

Norfolk Joint Museums Committee

Date: Friday 1 July 2016

Time: 2.00 pm

Venue: **Stories of Lynn, Saturday Market Place, King's Lynn, PE30 5DQ**

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

Members are reminded that the meeting will be preceded on the day by an optional guided tour of the Lynn Museum (at 12 noon) that will be conducted by the Curator, Oliver Bone, who will provide an introduction to the museum and to the displays (including Seahenge). This will be followed by a tour of Stories of Lynn (at 1 pm). Further details regarding the day's activities have been sent to Members by email.

Membership

Norfolk County Council

Mrs J Brociek-Coulton
Mr P Gilmour
Mr H Humphrey
Mr T Jermy
Mr J Joyce
Mr M Kiddle-Morris
Ms E Morgan
Mr M Storey
Mr J Ward

Breckland District Council

Mr P J Duigan

South Norfolk District Council

Mr B Stone

North Norfolk District Council

Miss B Palmer

Norwich City Council

Mr T Jones
Mr K Maguire
Mrs V Thomas

Borough Council of King's Lynn & West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck

Great Yarmouth Borough Council

Mrs K S Robinson-Payne

Co-opted Members (Non-Voting)

Arts Council

Ms K Fawcett

Museum Friends

Mr J Knight

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

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

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of Members or any members of the public not to be recorded or filmed must be respected.

A g e n d a

- 1 Election of Chairman**
- 2 Election of Vice-Chairman**
- 3. To receive the minutes of the previous meeting held on 22 April 2016 (Page 5)**
- 4. To receive apologies and details of any substitute members attending**
- 5. 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.

- 6. To receive any items of business which the Chairman decides should be considered as a matter of urgency**
- 7 Political Representation on the Joint Museums Committee— (Page 11)
Appointments to Urgent Business Sub-Committee**

Report by Secretary of Joint Committee
- 8. To receive the Reports of the Area Museums Committee(s)**
- 8.1 Norwich Area (Curatorial report is enclosed—the minutes of the (Page 14)
previous meeting are not yet available)**

- 9 **Norfolk Museums Service – Integrated Finance and Risk Monitoring Report for 2016/17** (Page 42)

Report by Head of Museums

10. **Norfolk Museums Service – Performance & Strategic Update Report** (Page 51)

Report by Head of Museums

- 11 **A presentation on the Stories of Lynn project by the NMS project team.**

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

Date Agenda Published: 23 June 2016



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NORFOLK JOINT MUSEUMS COMMITTEE

**Minutes of the Meeting Held at County Hall, Norwich on 22 April 2016 at
2.00pm**

Present:

Norfolk County Council

Mrs J Brociek-Coulton
Mr P Gilmour
Mr H Humphrey
Mr J Joyce
Mr M Kiddle-Morris
Mr M Storey
Mr J Ward (Chairman)

Broadland District Council

Mr S Dunn (substitute for Mr D Buck)

Breckland District Council

Mr P J Duigan

South Norfolk District Council

Mrs J Wilby (substitute for Mr B Stone)

Borough Council of King's Lynn & West Norfolk

Mrs E Nockolds

Co-opted Member (Non-Voting)

Museum Friends

Mr J Knight

1 Apologies for Absence

Apologies for absence were received from Ms B Arthur, Mr D Buck, Ms E Morgan, Miss B Palmer Mr B Price Mrs K S Robinson-Payne Mr B Stone Mrs V Thomas and Mrs M Wilkinson.

2 Minutes

The minutes of the previous meeting held on 7 January 2016 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

There were no declarations of interest

4 Matters of Urgent Business

There were no matters of urgent business.

5 Reports of Area Museums Committees

(a) Great Yarmouth

The annexed report of the Great Yarmouth Area Museums Committee meeting held on 22 March 2016 was received.

Members requested reports from the Great Yarmouth Area Museums Committee to be of a similar style to the reports that the Joint Committee received from other Area Museums Committees. This was considered necessary in order for the Joint Committee to be keep abreast of developments regarding the Great Yarmouth Museums.

Members were informed about the contribution that NMS staff from across the Service were making to the Google Art Project which would include a new high profile means of showcasing objects from the Great Yarmouth Museums collections to the public.

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

(b) King's Lynn and West Norfolk

The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 14 March 2016 was presented by Mrs E Nockolds.

Members discussed the opening of the Lynn Museum on Sunday afternoons, the continuing success of the Junior Friends of King's Lynn scheme, the highly successful HLF-funded *Stories of Lynn* project and the work that was being done at the Lynn Museum with local schools to deliver a broad range of formal learning sessions.

It was suggested that Tourism Officers in other areas of the county should report to their Area Museums Committees on local tourism activities (which was the position taken by the King's Lynn and West Norfolk Area Museums Committee).

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

(c) Norwich

The annexed report of the Norwich Area Museums Committee meeting held on 8 March 2016 was received.

Members discussed the arrangements for museums to be used as venues for weddings, conferences and banqueting functions and the NMS response to changes in the National Curriculum and the addition of a local history item to history GCSE.

In reply to questions, it was pointed out that the NMS had been contacted by schools in the Norwich area about how the NMS could link its school activities to a local history option in the history GCSE. The NMS would be happy to discuss this issue with schools elsewhere at their request.

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

6 Norfolk Joint Museums Service – Integrated Finance and Risk Monitoring Report for 2015/16

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

Members received a report that (based on budget out-turns as at end of February 2016) covered progress with the NMS revenue budget for 2015/16, reserves and provisions and the capital programme, and savings applied to the revenue budget for 2016/17. The report also provided the Committee with an update on progress with the management of risk within the NMS.

In the course of discussion of the report the following key points were noted:

- Progress with NMS Revenue budgets and Reserves and Provisions indicated that the Service would achieve a break-even position at the year end.
- Good progress had been made with risk management for the NMS with several key risks now being recorded as 'fully met' rather than outstanding.
- The risk register would be updated to show that the threat from flooding across the County remained only as a residual threat, particularly in Great Yarmouth.
- To meet the savings targets for 2016/17 and beyond the NMS was dependent on continuing strong performance in terms of income generation.

The Joint Committee **resolved** to note –

- (a) Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2015/16.
- (b) Progress with the management of risk within the NMS.
- (c) The proposed savings for 2016/17 and beyond.

7 Norfolk Joint Museums Service – Performance & Strategic Update Report

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

The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2015/16 and plans for the delivery of the 2016/17 budget, progress regarding the Voices from the Workhouse project at Gressenhall Farm and Workhouse, Norwich Castle Keep and other capital developments, details as to museum education and learning programmes, marketing and PR, partnership programmes, commercial developments, NMS fundraising, the Deep History Coast project and Arts Council England consultation on its new funding programme for 2018-22.

During discussion of the report, the following key points were noted:

- Visits by members of the public across all 10 NMS sites had closely matched the previous year's all-time record of 400,000 visits. This significant result for 2015/16 was achieved despite the impact of development work at Gressenhall Farm and Workhouse and of poor weather conditions on some of the museum's special event days.
- School visitor figures had remained high due largely to the hard work of the Museums' learning teams. Their proactive approach in the face of changes to the National Curriculum, and in overcoming the many barriers faced by schools in terms of making a museum visit, had reduced the shortfall in school visitor figures that were reported at previous Joint Committee meetings.
- The highly successful schools' and family events programme had involved the Service working closely with the Norfolk Libraries and Information Service.

