will support NMS in continuing to deliver a strong countrywide service and critical projects over the short and medium-term.
- 1.1.9 NMS also engaged with the Arts Council England earlier in the year in terms of the Emergency Response Fund. Unfortunately, this application was unsuccessful.

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 2020/21 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2020/21 – Norfolk Museums Service

Scheme or programme of work	Approved 2020/21 Capital Budget £m	2020/21 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 20/21
Norwich Castle Critical M&E Services	0.691	0.691	0	Project estimated to be completed in 21-22
NLHF Keep Delivery Phase	10.063	10.063	0	Project will be ongoing over the next 4 years
Gressenhall Playground Improvements	0.069	0.069	0	Project completed in 20/21
Gateway to Medieval England Project Management	0.181	0.181	0	Project estimated to be completed in 20/21
Gressenhall Building Improvements	0.010	0.010	0	Project estimated to be completed in 20/21
Total	11.017	11.017	0	

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

- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle Site M&E infrastructure during 2017-20, including the systems that control the temperature in the exhibition galleries and improve the reliability of the external lift, addressing a key requirement of the Equalities Act 2010.
- 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, with a revised total project budget of £15.844m. 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 2022. 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 is expected to give a substantial return on investment in terms of additional visitors in the next financial year and beyond.
- Policy & Resources Committee have approved the funding of £0.247m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period.

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 2020/21	Balances at 01Apr20	Balances at 31Mar21	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.163	0.163	0.000
Museums Repairs and Renewals Reserve	0.154	0.154	0.000
Unspent Grants and Contributions Reserve	0.561	0.523	-0.038
Service Total	0.878	0.840	-0.038

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 in this paper, please get in touch with:

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

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Norfolk Joint Museums Committee

Item No. 9

Decision making report title:	Risk Management
Date of meeting:	30 October 2020
Responsible Cabinet Member:	Cllr. Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director, Culture and Heritage)
Is this a key decision?	No
<p>Introduction from Cabinet Member</p> <p>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.</p> <p>Executive Summary</p> <p>Since last reporting in August 2020, the Norfolk Museums Service has re-opened four museums following changes in national guidance, allowing museums to re-open. The necessary health and safety risk assessments have been completed and the physical environments adapted to safely accommodate staff and visitors.</p> <p>This report provides the Committee with the latest Norfolk Museums Service risk register as at October 2020. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.</p> <p>The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in August 2020, and following review in late September 2020, there are changes to report to the risks presented, detailed in the proposals section of this report below.</p> <p>Recommendations</p> <p>To consider and agree:</p> <ul style="list-style-type: none"> • The active and dormant risks as per appendices A and B, noting latest updates associated with the COVID-19 pandemic. 	

1. Background and Purpose

- 1.1. This report provides Members of this Committee with an insight into the key business risks that are managed by the Norfolk Museums Service Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's Risk Management Policy.
- 1.2. The COVID-19 outbreak, which started in late 2019 and developed rapidly during early 2020, meant that the Council deployed the Civil Contingencies Act 2004 and in order to follow government guidance on remote working and social distancing, suspended Council meetings.
- 1.3. Norfolk museums were closed to the public in March 2020 in line with central government guidance for museums nationwide, but at time of writing, three have re-opened with a fourth due to open in the coming weeks ahead. Risks facing museums have continued to be closely monitored, with changes to risks noted below in the proposals section of this report.

2. Proposals

- 2.1. There are changes to risks to the report. These are as follows;

- 2.2. Active risks

RM14286 – Reduction of centralised support services

RM14364 – Failure to deliver Arts Council England business plan 2018-22

The target dates for both risks above have been amended to the end of the financial year.

3. Impact of the Proposal

- 3.1. The current risks are those identified against departmental objectives for 2020/21 and are included in Appendices A and B.
- 3.2. The risk register currently contains seven risks. Of these, five 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.
 - 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 risk scores 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. As set out in section 2.1 above, there are financial implications for revenue generation resulting largely from the effects of site closure owing to COVID-19. This is also noted in risk RM14162 in Appendix A. Further more detailed financial reporting can be viewed in the Finance report to this Committee.

7. Resource Implications

7.1. Staff:

Museums staff in those re-opened museums have returned to working on-site. Other museums staff have continued working with the online museums offer.

7.2. Property:

Those museum sites that remain currently closed continue to be staffed on-site by security teams to protect collections. Precautions have been taken to protect the external and internal environment of closed museum sites and the collections that they house from any effects of prolonged exposure to natural elements.

7.3. IT:

There are no IT implications to report and the online offer for museums continues.

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)

Not applicable.

8.4. Health and Safety implications

Risk assessments have been carried out to ensure the safely adapted physical environment of museums for re-opening.

8.5. Sustainability implications

There are no sustainability implications to report.

8.6. Any other implications

Developments regarding COVID-19 continue to be closely monitored and acted upon across the Council including the Norfolk Museums Service, and implications to the Service continue to be assessed. A corporate level risk on COVID-19 is being managed, and mitigations are being implemented.

9. Risk Implications/Assessment

- 9.1. A risk relating to loss of income for Community and Environmental Services as a whole is being mitigated.

10. Select Committee comments

- 10.1. There are no Select Committee comments to report.

11. Recommendations

11.1. To consider and agree:

- **The active and dormant risks as per appendices A and B, noting latest updates associated with the COVID-19 pandemic.**

12. Background Papers

- 12.1. Not applicable.

Officer Contact

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

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

Officer name: Thomas Osborne **Tel No.:** 01603 222780

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Risk Number	RM14381					Date of update		01 October 2020		
Risk Name	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-21	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. Construction has begun on-site.										

Risk Number	RM14286					Date of update		01 October 2020		
Risk Name	Reduction of centralised support services									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Mar-21	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.										

Risk Number	RM14364					Date of update		01 October 2020		
Risk Name	Failure to deliver Arts Council England business plan 2018-22									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			03 October 2018		
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-21	Amber
Tasks to mitigate the risk										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
Progress update										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate.										

Risk Number	RM14162					Date of update		01 October 2020		
Risk Name	Failure to generate additional income streams for the remainder of 2020/21 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-21	Amber
Tasks to mitigate the risk										
Establish and implement a phased re-opening plan for post COVID-19 lockdown. Continue to review additional income levels generated.										
Progress update										
Phased re-opening plan in place and being implemented for the re-opening of services. This looks at how we can safely re-open services, including those where additional income can be generated. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score is 5 and the impact score 3, as some savings set for this financial year from additional income generation won't be achieved.										

Risk Number	RM14027					Date of update		01 October 2020		
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	Mar-21	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. Given that some museums remain currently closed due to COVID-19, with staff normally based at museum sites working offsite (except for security staff who continue to work onsite), the likelihood has been maintained at 2 to reflect this. The impact remains scored at 3.										
As this is an ongoing low level risk, the target date remains as end of March 2021.										

Risk Number	RM13947					Date of update		01 October 2020		
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-21	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 is set for the end of March 2021. There is no material change to this risk following COVID-19.										

Risk Number	RM13948					Date of update		01 October 2020		
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-21	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 2021. There is no material change to this risk following COVID-19.										

Norfolk Joint Museums Committee

Item No. 10

Decision making report title:	Performance & Strategic Update Report
Date of meeting:	30 October 2020
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 2020/21 position in light of the impact of Covid-19 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project. 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2020/21 	

1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2020/21 including the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also 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. Committee Members will note that many normal activities, including site visits and school visits, have been severely impacted due to Covid-19. However, Museum staff and volunteers have adapted very well to the major changes over the last 6 months and, overall, the Service continues to deliver strongly against many of its key objectives.

2. Performance Summary

- 2.1. The following details the performance summary for the first two quarters, 1 April 2020 – 30 September 2020.
- 2.2. From August, NMS has been able to resume a limited offer for visitors to three of its larger sites – Gressenhall Farm & Workhouse, Time and Tide Museum and Norwich Castle. Visits to these sites have had to be closely controlled through online booking and with capped visitor numbers. These sites have been opened following rigorous Covid-19 risk assessments and according to Government rules around social distancing, etc. The Service continues to respond to ongoing changes in Government legislation relating to museums (e.g. around the need for staff to wear masks following new legislation brought in in mid-September). Lynn Museum was the fourth NMS site to be reopened in October.
- 2.3. No school visits have been possible since Lockdown in March, however, the Museums Learning Team have been very busy in terms of online provision. Schools are also making enquiries about visits after the October half-term which the Museums Service will try to accommodate within the Covid-19 safety restrictions.

3. Digital engagement and Learning Team Highlights

3.1.



1. Social Media
2. Heritage Open Days
3. Learning Resources for Children and Adults
4. Online Exhibitions
5. Documenting Experiences
6. Supporting Volunteers Digitally
7. Supporting colleagues in the region

1. Social Media

Social Media teams across the service have continued to focus on creating engaging social media content, as well as joining in with local, national and international events online including Norfolk Day, VJ Day, Armed Forces Week, Virtual Norwich Pride and the UNESCO International Day for the Remembrance of the Slave Trade.



The team at Time & Tide Museum of Great Yarmouth Life have continued to update their blog regularly with a range of informative and interesting posts. The Norwich Castle blog launched in June 2020, and has so far published 23 posts, including guest posts from the Museum of Norwich and Strangers' Hall. The blog has had almost 2,500 views, with the three most popular posts being about construction starting on the Royal Palace Reborn project, Norwich Castle's decolonisation tour 'Taboo: Colonialism in the Decorative Arts', and 'Hidden Pride' – a guest post from Museum of Norwich on LGBTQ+ history on Norwich.