- The record breaking visitor numbers were attributed to a large extent to the continuing success of the NMS visitor programme. The highlights of that programme included:
 - **A Viking's Guide to Deadly Dragons:** exhibition at Norwich Castle, which ran until 30 May 2016
 - **Halfway to Paradise – The Birth of British Rock:** exhibition at Time and Tide Museum, Great Yarmouth, which ran until 2 October 2016
 - **Art of the Mart: exhibition at Lynn Museum,** King's Lynn, which ran until 2 July 2016
 - **Memorial Cottages:** exhibition at Museum of Norwich at the Bridewell, which had run until Spring 2016
 - **17th Century Tokens:** exhibition at Museum of Norwich at the Bridewell, which ran until the Autumn
 - **'To watch the corn grow, and the blossoms set':** the art of Claughton Pellew: exhibition in the Colman Project Space, Norwich Castle which ran until the Autumn
 - **Flint Rocks: exhibition at Ancient House, Thetford** which ran until 29 October 2016.
- The NMS had arranged for an informal opening to the public of the Voices from the Workhouse capital development project at Gressenhall for spring 2016. The VIP opening (with representatives of the Heritage Lottery Fund and other funders) was due to be held on Friday, 8th July 2016 and all Members of the Joint Committee are invited to attend.
- The NMS had continued to work closely with the Norwich University of the Arts (NUA) to bring the British Art Show to Norwich in the summer of 2016. The British Art Show was the largest contemporary art exhibition in Britain. It was held every 5 years and this would be first time in its history that it had been held in the East of England and the first time it had taken place without a London anchor venue (the Hayward Gallery). The exhibition was expected to have a very significant impact in terms of benefits to the wider Norfolk economy.
- The NMS continued to actively promote the corporate venue hire offer of its museum sites as wedding venues. Going forward, the NMS was working with third parties to build links between museum wedding venues and the provision of outside reception facilities, particularly in relation to Norwich Castle, Strangers' Hall and Gressenhall Farm & Workhouse museum sites.
- The Joint Committee placed on record its congratulations to Rachael Duffield, Learning Officer from the Voices project, Gressenhall, a runner up (in third place) in the Visit England/Mirror Newspaper Group National Tourism Superstar Awards 2016. This good result for Rachael and the wider team helped focus national attention on how important the tourism sector was for the Norfolk economy and how museums were central to that important sector.
- The Joint Committee was informed that the application to the Heritage Lottery Fund for the Norwich Castle Keep project had been assessed by the East of England Committee and the final decision of the Board of Trustees was expected to be made public shortly.
- Consultation was underway with the Arts Council to shape its next funding programme. This was likely to be a four year settlement that brought Museums into line with the rest of the arts portfolio in terms of having one major funding programme (with the potential of three levels of investment

giving different stages of responsibilities).

The Joint Committee **resolved to note:**

1. The performance of the NMS against the Service Plan for 2015/16.
2. Progress regarding development of the Keep at Norwich Castle.
3. Progress regarding the Voices from the Workhouse project at Gressenhall Farm and Workhouse.
4. Performance for the financial year 2015/16 and plans for the delivery of the 2016/17 budget.
5. The Arts council England consultation on the new funding programme for 2018-22.

8 To receive presentations about recent work by the countywide NMS learning team in developing participation and building new audiences

The Joint Committee received three presentations. The first of these presentations by Jan Pitman, Learning Manager, Western Area Museums, was about the NMS response to changes in the National Curriculum and other key learning developments. The second presentation by Colly Mudie, Learning Manager, Norwich Museums, was about the Service's work with Looked After Children and those in foster care. The third presentation by Colin Stott Learning Manager, Eastern Area Museums, was about an extension to the "Museums and Schools" literacy programme *Stories from the Sea*, funded by the Department for Education (DfE) and Arts Council England, to North Norfolk (in addition to the continuing programme in Great Yarmouth).

The Joint Committee thanked the Area Museums Learning Managers for their presentations.

9 Date, Time and Venue for the next meeting on Friday, 1st July 2016

The Joint Committee **resolved:**

That the next meeting of the Joint Committee be held at Kings Lynn in the afternoon of Friday, 1 July 2016.

The meeting concluded at 3.55 pm.

Chairman

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Political Representation on the Joint Museums Committee

Appointments to Urgent Business Sub-Committee

Report by Secretary of the Joint Committee

Summary

This report sets out the political representation on the Joint Committee, and asks for appointments to be made to the Urgent Business Sub-Committee.

- 1 The current position regarding the political representation on the Joint Committee is as follows:

(a) Conservative Group

The following Members are associated with the Conservative Group on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Mr D Buck	Broadland District Council
Miss P Palmer	North Norfolk District Council
Mr P J Duigan	Breckland District Council
Mr H Humphrey	Norfolk County Council
Mr B Stone	South Norfolk Council
Mr M Kiddle-Morris	Norfolk County Council
Mrs E Nockolds	King's Lynn & West Norfolk Borough Council
Mr M Storey	Norfolk County Council
Mr J Ward	Norfolk County Council

(b) Labour

The following Members are associated with the Labour Group on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Mrs J Brociek-Coulton	Norfolk County Council
Mr K Maguire	Norwich City Council
Mr T Jermy	Norfolk County Council
Ms K S Robinson-Payne	Great Yarmouth Borough Council
Mrs V Thomas	Norwich City Council

(c) UKIP

The following Member is associated with UKIP on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Mr P Gilmour	Norfolk County Council

(d) Liberal Democrats

The following Member is associated with the Liberal Democrats on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Mr J Joyce	Norfolk County Council

(e) Green

The following Members are associated with the Green Party on the Joint Museums Committee:

<u>Name</u>	<u>Council</u>
Mr T Jones	Norwich City Council
Ms E Morgan	Norfolk County Council

- 2 The political composition of the Joint Committee has therefore been calculated as:

	<u>Seats</u>
Conservative	9
UKIP	1
Green	2
Labour	5
Liberal Democrat	1
	<hr/>
Total	18

- 3 The Joint Committee are asked to appoint Members of the Joint Committee for the ensuing year to the Sub-Committee listed below:
- 4 Norfolk Joint Museums Urgent Business Sub-Committee (7 Members)

5 **Recommendations**

- (i) That the political composition of the Urgent Business Sub-Committee be:

Conservative	4
Labour	2
Green	1

- (ii) Nominations be given by the Group Leaders for the 7 seats on the Sub-Committee.
- (iii) Nominations be given by the Group Leaders for a single substitute Member representing each Group, drawn from the membership of the Joint Committee.



If you need this Report in large print, audio, Braille, alternative format or in a different language please contact Tim Shaw on 01603 222948 or 0844 8008011 (textphone) and we will do our best to help.

Norwich Museums briefing for period March to May 2016

A. Exhibitions at Norwich Castle

A1. *A Viking's Guide to Deadly Dragons* (6 February – 30 May 2016)

The most recent show at Norwich Castle Museum was *A Viking's Guide to Deadly Dragons*, a national touring exhibition from *Seven Stories* – the National Centre for Children's Books. The exhibition explored the creation of the stories and artwork for author and artist Cressida Cowell's hugely popular series of *How to Train Your Dragon* books. Featuring Cressida's original illustrations, the exhibition gave visitors the chance to get up close to the author's notebooks and watch filmed interviews. There were opportunities for creative play, dressing as a Viking, visiting the Hooligan village and wild dragon cave. The exhibition opened shortly after the release of Cressida's latest book, *How to Fight a Dragon's Fury*.

Cressida Cowell attended the exhibition launch event and participated in a workshop for thirty children including Museums Passholders and Looked After Children. To complement the exhibition there was a packed programme of dragon-related events and activities for visitors of all ages. NMS worked closely with the NCC Libraries and Information Service to utilise the opportunity presented by the *Deadly Dragons* exhibition to support children's literacy. The collaboration includes a specially decorated mobile library which was parked on the Castle mound on key dates throughout the show's run.

The exhibition launched for February half term and saw record-breaking attendances, with 2,150 paying visitors recoded on a single day and 13,055 visitors across the week. Across the exhibition run over 45,000 visitors were recorded entering the gallery, representing a very similar total to the previous exhibitions occupying the spring slot - *Homage to Manet* and *Roman Empire*.



Cressida Cowell with the Deadly Dragons mobile library van

A2. British Art Show 8 (24 June – 4 Sept 2016)

British Art Show 8, one of the most prestigious contemporary art exhibitions in the country, is for the first time in its history, coming to East Anglia. Hosted by Norwich Castle Museum & Art Gallery and Norwich University of the Arts and, *British Art Show 8* will officially open to the public on Friday 24 June 2016 in three venues across the City of Norwich. Norwich is one of only four UK venues for this show and is the closest venue to London.

Part of Hayward Touring's comprehensive exhibition programme, designed to showcase and celebrate the country's leading role in the international art scene, *The British Art Show* is a five-yearly exhibition. For its eighth incarnation 42 established and emerging contemporary artists are represented and the show features more than 100 works – many of which were commissioned or made especially for the exhibition.



Detail of Diagrams of Love: Marriage of Eyes, 2015
© Linder Sterling/Dovecot Studios Ltd. 2015
Courtesy the artist, Stuart Shave/Modern Art and Dovecot Studios Ltd.

Norwich is the third venue of *British Art Show 8*'s tour and curators Anna Colin and Lydia Yee, together with curators from both Norwich Castle Museum & Art Gallery and Norwich University of the Arts, have devised a special presentation for the City. This, together with works, which have been developed over the run of the exhibition tour to date, plus totally new additions, makes the Norwich showing unique and distinct from previous versions in Leeds and Edinburgh.