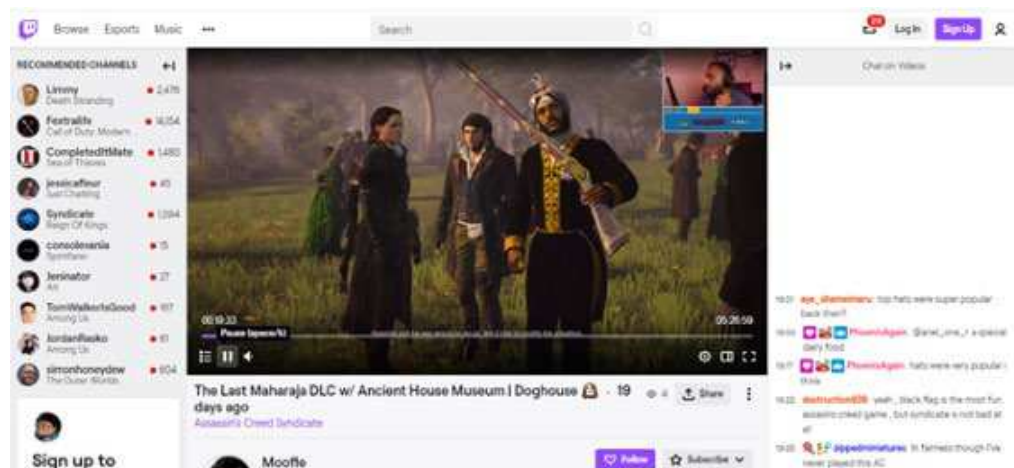
Two new short social media videos were created for Time & Tide and Gressenhall to welcome visitors back to the site and inform them the new measures in place to protect staff and visitors from Covid-19, and what to expect from their visit.

Gressenhall ran a social media series across Facebook, Twitter and Instagram, busting six common workhouse myths. The posts generated great engagement and prompted some interesting questions from the public, such as 'did workhouses offer hospital services?' and 'how did children find employment when they left workhouse schools?'. Many participants also shared their own workhouse stories from family histories.

The Museum of Norwich released a series of brand-new [online tours](#) featuring different Norwich themes including the history of chocolate, medicines and shoes. This was funded by the Norwich Freeman. A new film was posted every week over the holidays on the Museum of Norwich

Facebook page, linking via their Twitter account. As of mid-September, the films reached over 87,000 people and have been shared over 250 times.

Ancient House ran their first ever live-stream event with a stream of the video game *Assassin's Creed: The Last Maharajah*. The event was streamed on Twitch, a platform widely used by the gaming community. The museum worked with gamer Moodle who has been live-streaming gameplay since 2014. Moodle played the different quests through live, and the Ancient House team commented on the historical context through a live chat. Over 60 people viewed the stream live. Many in the audience had not visited a museum since they were children.



Lynn Museum ran a digital campaign to discover King's Lynn in 100 Objects, sharing one item from the collection, along with the story behind the object, on their Facebook page. At the end of the project, the museum team gathered the most popular twelve objects in terms of post engagement and created a series of polls to enable followers to choose their champion of champions.

The Communications Team have been working on improving the Norfolk Museums Service YouTube channel to showcase the video content that teams around the Service have been creating, including adding featured playlists and 'watch next' cards.

Headline Social Media Statistics June-September 2020

Norwich Castle, Gressenhall Farm & Workhouse and Time & Tide

The Service has continued to see an increase in followers across our three key social media platforms since June, especially on Instagram. We are looking at how best to take advantage of the growing Instagram audience going forward.

Facebook			
<i>Account</i>	<i>Total Page Likes as at 1 June 2020</i>	<i>Total Page Likes as at 1 September 2020</i>	<i>% Page Likes Increase June-September 2020</i>
Norwich Castle	10339	10705	3.5%
Gressenhall	5703	5873	2.9%
Time & Tide	3559	3680	3.4%

Twitter			
<i>Account Name</i>	<i>Total Followers as at 1 June 2020</i>	<i>Total Followers as at 1 September 2020</i>	<i>% Follower Increase June-September 2020</i>
Norwich Castle	13,524	13,746	1.6%
Gressenhall	5980	6011	0.5%
Time & Tide	5267	5318	1.0%

Instagram			
<i>Account</i>	<i>Total Followers as at 1 June 2020</i>	<i>Total Followers as at 1 September 2020</i>	<i>% Follower Increase June-September 2020</i>
Norwich Castle	3575	4140	15.8%
Gressenhall	1504	1615	7.4%
Time and Tide	1293	1378	6.6%

In total, Norfolk Museums Service now has a combined 117,195 followers across our social media accounts.

2. Heritage Open Days

Staff across NMS took part in the Heritage Open Days programme from 11-20 September 2020. Much of this annual event series took place online; a new opportunity for teams to come up with new ideas and share our museums and their collections with a wider audience.