All the artists were selected based on their work and significant contribution to the British and international art scene over the past five years.

In addition East Anglian audiences will be particularly interested to see works by **Ryan Gander**, who lives and works in Saxmundham, Suffolk, together with the atmospheric sea paintings created on Dunwich beach in Suffolk by NUA alumna **Jessica Warboys**. Aside from his opening procession, **Alan Kane** also

contributes a range of unusual gallery seating constructed from granite gravestones.

To celebrate the exhibition's imminent arrival in the City, Great Yarmouth and London-based artist Alan Kane, whose work is also featured in *British Art Show 8*, has devised a unique and spectacular event, which will take place on Saturday 18 June.

Entitled *The History Train*, the event marries East Anglia's rich past with brand new contemporary art. A parade of heavy horses – including Suffolk Punches from Gressenhall Farm & Workhouse - will pull six wagons which will deliver both *British Art Show 8* art works and related material to the key venues. This inspired event has been specially conceived to combine vivid spectacle with a practical purpose, raising fundamental questions about the nature of art and audience engagement as well as providing a memorable public occasion.

Commenting on the inspiration behind the project, Alan Kane said: *"The horses and their tack and wagons never fail to draw a gasp from almost everyone when they are on show or working. Here we celebrate the very newest art from Britain by delivering it in one of the most traditional and spectacular ways imaginable, making an art history and transport-history collision."*



One of the Gressenhall Suffolk Punches

A3. Colman Gallery temporary displays (from 26 March)

A display of drawings and prints by the artist Claughton Pellew (1890-1966) is currently on show in the Colman Project Space, exploring the harmony of country life on the occasion of the 50th anniversary of the artist's death.

A selection of works by the priest, artist and antiquarian Edward Thomas Daniell (1840-1842) is also currently on show in the Colman Watercolour Gallery, featuring watercolours from his travels across Europe and the Middle East.

A4. *Collecting in East Anglia* (Timothy Gurney Gallery 6 October – end May)

The Collection of Fine and Decorative Arts at NCM has seen some outstanding acquisitions. This display explored those works of art acquired in the last five years, set within the context of the Lady Adeane Bequest, which greatly enhanced the modern collection in 1993. Recent additions included paintings by Edward Seago, Graham Sutherland and Frank Auerbach.

A5. Ana Maria Pacheco, *Enchanted Garden* (continuing in the Castle Keep)

Pacheco's series of eight alabaster reliefs have been on display on the balcony level of the Keep since March 2015 and continue to be enjoyed by visitors.

Pacheco is a former resident of Norwich and from 1985-89 was Head of Fine Art at Norwich University of the Arts (then Norwich School of Art). The series *Enchanted Garden* was designed with NMS in mind.

A6. Forthcoming exhibitions

***Fisherman and Kings: The photography of Olive Edis* (8 Oct – 22 Jan 2017)**

This exhibition will celebrate the pioneering and important work of Olive Edis, a Norfolk photographer based in Sheringham whose unique and arresting images, often immortalising local people, place her at the forefront of modern photography. This show will be curated by NMS staff and complements the HLF funded project at Cromer Museum that will transform access to the work of this influential female photographer.



Olive Edis – self portrait

***Small Stories: At Home in a Doll's House* (4 Mar – 25 June 2017)**

Selected as one of only two UK regional venues, NCM will host this international touring exhibition from the V&A Museum of Childhood. Showcasing a stunning collection of twelve of their best dolls' houses, this exhibition will attract families and doll's house enthusiasts from across Norfolk and beyond.



Kaleidoscope House
Laurie Simmons, Peter Wheelwright and Bozart, USA, 2001
© Victoria and Albert Museum, London

A7. Exhibitions at the Museum of Norwich

Token Traders (March-July)

This Trade Tokens exhibition opened on 22 March, curated by numismatist Adrian Marsden and designed by Holly Bessel. The tokens were issued by traders in the city in the seventeenth century at a time of an acute shortage of small change. Researchers, led by Adrian, have been working on the collection as part of the Norfolk Token Project for the last couple of years, and the exhibition, and a published catalogue are the culmination of that work. The exhibition was the focus of Easter holiday activities at the museum with a competition running for children to design their own token. Adrian has so far delivered three talks to coincide with the exhibition, attracting over 100 attendees, many of whom are metal detectorists or enthusiasts and new visitors to the museum.



Visitors enjoy the trade tokens display



Trade token for Jeremiah

Hovell, NWHCM : 1954.112.50

Staff from the MoN are currently in discussion with a number of local organisations regarding future exhibitions and events including the Norfolk Freemasons, the Freemen of Norwich and The YMCA

B. Events

B1. Film Stars! Norwich Castle reads Cressida Cowell

This event was delivered as part of the visitor programme supporting the *A Viking's Guide to Deadly Dragons* exhibition. Children, families and adults of all ages read a word, a sentence from Cressida's picture book *How to be a Viking*. These have been edited together to create a charming demonstration of the joy and enchantment of reading. This very short film can be viewed here: <https://youtu.be/NsoVKRYNclY>

Cressida Cowell herself was delighted with the result and sent this lovely response: *What a wonderful video! Please thank Norwich Castle for yet another very imaginative idea. One of the many wonderful things about writing for children is that you know that these are stories that are going to be read aloud and enjoyed by whole families together.*

B2. Striking Vikings Easter

The 'Striking Vikings' programme at Norwich Castle linked the exhibition *A Viking's Guide to Deadly Dragons* the museum's collections and elements of the national school curriculum to deliver an exciting and varied schedule of activities to almost 13,900 people over the Easter holidays. Visitors were invited to crack the runic code and write their own secret messages on stones to take home, or to try their hand at weaving Viking braids and plaits. Visitors also enjoyed demonstrations of arms and armour and were keen to make their own Viking Longships which were placed on the 'Sea of Adventure' in the Castle Keep; on return they were delighted to discover the fruits of Viking plunder which had found its way into the back of their boat!

Norwich Castle was also pleased to work with partner organisations to deliver the Easter programme: Norfolk Library and Information Service attracted readers to their mobile van which was sited on the Castle mound throughout the holidays and the RSPB, Norfolk Wildlife Trust and Norfolk Adult Education Family Learning Team all delivered high quality activities for our visitors to enjoy. The British Museum's film *Vikings Live* was screened.

B3. The Norwich Fashion Jam

The Norwich Fashion Jam was an eco-fashion extravaganza at Norwich Castle, organised by MoN Curator Jenny Caynes and Teaching Museum Trainee Kate Cooper, which took place on Monday 14 March. To celebrate Norwich Fashion Week 2016, the museum was transformed into a catwalk with a difference, as the galleries provided the setting for a unique spectacle of sustainable style!



Models posed and paraded alongside the backdrop of the museum collections, in avant-garde, upcycled creations.

The event was to showcase the results of a 24-hour challenge, taking place at The Forum as part of Norwich City Council's One Planet Norwich Sustainable Living Festival, to create a catwalk-ready collection from recycled charity shop clothing, donated by Age UK Norwich. Twenty teams entered to reimagine, reconstruct and repurpose second-hand garments to create their designs. The evening fashion showcase was complemented by site-responsive performances from City College Norwich Dance, and musical entertainment from Old Feathers. A film was also shown in the auditorium by local videographer Adam Jackson which told the story of the Norwich Fashion Jam, following the journeys of participants during The Challenge.

The finale for the evening was a show-stopping dance piece from City College Norwich and the awarding of prizes by the evening's judges, Chrissie Jackson, BBC Radio Norfolk broadcaster; and Susan Ringwood, CEO of Age UK Norwich. The event was covered extensively in the local media; EDP, Evening News, Radio Norfolk and Mustard TV, and raised awareness and much-needed funds to support the work Of Age UK Norwich, as well as showcasing Norwich Castle in

all its glory as an atmospheric events venue. Jenny and Kate are planning for Norwich Fashion Week 2017, and if possible plan to use the Castle as the venue for the show once again.

More information on the continuing project can be found at the Norwich Fashion Jam website: www.norwichfashionjam.co.uk

B7. Events at the Museum of Norwich

If the Shoe Fits

This year, for the first time MoN supported Norwich Fashion Week and partnered with Van-Dal for an evening celebrating the city's proud shoe-making heritage. On 16 March designers and shoe makers were on hand from Van-Dal to talk to visitors about the process of making their Spring/Summer shoe collection from concept right through to production and marketing. The shoes were worn by models around the galleries, with room settings providing the perfect backdrop. Visitors were also able to have a close up look at some of the reserve collections, and the scene was set with a series of artworks inspired by the shoe collections painted by pop artist Simon Pritchard.