Norwich Castle released a series of four videos to engage people online which proved very popular:

- A live-streamed talk on the history of Norwich Castle, which was then made available to watch at any time
- *Arms and Armour Part 1: Medieval Weapons*
- *Arms and Armour Part 2: Medieval Armour*
- *Arms and Armour Part 3: Medieval Helmets*

Strangers' Hall held a [virtual tour](#) of the period rooms in the company of 'Elizabeth Buxton', whose portrait hangs in the Great Hall. Three new 'In the Picture' films were also released, featuring the personal responses of three members of the Norwich Learning Team to three paintings hanging in Strangers' Hall.

Museum of Norwich ran a short online tour around the Norwich Lanes highlighting where some of the other hidden undercrofts are in our neighbourhood. The film has so far reached an audience of almost 32k on Facebook, and has been shared over 70 times, making it their best performing film and best performing social media post of the summer.



Cromer Museum and **Time and Tide** opened their photography archives to the public, taking requests for images from social media. Cromer Museum was able to share 59 images from the archive, often for a street or building with special meaning, or the pier or beach. Time and Tide shared 52 images, with plenty of requests for the beach, piers and amusements.

As part of the *Migration, Heritage and Belonging project*, **Time & Tide** presented a special live [showcase](#) focusing on the vibrant culture of Portuguese literature and live art flourishing in Great Yarmouth.

Ancient House Museum held an online watch party for 'For Sama', a Bafta-award winning documentary. After the film screening, Afraa Hashem who appears in the film with her family, spoke of her experience in Aleppo. Participants were from across the UK, Italy, Israel, Turkey and Finland.

Lynn Museum ran their first ever virtual tour via Zoom, with 25 participants. The tour was followed by a question and answer session with museum staff, who answered queries about their favourite objects, upcoming exhibitions, what happens to objects not on display and much more.

Gressenhall Farm and Workhouse created a virtual 'Queer Nature' tour focussed on LGBTQ+ links in nature and animals, through four themed videos and a presentation of ten stories on the website.

3. Learning resources for adults, families and children

Norwich Castle

For the Summer Holidays, Norwich Castle launched [Super Stitchers](#), a series of online workshops for children aged 6-11 and their caregivers, led by artist Genevieve Rudd and inspired by the quilts and textiles in the museum's collection. In a feedback survey, one adult noted that the workshop on Zoom had given them the opportunity to engage with the Castle for the first time.

Also launched this summer was ST*ART Online, Norwich Castle's pre-existing and successful art programme made virtual. ST*ART Online offers six free creative art sessions led by artist Ali Atkins, identified towards young people aged 11-16.



Castle Writers workshops have continued throughout lockdown, with resources available on the [website](#). A small but passionate number of participants have shared their work with us, including some images of how they have responded to the creative writing prompts.

Digital resources have been created for schools including:

A [virtual trail](#) around the Royal Norfolk Regimental Museum to find out more about soldiers' experiences on the Western Front, as part of a KS3 resource on the First World War.



[An activity pack](#) including a trail around the Anglo-Saxon and Viking Gallery, a trail of the Castle Keep, and a [film](#) of a very proud Anglo-Saxon for KS4 Anglo-Saxon and Norman England.

A [special virtual tour](#) of the Keep for Key Stage 3 pupils, including an overview of how and why the Castle was built, and its different functions over its 900-year history. The team also developed an [activity ideas pack](#) to accompany the tour.

Norwich Castle created a new resource for Early Years called '[Get Curious! Animal Senses](#)' hosted on the website. They are aimed at children aged 3-7 and consist of a series of cards to download to encourage imagination and conversation. The resource is deliberately designed to be easily downloadable so families don't have to rely on having an internet connection that can stream lengths of video.

Great Yarmouth Museums

Time and Tide's online resources were featured in the latest Creative Care Package bulletin produced by international consultancy Earlyarts. It went out to 10k subscribers and a further 35k on social media. The link to the bulletin is [here](#).

Time and Tide released its Summer Talks series online. These were a series of shorter, pre-recorded talks investigating a variety of subjects and interests suitable for an older audience.

Time and Tide released a series of live online drawing sessions, following on from the success of the Creativity and Wellbeing Week Online Sketch-athon. The sessions were themed around some of the collections seen during a normal visit to the museum. [The Facebook event page can be seen here](#).

Time and Tide Makes at Home offered short craft videos, featuring activities designed to be easy for families to do at home. Inspired by the collections, each week is themed to a different part of Yarmouth's heritage.

Gressenhall

Gressenhall released a series of new online resources to their website for people to enjoy at home, from [research](#) and [wonderful objects](#), to [family activities](#) and [arts and crafts](#).

Kick the Dust held an online summer school at Gressenhall to support students with their Extended Project Qualifications (EPQs) and self-directed projects for young people aged 16+. This has also generated a new working partnership with Taverham High School.

Museum of Norwich

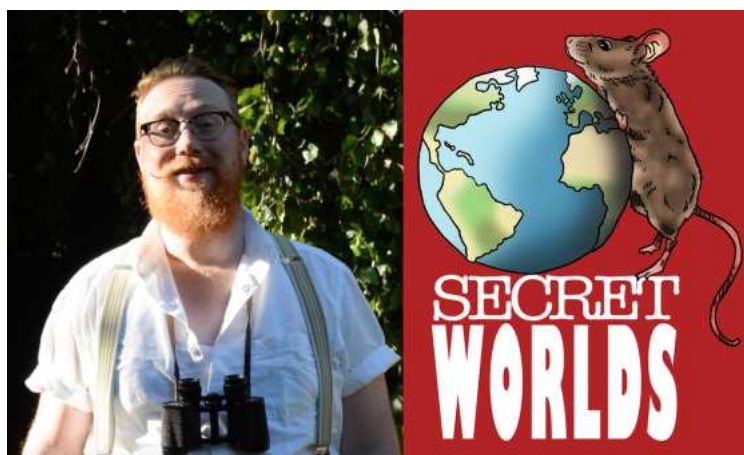
The Museum of Norwich released two new digital learning resources for KS3 and KS4:

This [virtual trail](#) around the Museum of Norwich explored the smells, sounds, textures and tastes of the city during the Industrial Revolution.

For KS4 History of Medicine, the museum launched resources on their [recreated pharmacy from the 1920s](#).

Strangers' Hall

Strangers' Hall launched 'Secret Worlds', a series of online resources including videos and craft activities exploring some of the creatures that inhabit micro-worlds.



Ancient House & Lynn Museum

Ancient House and Lynn Museum hosted their first online family event with 'How to Dig up a Tyrannosaurus'. The event was presented by Senior Curator of Natural History and Geology Dr David Waterhouse, about his experience travelling to Montana to take part in a *Tyrannosaurus* excavation. Afterwards, Dr Waterhouse fielded questions including 'How do you know where to find fossils'; 'How fast could a Tyrannosaurus run' and 'How do I become a palaeontologist'.

Ancient House hosted a sold-out talk by Sikh historian Priya Atwal via Zoom. Priya spoke about Maharani Jind Kaur, mother of Maharajah Duleep Singh and took questions from the audience of over 50 households from all over the UK, Canada, United States, India, Singapore, France and Sri Lanka.

4. Online Exhibitions

Time and Tide's collections went live on [Google Arts and Culture's](#) online exhibition platform, with five free online exhibitions and 300 digitised objects. Highlights include a Pride of Great Yarmouth exhibition, and shows exploring life in the Great Yarmouth Rows, the story of circus in Britain and the history of the Great Yarmouth Tolhouse.

5 stories



ONLINE EXHIBIT
Pride of Great Yarmouth
Time and Tide Museum



ONLINE EXHIBIT
The Percy Trett Photographic
Archive
Time and Tide Museum



ONLINE EXHIBIT
The Rows
Time and Tide Museum



ONLINE EXHIBIT
Circus and Great Yarmouth
Time and Tide Museum



ONLINE EXHIBIT
Rebuilding The Great
Yarmouth Tolhouse
Time and Tide Museum

Lynn Museum ran a series of watch-along events to celebrate the Festival of British Archaeology, run via their Twitter account, including a viewing of the 1999 Time Team episode 'Bawsey St. James' in which the excavation team are joined by celebrity guests Sandi Toksvig and Hugh Fearnley Whittingstall on a dig at the site of the Saxon church ruins at Bawsey, and a viewing of the 2019 film 'The Personal History of David Copperfield', partially filmed in King's Lynn.

5. Documenting Experiences

Time and Tide have launched 'Candid About Covid' a public campaign to collect photographs, objects and personal experiences of the Covid-19 pandemic from people who live and work in Great Yarmouth. The museum's goal is to collect a digital archive showing how local communities have experienced the pandemic, including images, videos, scanned documents and audio recordings.

They also received imaginative and intriguing responses from local people in their 'Message in a Bottle' social media campaign to record experiences of lockdown.



Images submitted as part of the Picturing the Pandemic project at Museum of Norwich

The Norwich Social History team, through **The Museum of Norwich** and **Strangers' Hall**, appealed to the public to help them record their experiences of living through the Covid-19 crisis. Their 'Picturing the Pandemic' project challenged the community to get involved. Over 200 photographs were shared, along with offers of home-made masks, scrubs, visors and rainbow window signs. Many also shared their stories and experiences. The project highlighted the emergence of mutual aid groups in Norwich, galvanised to offer support, friendship and vital supplies to those in need. Alongside this campaign, a survey gathered personal experiences which will give the museum a snapshot of the effect of the pandemic on people's lives.