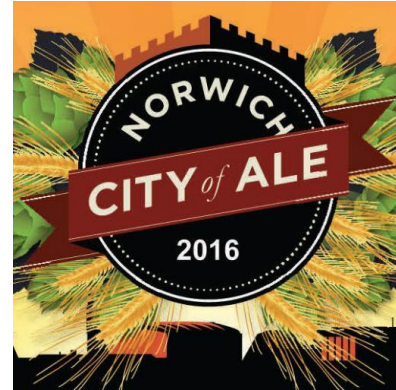


Norwich shoe industry community project

MoN staff have been working with the social enterprise organisation ERM CIC who have secured Big Lottery funding to run a project recording the memories of people who worked in the shoe industry. At the end of April, the museum hosted an event where ex-shoe workers were invited in to share their memories of their working lives. Potter Anne Funnell was commissioned by Van-Dal to make ceramic versions of some of their shoes for displays in their shops in the 1980s and she was pleased to see her work on display in the Shoemakers Gallery.

City of Ale festival

For the first time, the MoN supported the City of Ale festival in May and June. This new initiative has been led by Bethan Holdridge, Curatorial Assistant, who has pioneered a Pop up Museum project as part of the festival. Bethan took a capsule collection of brewing items to three city centre pubs on the evening of the 28 May. The museum is also planning a 'Behind Bars' evening event in June, which will include beer tasting in the courtyard by Woodforde's Brewery, tales from local landlords about running city centre pubs and a close up look at some of our brewing collections. The City of Ale is growing year on year, and is attracting national recognition. It is appropriate that the MoN is focusing on the heritage of city pubs, which are at the heart of their local communities.



Capsule display on tour at a local pub

120 Years of Norfolk Chamber of Commerce

The MoN has been working in partnership with the Norfolk Chamber of Commerce to help celebrate 120 years of the organisation. An evening event was held in the Keep on 19 May, featuring a small display curated by MoN staff who were on hand to chat to members about their memories.. Caroline Williams, CEO Norfolk Chamber of Commerce, thanked the team saying, "just to say we had a brilliant event yesterday. Please thank all your staff for all their hard work."

B8. Events organised by the Costume & Textile Department

The C&T team have run a series of Norwich Shawl inspiration days for textile artists keen to submit their work to the Costume and Textile Association's forthcoming contemporary textiles exhibition 'Past Glory, Present Inspiration'

The Costume and Textile Department participated in the NUA University Development Day run by the Learning Team to show tutors the collections and resources both to provide research sources for their own work but also to advocate for collections access to their students. The department has already had a follow-up research visit from a BA Fashion tutors who is writing a paper for the Costume Society Journal on Crimplene.

[illegible]

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The regular 'Talking Textiles' events at the Norwich Castle Study Centre have proved very popular and fully booked. These sessions provide a very close look at a group of objects selected around a theme to enable the team to show a range of collections, so far this year sessions have looked at outerwear and protective garments in 'The Great Big Cover Up', clothing and domestic textiles based around food production preparation and eating in 'From Farm to Fork' and a dazzling collection of fancy and ceremonial clothing in 'Dress Fancy'

C. Curatorial update

C1. Major Loans

A major group of fourteen objects is currently on loan for the prestigious exhibition *The Celts*, previously at the British Museum and currently on show at the National Museum of Scotland in Edinburgh until 25 September 2016. The items include a stunning drinking horn-terminal in the form of a bovine head with flaring nostrils, which shows incredible design and attention to detail.



C2. Curatorial work at the Museum of Norwich

Julian of Norwich - BBC 4 Documentary

The museum's copy of Julian of Norwich's Revelations of Divine Love will be featured in a BBC4 documentary being created by local production company Tin Can Island.



Revelations of Divine Love,
Julian of Norwich, NWHCM :
1949.82

St Mary's and St George's Works Project



Over the past few months, the team has been working with London architecture practice Architekton, to support their plans for a proposed large mixed use building development on two former shoe factory sites. The firm are using the 'Beauty in My Back Yard' model,

pioneered by The Princes Trust. The architecture practice have been keen to learn more about the heritage of the site, using MoN archive photographs on their hoardings, publications and website and exploring other ways to engage the local community. Some of the team attended our 'If The Shoe Fits' event, with an outreach worker, and during another recent visit, they brought a commissioned journalist, who was keen to see the treasured Uncle Mac's scrapbook, featuring thank you notes from children across the UK from the 1940s and 1950s. (Local brand Kiltie's was well known for sending a gift to child customers on their birthdays, hence the thank you cards!) Whilst the MoN team are often involved in helping people develop a sense of what a place was like in the past, it is certainly very exciting to play a small part in how a place is imagined, and then developed, for future generations. See: <http://stmarysworks.uk/>

'What the Victorians Threw Away' - UEA research project

The MoN team has been working with researchers from UEA and The Norfolk Industrial Archaeology Society to enable access to the Hobrough Collection, on a current project about waste disposal in the city. The project examines the history of East Anglia through the rubbish it produced between 1870 and 1950. The project brings together researchers, student diggers, and local history societies in the shared delights of exploring old rubbish dumps. Dr Derwin Gregory is considering proposing a future research study to help us better understand this fascinating industrial archive. <http://www.whatthevictoriansthrewaway.com/>

C3. Royal Norfolk Regimental Museum

Norwich Roll of Honour

The conservation and relocation project for the Norwich Roll of Honour is well underway. It is funded by the Town Close Estates Trust, Geoffrey Watling Trust, Carters and the War Memorials Trust.



The Roll of Honour

As the City memorial was not large enough to contain the 3,544 names of the Norwich men who had died in the war, it was decided that Sir Edwin Lutyens should also design a Roll of Honour to be made of oak panels on which the names would be painted. The wall mounted case about 9' high and almost 11' long with folding oak panels listing the names, was installed in the Keep of Norwich Castle on 13 January 1931. Over the years the oak panels had warped, and become scuffed and dirty. It was removed from the Keep in February and is now in the conservator's studio, from where it will be re-installed in the front entrance of City Hall ready for 11 November 2016.

Meanwhile a dedicated group of volunteers at the Royal Norfolk Regimental Museum are gathering and inputting information about all the men listed, for a new mobile-friendly website to be launched this summer, funded by HLF.

Forthcoming display: The Battle of the Somme and the Norfolk Regiment

Four battalions of the Norfolk Regiment fought in this bloody battle between 1 July and 13 November 1916. It accounted for almost a third of the men killed from the Regiment during the whole War. Open from 1 July, this is the third of a series of rotunda displays commemorating the centenary of the First World War.

C4. Costume and Textile Department

The C&T department has received the donation of a smock dating from the early 1900s. With many of the C&T collections there is rarely information about the wearer, but not in this case. The original owner of the smock was a gentleman farmer, a squire named Thomas Henry Burroughes who was a keen amateur natural historian with a passion for the bird life on his land just outside Lingwood. He was affectionately known as 'Old Redneck', presumably he was sunburnt from the many hours spent birdwatching from his punt.



Painting of Thomas Henry Burroughes and newspaper clipping Private Collection

The Department gained a new member of the team with the arrival of Louise Turner, Museum Trainee. Louise will be supporting the busy programme of visits and events and will also be involved in the re-display of the costume case in the Arts of Living Gallery at the Castle Museum and getting involved with a series of events around the forthcoming Punks exhibition at the Museum of Norwich.

The team have also been working with Norwich University of the Arts on an ACE-funded project to develop new and innovative products inspired by the Costume and Textiles collections. A range of objects were shown and explained to a group of students who, with the support of NUA's Business Development Manager Sarah Steed, have created prototype products which will be shown in a pop-up exhibition in the Royal Arcade this June.

C5. Art Department

The art department, as well as preparing for the British Art Show, are busy researching for future exhibitions. Harriet Loffler is working on putting together an exhibition of works by the iconic twentieth century Norwich-born artist Michael Andrews for summer 2017, including the loan of seven hauntingly beautiful paintings of balloon flight, the *Lights* series, to bring these together for their first ever showing in the UK.

Francesca Vanke and Giorgia Bottinelli are working on a major loan exhibition about Rembrandt for autumn 2017. They have already secured promises of a painting from the National Gallery and the Royal Collection respectively, and are hoping also to borrow drawings and prints from the British Museum and the Courtauld Gallery. The theme of this show is *Lightening the Darkness* – and, focusing chiefly on Norwich Castle's magnificent but little-known collection of

over 90 of Rembrandt's etchings, will explore the artist's physical and metaphorical uses of light and shadow, used to such stunning effect in his works in both print, painting and drawing.