6. Supporting Volunteers Digitally

A priority for **Strangers' Hall** staff during lockdown was supporting their team of 50 + volunteers, especially with a high proportion of team members either living on their own or shielding. They use a mixture of phone calls, social media group, regular emails and most recently a Zoom chat to keep in touch. Buildings Services supervisor Tracey Mavor reports:

'I've found the calls I have made to the volunteers very enjoyable and love speaking to my weekly group. It has been really nice to get to know people better and find out more about them. They are all coping brilliantly and as ever are thoughtful and resourceful. Two of the volunteers now like to call me on occasion as I guess this helps them to organise their routines and I am very pleased this new development has shaped up in this way. The WhatsApp is great for fun snippets of information and cheerful bite size snippets of fun'.

In response to the lack of access to **Time and Tide** the team developed a number of digital documentation projects that can be undertaken by from home which attracted new volunteers including two from outside Norfolk, another who works full-time and another with a disability. All of them have indicated

that the usual site-based volunteering opportunities would not be suitable for them.

Cromer Museum has continued to use social media for their popular volunteer forum – the monthly Mardle. Cromer Museum’s Facebook page hosted the most recent virtual event; a time for tea, a chat and a talk with slides. The topic was the various popular stores in the town, through the ages. Nostalgic photos of the shops were published on separate threads and attracted great interest and invited many comments and ‘chats’ bringing the virtual community and the museum together.

Gressenhall developed three different remote volunteering opportunities: cataloguing the workhouse archive, transcribing some of our postcard collection and family history research, exploring the lives of people who lived in the workhouse at Gressenhall as part of the More Than Oliver Twist project. Their request for family historians has already been picked up by British Local History Newsletter and they have been contacted by Who Do You Think You Are magazine.

To help keep the community connected during lockdown, Gressenhall has a new closed Facebook group for staff and volunteers, sharing news, photos from site, volunteering opportunities and things to keep us all busy this growing community now has 64 members. Content from the page is shared with all Gressenhall volunteers daily via email to maintain community spirit amongst those not on social media.

7. Supporting colleagues in the museum sector through digital

The **SHARE Museums East** team has held 12 online coffee mornings as an informal way for museum staff and volunteers to connect with each other online whilst discussing a topical issue with a guest speaker. 62 attendees from 45 organisations across the UK and EU joined the sessions.

The SHARE Volunteer Awards moved online. The ceremony was watched live by museum volunteers and staff across the East of England with around 300 people enjoying the communal experience. The live event can be seen [here](#).

The SHARE team has moved all their training programme online for the foreseeable future. They are currently planning an online version of their annual conference running over 2 weeks: 16-27 November.

4. Teaching Museum, Kick the Dust & Skills

4.1. Teaching Museum update:

Our 10 Teaching Museum Trainees are now 6 months into their traineeships and making great progress.

They continue to gain new skills and learning while giving a great deal back to the Service and the communities we serve. The focus remains on what they can do, rather than any sense of what they are missing, and the mood among trainees is very positive. Trainee contracts have been extended for 6 months which means they will now stay in post until September 2021. This will increase their chances of eventually getting into their museums and gaining 'hands-on' experience. They all participated in the recent Smarter Working exercise and while there was a strong view that for trainees in particular, exclusive remote working is more challenging than for established colleagues, there was an acknowledgement that they have gained invaluable skills and experience by virtue of starting at NCC at the time they did.

Across the board, trainees are contributing to NMS's digital output. They each have regular responsibility for social media. Following training and support they soon found their 'voices' and started making valuable daily contributions on Twitter, Facebook and Instagram. More traditional museum skills are also being grown in the form of the various contemporary collecting projects happening across the service. Trainees' contributions have been essential to new enterprises such as 'Picturing the Pandemic' and 'Candid about Covid' and have served to give them new skills in accessioning, collections management, communications. Among their number there are already 'MODES' (collections management software) aficionados and some trainees have been in a position to deliver peer training in specialist areas. This core skill means that collections can be made more available to the public and helps towards keeping up with the on-going documentation workload. Our learning trainees, while not yet exposed to live visitors, have become skilled both in front of and behind the camera. They have nimbly turned themselves into film actors and editors, getting to grips with this remote style of delivery as well as becoming skilled in the use of editing software.

The acquisition of new digital skills has breathed life into the weekly development programme where trainees come together to learn about all aspects of museum work. All the training has necessarily been delivered via Teams or Zoom, but the range and type of training has increased and diversified. Colleagues within the service are without exception enthusiastic about meeting trainees online and sharing skills, expertise and experience. Recent training sessions have included a host of recent temporary exhibitions and special projects, learning, the Keep project, volunteering, fundraising, communications, all aspects of collections management and we have been able to include contributions from former trainees now working within and outside the service.

4.2.

Kick the Dust update:

From the start of lockdown to the 31 August there were a total of **940 interventions, involving 399 individual young people** taking part in **489 hours** of quality digital activity. 17 Kick the Dust groups have been taking part in 155 different digital activities across the county with a further 10 YMCA

groups involved in 75 heritage related activities plus an additional number engaging in activities left at their residences to complete independently during lockdown.