Rembrandt van Rijn *Self-portrait with Saskia*, c 1636 Etching, Norwich Castle Museum

Francesca Vanke is also working with the Yale Center for British Art on an internationally important loan show for 2018, based around our painting of *The Paston Treasure*. This unique and enigmatic painting is known worldwide, and a group of scholars from Europe and America are collaborating on this ambitious project, to research the picture's meanings, the treasures it portrays and the world of the Paston family which commissioned it. The exhibition will bring together as many pieces from the Pastons' extensive collections of gold and silver as can be located, together with a dazzling array of paintings, musical instruments, jewels, and other objects from the seventeenth century.



Nautilus shell and silver-gilt cup
Holland, c1630
Rijksmuseum, Amsterdam

Silver-gilt flagons
London, c1595
Metropolitan Museum of Art, New York

As part of this project, *The Paston Treasure* has been subject to technical examination from an international team of conservators. It was the Castle's great privilege recently to host a group of conservation scientists from Italy, who brought the most advanced x-ray equipment yet used in the examination of paintings. Together with conservators from Yale, and from the Hamilton Kerr Institute in Cambridge, they spent a week analysing the painting. We now know a great deal more about the work than we did before, and the results will form part of the catalogue.

Technical examination of one of our other paintings has also recently resulted in exciting discoveries. Our Magritte painting *La Condition humaine* was examined in advance of a loan to the Pompidou Centre. In the course of its examination we discovered that this picture is painted over one quarter of a 'lost' work by Magritte, which was last seen in 1932. Its possible location has puzzled art historians ever since, but we now know that Magritte cut it into four pieces and painted over them, probably in preparation for a major exhibition in 1936.

This is a very important find: two of the other quarters of the work have also been discovered recently – one is at the Museum of Modern Art in New York, the other in the Moderna Museet in Stockholm. The last quarter remains missing, but this discovery opens up the possibility of collaboration with both these prestigious institutions in the future.

C6. Stranger's Hall

Curatorial work has focused on the assessment and identification of the extensive doll's house furniture as part of preparations for the *Small Stories* exhibition of doll's houses from the V&A which Norwich Castle Museum will be hosting March – June 2017. Our own 18th century doll's house Norwich Baby House is being conserved and redisplayed as part of the programme for the exhibition as a whole, to form the highlight of 'Small Stories at Strangers' element, which will also offer a display opportunity for star items from this significant collection and provide a service-wide trail for doll's houses on display across the county. Curatorial volunteers have also started work on auditing and improving storage in the picture and print collection.



Easter holiday events focused on the garden at Strangers' Hall, with special tours explaining the way it has evolved thanks to the efforts of our volunteer gardener team. Examples from the collection of early housekeeping books were selected to reveal the use of culinary and medicinal herbs and flowers by the able housekeepers of the 18th and 19th century. Younger visitors were offered the chance to make floral corsages to take home.

During the spring repairs NCC Norse have carried out a number of repairs to roofing and bargeboards and a hitherto unknown ancient chimney flue in what is now the lavatories was revealed as part of dealing with a damp dividing wall, providing an interesting discussion point for visitors.

Venue hire at Strangers' Hall is proving popular with a Mayor's reception, Sistema Business breakfast and three weddings to the end of May. High Season hours resume on 1 June with Friends of Norwich Museums generously funding Thursday and Friday opening from June to September.



Business breakfast at Strangers' Hall

C7. New Acquisitions

Every four years the Art Department is able to acquire a work by a leading international artist for the modern and contemporary collection at Norwich Castle by being a museum member of the Contemporary Art Society in London. The work we have chosen to acquire is by Andrew Dadson, an emerging Canadian artist who has shown across the US and Europe. His recent paintings share concerns with sculpture, and his photography captures site-specific paintings he has made within the landscape or built environment. This is an important acquisition as it will mark the first time a work by this artist has been acquired by a UK public museum or gallery. It also marks an important international addition to our expanding collection of landscape photography by artists such as Mark Edwards and Frances Kearney.



Black Barbed Wire, 2013 (142.2 x 170.2 cm) is a photograph of a painting made by Dadson in the post-industrial outskirts of Vancouver. In much the same way as Cotman or Crome did in the late eighteenth century and early nineteenth century, Dadson works 'en plein air' but in a completely different way. The way he paints the landscape is by taking water-based paint and a spray gun and covers hedges, bushes and borders in black paint. Evoking a shadow or scorched earth, the black rectangle recalls both the history of monochromatic painting and tagged graffiti. Channelling the spirit of the land artists of the 1970s this work can be understood as documenting an intervention into the landscape. The sites chosen by Dadson are frequently edgelands or places on the periphery. This idea of enclosure resonates too with the collections at Norwich given that the Norwich school painters were depicting the very effects of the Enclosure act on the Norfolk landscape. The inclusion of the barbed wire in the photograph also speaks of contemporary issues around migration and the idea of a promised land lying beyond the border. The work will be on display in the Colman Project Space in 2016/17.

The Archaeology Department has recently acquired two important pieces. The first is a lovely Late Anglo-Saxon cloisonné disc brooch with gold and enamelled centre. This was found in Great Witchingham and is only the second enamelled item of this date we have in our collections, and far superior to the first piece, which is only a component of a brooch. This example is of a type widely known from southern England in particular. The item was found by an American metal-detectorist and declared Treasure.

The second item is a gold pendant cross of a particular style known from the Baltic areas and in use between the 12th and 14th centuries. It is of interest in showing the use of culturally-distinct artefact types from this area coming and being used in Norfolk, reflecting the marine trading links with the Baltic and the region. It is perhaps also the reason it was found near the coast at Field Dalling. Again, it was declared Treasure and valued at £1,000. We were able to raise the

funding through generous grants from the Friends of Norwich Museums (£500) and the V&A/MLA Purchase grant Fund (£500).



D. Formal Learning

D1. Schools visits

Norwich Castle saw record 20,000 schools visits in 2016-17.

D2. Learning Outside the Classroom Quality Badge Award

Norwich Castle has been awarded the Learning Outside the Classroom Quality Badge Award for the third time. This demonstrates that the museum provides quality learning provision for schools and young people to approved standards of Health & Safety. The award lasts until 2018 and is widely recognised by Norfolk County Council, teachers and governing bodies as being an approved venue for schools visits.



D3. A Viking's Guide to Deadly Dragons - success with schools

The exhibition has been a huge success for the learning department. We have had over 1,500 school children from Reception to year 7 take part in our two Dragons' events: *Dicing for Dragons* and *A Day of Dragons*. The events have given us the opportunity to support schools in developing their pupils' creative

writing skills with an emphasis on the use of figurative and descriptive language. Whilst also instilling an interest in historical enquiry, an understanding of the importance of the culture of storytelling and of course the opportunity to get up close and personal with our fantastic Viking handling collection and the Natural History Galleries.

The events were delivered by costumed characters, as most of our schools programme. The back story for the day is that two young Viking have been boasting about their courageous, but fictional, defeat of a deadly dragon and this has sparked the interest of the tribe's storyteller who fancies a night off and suggests the heroes should tell their story that evening. The challenge for the children is to help the Vikings come up with a tale good enough to entertain the tribe on a cold winter's eve in the Great Hall.



The feedback we have received has been very positive *"A superb visit, excellent facilities and very welcoming staff Learning brought to life is always a highlight."* Kilby Primary School. White Woman Lane Junior school were simply *"inspired"*. Whereas Wreningham made it clear in their evaluation why they bring their pupils to our events stating that *"enrichment activities such as the castle trip make learning fun, purposeful and real....such trips develop the whole child – personal, social, emotional and academic and impact positively on attainment and the sense of self-worth."* The exhibition has also given us the opportunity to work more closely with our partners in the school library service to as we developed and delivered a joint book awards celebration in March. We plan to build the events into our core programme in the future. Lisa Hewitt, Learning Officer deserves praise for developing and delivering such a successful programme.

D4. Take One Picture and Teacher Training at Norwich Castle

For the 7th year running Norwich Castle has taken part in a partnership initiative with the National Gallery in London and UEA to offer a group of 11 trainee primary teachers an opportunity to learn more about the Take One Picture approach. Trainee teachers attended a week at Norwich Castle and the National Gallery. They had the first day at UEA, the second day at Norwich Castle then travelled to London for two days at the National Gallery. A member of National Gallery staff travelled to Norwich to see the students' presentations at the Castle on their final day.