Total numbers from October 2018 are 7012 interventions, involving 2114 individual young people taking part in 3625 hours of quality activity, taking us to 87% of our target. Of this activity 36% has been at Player level, 46% at Shaper level and 18% at Leader level. Activity has taken place across the county with 44% taking part in the West, 34% in the East and 22% in Norwich. Of these interventions, 186 volunteering opportunities have been provided to 93 individual young people.

During lockdown, Project Workers have developed 21 resource packs which have been shared across partners and Children's Services, including a series of videos on YouTube. Seven volunteers continue to support activity as part of Kick the Dust and play an active role in supporting the project workers.

Following the success of the Art Parcels initiative, whereby 1000 quality art packs were distributed to those in digital poverty across the county, NMS and NCC continue to work together through the establishment of the 'Making Creative Futures' group. This group will meet every month to support vulnerable young people aged 11-25 years.

Kick the Dust also supported NCC's Big Summer of Fun Programme in August using additional funding from Festival Bridge to support the second wave of 400 textile-based Art Parcels for 6-11 year olds across the county.

Breakdown of respondents

This has changed considerably since lockdown due to the high number of YMCA clients we have been engaging with through our digital offer.

- 10% aged 11-13 years
- 17% aged 14-16 years
- 34% aged 17-19 years
- 20% aged 20-22 years
- 19% aged 23-25 years

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

- YMCA clients – 39%
- Secondary schools – 32%
- FE/HE – 22%
- Young people with mental health issues – 13%
- Outside of mainstream education – 8%

- Young Offenders at those at risk of offending – 7%
 - SEND – 7%
 - Looked after children and adopted living at home - 5%
 - NEET – 4%
 - Care Leavers – 2%
 - New arrivals and refugees – 2%
 - Pregnant young mums and teenage parents – 1%
 - Young Carers – 1%
- As part of the feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceived museums in terms of being spaces for young people.
 - 74% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector before taking part and 84% felt that museums were a space they could use and would use in the future.

Following their engagement:

- 91% of young people said they had learnt new and interesting things about heritage; 73% of young people felt that heritage reflected them and 87% felt heritage would engage other young people.
- 78% of young people said they were more likely to become a volunteer as a result of their involvement in KTD.
- 100% of young people stated they felt welcomed and respected by staff and 100% felt a sense of achievement.
- 81% of young people stated they now had a better understanding of heritage having taken part in the programme with 19% stating they weren't sure and needed more engagement.
- 89% of young people felt that there were jobs for young people like themselves to work in heritage.
- 65% of young people felt that heritage had helped them understand more about their own lives – it had given them context.
- 98% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them.

5. Partnerships

- 5.1. At the request of Broadland DC, NMS continues to support the excavation of a Roman villa close to Aylsham. Dr John Davies, the Service's recently retired Chief Curator, gave a lecture on the project in Aylsham in February and the project featured on Radio Norfolk in April. This year's schedule has been

disrupted by Covid-19 and the focus and forward planning has now moved to 2021.

- 5.2. Despite the impact of Covid-19, Norfolk Museums Service continues to work closely with partners in the New Anglia Cultural Board on a range of initiatives, including the Cultural Tourism project, supported by Arts Council England and the New Anglia Local Enterprise Partnership. A new collaborative marketing project, *Celebrating Culture 2021*, received confirmation in terms of funding in September. The project will be delivered during 2021 and will be part of the County's economic recovery planning.
- 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 new Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk. Planning is now underway for 2021.
- 5.4. NMS continues to support the NCC focused development of Wensum Lodge as a centre for both Adult Learning and creativity. The Steering Group continues to look at options in light of the impact of Covid-19 with the next meeting planned for 6 November 2020.
- 5.5. NMS continues to support the Friends of the Norwich Museums as they look ahead to their centenary year in 2021 which will be focused on the Crome bicentenary exhibition at Norwich Castle.

6. Commercial Developments

- 6.1. A review of all on-site commercial activities is currently underway following the lockdown restrictions.
- 6.2. Wedding ceremonies began again at Norwich Castle in the summer and feedback from couples getting married has been very positive, despite the change in the ceremonies and reduced numbers which are legally required. Other commercial activities, including Escape Room games at the Museums of Norwich, are currently being reviewed in light of the changing legislation around business activities and social distancing.

6.3. Conclusion

Normal performance has been interrupted by Covid-19, though a significant amount continues to be delivered by NMS staff, both in terms of key projects and programmes, and in terms of supporting the wider Norfolk County Council response to the Covid-19 emergency.

7. Strategic Developments

- 7.1. **Norwich Castle: Gateway to Medieval England project**

Despite the impact of Covid-19, progress on the Norwich Castle: Gateway to Medieval England project has been very positive with construction beginning on site in August.