Feedback was excellent. Most had not worked with visual art before and found themselves out of their comfort zone. The trainees are now back in their teaching placement schools with an invitation (and expectation) that they will make a visit with their class to Norwich Castle. It is a good way to build awareness of the museum sector at a crucial time in new teachers' careers.



D5. Professional Development with Academic Staff from Norwich University of the Arts

A large group of academic staff from NUA visited Shirehall on 21st March for a series of workshops looking behind the scenes at the museum. 50 staff took part in four workshops looking at the work of the conservation team, star objects from the decorative arts collection, an introduction to the natural history collection and tour of the stores, and key items from the costume and textile collection. This was part of NUA staff's regular 'teaching and learning' days. Each staff member took part in three workshops which gave a good introduction to our collections and curator colleagues. Many people had not used the museum collections before and there were lots of comments about new and creative links that can be made to units of study. The afternoon ended with a visit to the Shirehall courtroom and an exit through the prisoners' tunnel.

We had good feedback from NUA staff and hope that this will become a regular feature of the university's staff training programme.

The museum visit was both informative and enjoyable, it got me thinking about potential projects for my students.

NMS has a formal agreement with NUA to encourage tutors and students to use the Norwich museums in their studies. Colly Mudie, Learning Manager meets regularly with course leaders to promote the museum collections and exhibitions.

D6. Partnership Work with UEA School of Translation Studies Since 2000 Norwich Castle has worked together with the University of East Anglia's School of Politics, Philosophy, Language and Communication Studies. Students have translated a range of documents including gallery information, visitor leaflets and star object trails for our website. The results of their work can be seen in, for instance, the Keep and Anglo-Saxon and Viking gallery. Their work is done in the context of the *Professional Practice Translation Work Experience* module and this year we received translations in Spanish, Japanese and Chinese. In the past other languages have included Russian, Italian, German, Greek, Swedish and Polish.

This has proven to be an excellent partnership: UEA are pleased to work on real-life professional documents and we are very pleased to receive regular translations. Students visit the museum during their module to familiarise themselves with the objects and the site – and often remark how different museums are in their own country.

E. Other Developments

E1. Corporate activities

Norwich Castle has seen a very busy few months in the period of March to May 2016, hosting 13 separate events. These events have ranged from civic receptions to weddings and corporate hires and events. On May 27th we hosted an Archant EU Referendum Debate, held within the Victorian Courtroom at the Shirehall. 50 entrepreneurs were invited to hear both sides of the Leave/Remain debate. The debate was chaired by Annabelle Dickson (Political Editor at Archant) and the case for and against remaining in the EU was debated by George Freeman MP and Steve Baker MP. Norwich Castle will also be playing host to another EU Referendum debate on 6th June, aired live on Channel 4. The veteran news presenter Jon Snow will preside over the debate that has been organised by ITN and is focussed on gaining the views of the under 25 voting age group. NCC purdah procedures were followed for both events.

E2. Norwich Registrars Weddings

The 1st of April 2016 saw the first registry office weddings take place within the Benefactors Room at Norwich Castle, delivered in partnership with the Registrars Service. Since then we have seen a very healthy rise in bookings for 2016/17 and beyond. In April we played host to 46 individual ceremonies of which were attended by a total of 1500 guests. May saw 45 ceremonies with guest numbers totalling over 1500. The busier summer wedding months are still to come and we can expect some strong levels of bookings and added visits to Norwich Castle.



E3. Strangers' Hall weddings

At Strangers Hall we have also started the year well having played host to two weddings in May and a further two weddings in June. Bookings are also looking very healthy for the year ahead with another 4 confirmed bookings and a further 5 provisional bookings.



E4. Other initiatives

Dementia Friendly Museum

Over the past year staff at the Museum of Norwich has been assessing how we can make the museum more dementia friendly. Earlier in the year, working in partnership with NCC Social Services and Adult Education, we hosted a

consultation day and invited local practitioners, colleagues from organisations such as the Alzheimer's Society and Age UK, as well as people from local day care centres, to share their thoughts on our current and future services. We are currently preparing to welcome three day-care centre groups, led by Creative Arts East, for an afternoon of activities and a cup of tea. These groups will enjoy a great day out and lessons learned throughout these sessions will also feed into our action plan. The next step will be to provide Dementia Friends training for our team and volunteers.



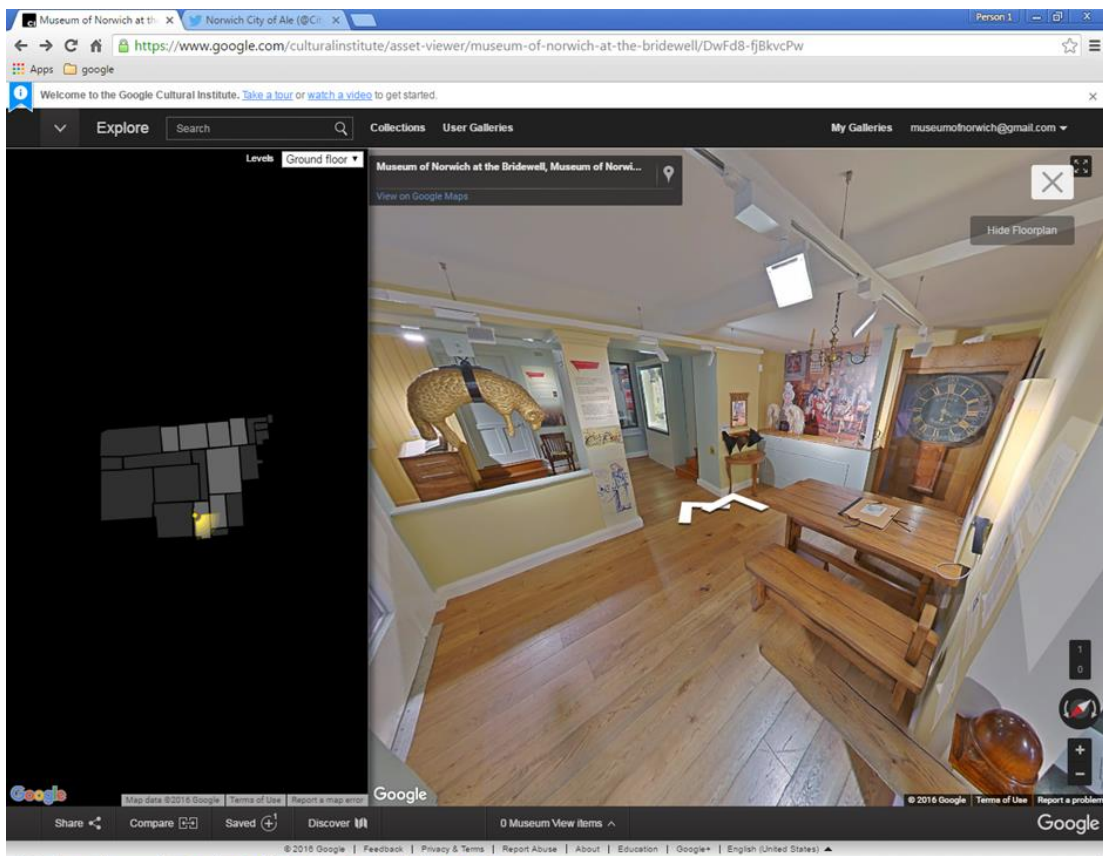
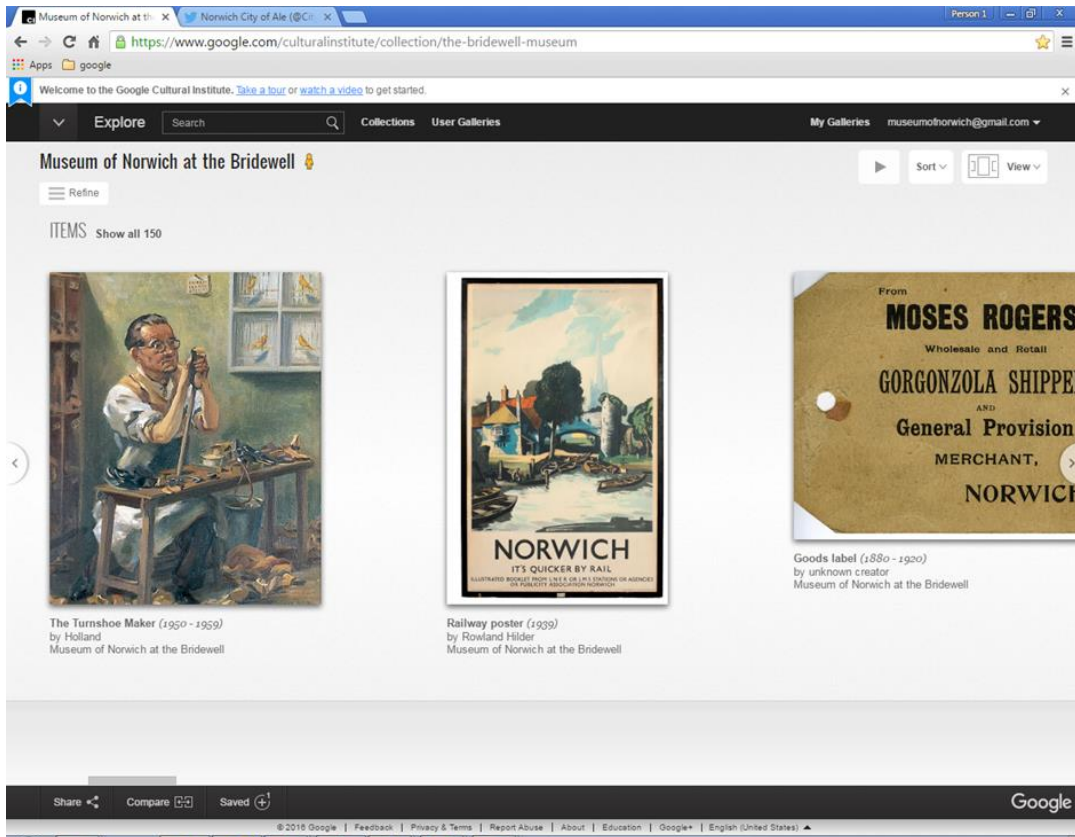
Google Art Project – Museum of Norwich goes live!