A tower crane was erected on the Castle Mound at the end of September.

The Norwich Castle Project Board met on 14 September 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.

A full verbal 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 is being 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 are being reviewed in light of the impact of Covid-19.
- 7.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public

to adopt a museum object connected with Norwich Castle, was relaunched for Christmas 2019 and performed very well with many new adoptions.

For more details, visit www.adoptanobject.co.uk

- 7.2.4. Discussions with potential new corporate sponsors are currently ongoing, led by Jo Warr, Head of Development.

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

- 7.3.1. Following support from the Joint Museums Committee, the new 5 Year Strategic Framework went to Norfolk Museums Service's Cabinet for endorsement on 13 January 2020 and was approved. The Strategy is currently being delivered, though some elements are currently on hold due to Covid-19.

7.4. **Arts Council England**

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

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

A further update will be given at the meeting on the current situation in terms of delivery of both our NPO programme and SHARE Museums East.

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

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

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

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

7.5. **Deep History Coast Project**

- 7.5.1. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.

- 7.5.2. Staff are supporting North Norfolk District Council (NNDC) in the delivery of a range of Deep History Coast projects, with a good degree of overlap with the €23m EU-funded EXPERIENCE project, run by the County Council's

Environment Service with additional support from NMS and Norfolk Arts Service.

- 7.5.3. NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the future direction of the project in North Norfolk with planning now underway for the 2020/1 programme of activities and a major academic event is currently being explored, although the impact of Covid-19 will require a review of the existing plans.

7.6. **National Lottery Heritage Fund**

- 7.6.1. The National Lottery Heritage Fund (NLHF), like Arts Council England, has responded to the Covid-19 emergency by announcing a number of emergency measures and approaches detailed on the NLHF website:

<https://www.heritagefund.org.uk/responding-coronavirus-covid-19>

The NLHF has been 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.

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, 18-24 May 2020

London Arts in Health Forum and the Culture, Health and Wellbeing Alliance are once again working with partners to expand the very successful London Creativity and Wellbeing Week activities nationally. Due to the impact of Covid-19, Norfolk's second Creativity and Wellbeing Week took place virtually between 18-24 May.

<https://www.facebook.com/events/norfolk/norfolk-creativity-wellbeing-week-18-24-may-2020/839634826453718/>

- 7.7.3. Sir Nicholas Serota, Chairman of Arts Council England, provided the following quote for inclusion in Norfolk's Health & Wellbeing Strategy: "There is growing evidence that engagement in activities like dance, music, drama, painting and reading help ease our minds and heal our bodies. The national Creative Health Inquiry has set a clear mandate and policy framework for the cultural sector to continue its impressive work in improving people's health and wellbeing. It is most encouraging to see just how much potential and ambition there is for joined-up action on this vital work in Norfolk".

Wellbeing continues to be a high priority for Norfolk County Council in terms of Service delivery.

7.8. **Volunteering**

- 7.8.1. With support from Arts Council England, NMS appointed Maanik Chadda as maternity cover for Volunteer Coordinator Michelle Gaskin. Maanik has now returned to the Service following his vital role in terms of the County's emergency response to Covid-19, helping coordinate volunteers assisting with the distribution of essential food and medicine to Norfolk's most vulnerable residents.

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. The programme of support is delivered by SHARE Museums East.
- 8.2. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 8.3. The SHARE Museums East team has been focused on supporting museums across the East of England in dealing with the Covid-19 crisis, including distributing a range of grants and providing essential business support and advice. In addition to this emergency work, the team have moved many activities online and were able to deliver the biannual SHARE Museums Volunteers Award virtually on the 4 June, with Liam Wiseman, Relationship Manager for Arts Council England, giving the keynote address.
- 8.4. The Arts Council England supported annual SHARE Museums East Conference will this year take place virtually between 17-24 November 2020. The Conference will be entitled 'All Shook Up' and Joint Museum Committee Members are warmly welcome to take part in the sessions.

9. Issues, Risks & Innovation

9.1. Issues

The major new issue relates to the impact of Covid-19.

9.2. Risks

The NMS Risk Register has been updated in light of the impact of Covid-19.

9.3. Innovation

New initiatives in the Museums Service include the delivery of its major programmes online and the distribution of essential work including Arts Parcels and support for vulnerable residents. 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. Normal operations in terms of museums visits, school visits and work on site has been severely disrupted by Covid-19. New work, especially relating to

digital output, learning programmes and work with vulnerable individuals, has increased significantly.

- 10.2. Despite the impact of Covid-19, the Norwich Castle Gateway to Medieval England project continues to progress positively with construction work beginning on site in August.
- 10.3. Work on the new Arts Council England business plan for 2018-22 has been temporarily paused due to the impact of Covid-19. However, support from Arts Council England has been invaluable in terms of the continuing delivery of key services to Norfolk communities and vulnerable groups.

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