On 17 May the Museum of Norwich became the first museum in East Anglia to host its collections on the Google Cultural Institute website. Over 150 artefacts from the museum can now be viewed online by people around the world due to this new partnership. As well as a virtual exhibition of key highlights from the collections, the Google platform also provides a virtual tour of the Museum of Norwich, bringing the museum and its treasures to a global audience. Thanks to this new virtual exhibition, users will be able to see highlights of the collections including the last surviving Jacquard loom in the city, a selection of exquisite Norwich shawls, the world's first wire netting machine and a sample of the museum's extensive boot and shoe collection. These and many other treasures of the museum can now be accessed in just a few clicks at

<https://www.google.com/culturalinstitute/collection/thebridewell-museum>

The Google Cultural Institute and its partners are putting the world's cultural treasures at the fingertips of Internet users and are building tools that allow the cultural sector to share more of its diverse heritage online. The Google Cultural Institute has partnered with more than 1,000 institutions giving a platform to tens of thousands of artworks and a total of 6 million photos, videos, manuscripts and other documents of art, culture and history.



Digital exhibition

Alongside these collection's highlights a specially curated virtual exhibition has been developed by experts at the Museum of Norwich. This digital exhibition highlights examples of the wide ranging photographic collection relating to the working life of Norwich.

Virtual tour with Street View

Using the Street View feature, people can move around The Museum of Norwich virtually. A specially designed Street View 'trolley' took 360 degree images of selected galleries which were then stitched together, enabling smooth navigation of 15 rooms within the Museum, including the development of the city, the recreated pharmacy, the shoe gallery and galleries related to Norwich trades and industries. This is a tremendously exciting development for the Museums Service. Google's global reach and expertise will generate new audiences for our collections, and provide existing ones with a new way of exploring the city's heritage. Norwich has a long history of technical innovation which continues to this day, some of which is reflected in the collections at the Museum of Norwich, so it's particularly appropriate that the museum is the first in the Service, and indeed the region, to be featured as part of this project. Further NMS sites will follow. The MoN project has received some great feedback on social media – it has attracted 159 likes and retweets on twitter, and one post alone on FB has reached over 7302 people with 19 shares and 45 likes.

E5. Keep Project

NMS has successfully achieved earmarked funding from the Heritage Lottery Fund towards plans to transform Norwich Castle's iconic Keep into the region's premier heritage attraction. We have been awarded an initial development grant of £462,400, with a further £8.7 million earmarked towards the project, following a second round application at a later date. This is all in addition to the £1 million awarded from HM Treasury in 2015. The initial grant provides development funding to enable us to develop and progress plans which were prepared last year. It will allow us to undertake a further programme of study, recording and interpretation in order that we can initially understand the Keep as fully as possible. We shall also be able to identify essential repairs and conservation work in order to safeguard the building for posterity. In terms of energy efficiency, the project also aims to bring the latest environmentally sustainable technologies into the building, ensuring that it is fit for the 21st century.

The proposals for the development have been achieved as a result of extensive public consultation and analysis of previous studies dating back to the 1990s. A key element of our plans involves a special partnership with the British Museum to create an outstanding museum of the medieval period. We shall also be providing full access to all 5 levels within the historic structure, for the appreciation of all visitors, including to the battlements.

The successful delivery of the project is important for the safeguarding of jobs across the NMS. We are also looking to significantly increase visitor numbers to Norwich Castle. The scale of the project is such that it will provide economic support to the local economy and support hundreds of jobs in the wider regional economy. In partnership with the City, Cathedral and other bodies we are looking to rejuvenate the cultural heart of Norwich.

Over the next year we shall be producing a dozen major studies as part of the Development Phase. These will include architectural and structural plans, a 3D survey of the Keep interior, interpretation plan, business plan, activity plan and digital reconstructions. This programme of study will be accompanied by a further round of intense consultation on all aspects.

F. Visitor Numbers

Norwich Museums have continued to perform well in 2015-2016 and build upon the successes of 2014-15..

Castle Museum	2014-15	214,726
	2015-16	209,061
Norwich Castle Study Centre (Shirehall)	2014-15	4,445
	2015-16	4,322
Bridewell Museum	2014-15	14,880
	2015-16	15,059
Strangers Hall	2014-15	9,473
	2015-16	9,501

Numbers for April 2016 are very slightly down. This dip is attributed to Easter falling within March this year against it having been in April last year.

		APR
Castle Museum	2015-16	21,114
	2016-17	18,650
Norwich Castle Study Centre (Shirehall)	2015-16	293
	2016-17	414
Museum of Norwich	2015-16	1,359
	2016-17	1,124
Strangers Hall	2015-16	675
	2016-17	530

Detailed visitor figures will be circulated at the meeting.

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Joint Museums Committee

Item No

Report title:	Norfolk Museums Service – Integrated Finance and Risk Monitoring Report for 2015/16
Date of meeting:	1st July 2016
Responsible Chief Officer:	Tom McCabe
Strategic impact This report covers the outturn position and risk management for the Norfolk Museums Service (NMS) in 2015/16 as at 31st March 2016.	

Executive summary

This report covers the Norfolk Museums Service (NMS) budget out-turn for 2015/16. Section 1 covers the NMS revenue budget for 2015/16, reserves and provisions, the capital programme, and savings applied to the revenue budget for 2016/17. Section 2 provides the Committee with an update on the service risk register.

The main issues for consideration by this Committee are:

- The Service achieved a break-even position at the year-end.
- Progress with risk management for NMS.

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

- **The final revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2015/16**
- **Progress with the management of risk within the NMS**
- **Note the proposed savings for 2016/17 and beyond**

1. Proposal (or options)

1.1 Revenue Budget 2015/16

1.1.1 The NMS achieved a break-even revenue budget outturn for 2015/16.

1.1.2 There was a shortfall of £0.190m from Admissions Income. Admissions income did continue to follow the 14-15 trend and has seen an overall increase, however the outturn position showed there was a gap to the increased 2015-16 budget. This was partially offset by surplus on other income targets such as internal client income, other general income generation. The additional shortfall was covered by control of expenditure without the requirement to draw-down from the Museum's income reserve.

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

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Norfolk Museums Service	2.234	2.234	0.000	0.00%	0
NMS Total	2.234	2.234	0.000	0.00%	0

1.1.4 Savings targets included in the Approved Budget for 15/16 total £0.432m. These are made up of £0.050m from restructuring, Gift Aid and Cultural Exemptions £0.354m, other savings of £0.028.

1.1.5 During 15/16 the NMS net Revenue budget has reduced by £0.574m. This adjustment is mainly due to the Building Maintenance Fund £0.411m being transferred to the Corporate Property Team as this function is now managed by them, Revaluation of fixed assets £0.100m, Inflation clawback £0.014m and a reduction in Business Travel £0.009m.

1.1.6 Additional revenue grant monies of £0.200m have been received from Historic England to assist with Capital Castle Keep project. This being nil impact on NMS revenue budget.

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. There are currently no new schemes planned for future years.

1.2.3 The NMS 2015/16 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2015/16 – Norfolk Museums Service

Scheme or programme of work	Approved 2015/16 Capital Budget £m	2015/16 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Voices from the Workhouse Project	0.613	0.613	0	Project estimated to complete in 16/17
Bridewell Museum Development	0.001	0.001	0	Project estimated to complete in 16/17
Seahenge	0.000	0.000	0	Ongoing conservation. Budget agreed for 16/17.
Gressenhall Biomass Boiler CERF *	0.000	0.000	0	Project estimated to complete in 15/16
GFWH Wind & Solar CERF*	0.017	0.017	0	Project estimated to complete in 15/16
Energy Saving Improvements CERF*	0.015	0.015	0	Project estimated to complete in 15/16
Castle Keep Improvements	0.099	0.099	0	Project will complete in 17/18
ACE small Capital	0.158	0.158		Project will complete 15/16
Total	0.903	0.903	0	

* CERF is the Carbon Energy Reduction Fund.

Funding of the NMS Capital Programme

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

- The feasibility element of the Museum of Norwich at the Bridewell project was funded from NMS. The capital programme is £1.573m with approved HLF funding of £0.979m, £0.224m NCC capital, £0.76m Norwich City Council and £0.025m from the Friends of Norwich Museums and service contributions.
- Seahenge funding is for ongoing conservation work. This is rolled forward from prior years.
- Voices from the Workhouse project is funded from Heritage Lottery Fund (HLF). £1.800m funding will be received over 2 years, to transform Gressenhall into a national centre for workhouse interpretation and become the regional centre for Heritage tourism.
- Initial capital funds used for Castle Keep development prior to HLF bid. Successful capital bid money received in July 2015 is £0.800m from Historic England.
- Small Capital projects have been funded by Arts Council England (ACE) to allow NMS to fund the purchase of capital assets to a number of accredited Museums in our region to increase resilience.
- Details of 16-17 Capital funding to follow at next meeting.

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1.3 Reserves and Provisions

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

- The income reserve is maintained to enable the service to effectively manage pressures on revenue streams and resources, particularly during periods of unfavourable weather conditions that can impact upon visitor numbers.
- The Museums Repairs and Renewals Reserve includes funds for Gressenhall play & farm equipment and Carbon reduction projects.
- The Unspent Grants and Contributions Reserve includes earmarked non conditional project balances at year end. There is a plan with the funding providers about how this will be spent in future years.

Reserves and Provisions 2015/16	Balances at 01Apr15	Forecast Outturn at 31Mar16	Change
	£m	£m	£m
Norfolk Museums and Archaeology Service			
Museums Income Reserve	0.130	0.130	0.000
Museums Repairs and Renewals Reserve	0.165	0.176	0.011
Unspent Grants and Contributions Reserve	0.467	0.635	0.168
Service Total	0.762	0.941	0.179

1.4 2016/17 Budgets

1.4.1 While a number of budget savings were agreed for 2015/16 and beyond as part of the Putting People First consultation, changes to the financial environment mean further savings are required under Re-imagining Norfolk. However full Council agreed to pull suggested savings for Museums under Re-imaging Norfolk and therefore only those previously agreed savings are necessary, they are summarised as below:

	2016/17 £m	2017/18 £m	2018/19 £m
CMM002 – Income generation	-0.010	0	0
Total	-0.010	0	0

The impact these items have on the 2016/17 budget are set out below:

Description	2015/16 budget £m	Additional Costs 2016/17 £m	Saving 2016/17 £m	Cost Neutral Adjustment/ Virements 2016/17 £m	Proposed 2016/17 Budget £m	Saving Reference
Employee related costs	4.015	0.086	0	-0.116	3.985	
Premises	0.708	0.005	0	0.002	0.715	
Transport	0.050	0.001	0	-0.018	0.033	
Supplies & Services	1.865	0.013	0	-0.435	1.443	
Third Party Payments	0.004	0	0	0	0.004	
Support Services	0.080	0	0	-0.002	0.078	
Depreciation & Impairment	0.412	0	0	-0.017	0.395	
Building Maintenance	0	0	0		0	
Income	-4.751	-0.024	-0.010	0.555	-4.230	CMM002
Total	2.383	0.081	-0.010	-0.031	2.423	

2. Risk Management

- 2.1 The service continues to manage the risks to its objectives both internal and external. The risk register is reviewed and updated on a quarterly basis and was last reported to this Committee in January 2016. A summary of the risk register based on the most recent review of January 2016 appears at Appendix A.
- 2.2 The register contains nine key risks, two of which are currently assessed as a 'medium' level risk, while four are now assessed as 'low'.
- 2.3 One of the medium risks and three of the low risks are met. Two Medium risks are showing 'Amber' and with further planning should be met. The three

remaining risks are showing 'green – on schedule' towards achieving their target risk scores.

2.4 The impact of the six unmet risks on the risk register have been assessed as follows:

- 2.4.1 RM13947 – failure to meet this risk could mean damage to exhibits (reducing income and incurring costs), undermine safety and damage the reputation of the service. This risk is mitigated through close work with NPS to ensure buildings are maintained, investments are made where necessary and an emergency response plan is in place for each site.
- 2.4.2 RM13948 – a residual low-level risk from flooding remains at Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. Appropriate mitigation strategies including staff training are in place.
- 2.4.3 RM13949 – Arts Council England (ACE) funding of £1.2m in 2014-15 and a further £4.1m covering the period 2015-18 has been confirmed and the programme is in delivery. If this funding was to be lost then either activities would cease or alternative funding identified. This is mitigated by close monitoring of the service to ensure targets are met and maintaining close ties with the ACE Relationship Manager.
- 2.4.4 RM14065 – failure to follow data protection procedures could lead to loss or inappropriate release of information which could lead to fines and civil claims. This is mitigated by making sure that all staff complete the mandatory training and are aware of their responsibilities.
- 2.4.5 RM14162 – failure to generate income in line with the 2014-17 service plan would mean alternative savings would have to be identified to deliver a balanced budget. This is mitigated by the investments being made to allow NMS to deliver services to the public on a more commercial basis.
- 2.4.6 RM14258 – Impact on NMS from reducing resources within County Hall including finance, HR, ICT, NPS, etc. Also, pressure on minor works budget will create additional problems/maintenance costs. This is mitigated by working 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.

3. Financial Implications

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

4. Issues, risks and innovation

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

5. Background

There are no other documents to refer to.

Officer Contact

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

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

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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.

Appendix A: Risk Register for Norfolk Museums Service

As per attached Excel sheet

Risk Register - Norfolk County Council

Risk Register Name		Norfolk Museums Service																Red				
Prepared by		Steve Miller and Steve Rayner										High						Amber				
Date updated		May 2016										Med						Green				
Next update due		August 2016										Low						Met				
Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date reviewed and/or updated		
Norfolk Museums Service	RM13947	Failure to maintain historic buildings	We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.	30/06/2011	4	3	12 Amber	3	3	9 Amber	Close liaison with NPS and Norwich City Council to identify priorities in building maintenance Ensure we include investment in buildings maintenance in all capital projects Ensure we foster a good personal and professional relationship between our staff and that of NPS Ensure that our building staff are continuously monitoring our buildings to supplement NPS Ensure we have appropriate emergency response procedure in place in all premises	Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Andrew Crossley point of contact for standards monitoring with NPS. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard. Major roofing works at the Shirehall completed in 2012. Museum of Norwich at the Bridewell re-opened to the public in July 2012 following substantial investment in its historic fabric as part of an HLF-funded refurbishment. Reviewed by SMT 20 August 2013 - As this is a risk to be managed on an on-going basis, having met its target score by January 2013 - agreed at SMT 20 August 2013 to show prospects as 'Green', amend target date to 01 April 2017 and retain on the risk register for monitoring purposes until 2017. Reviewed by SMT 21 March 2014 - No change.	3	3	9 Amber	01/04/2017	Green	Steve Miller	Steve Miller	06/08/2016		
Norfolk Museums Service	RM13948	Significant flooding in Gt Yarmouth area	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	30/06/2011	3	4	12 Amber	2	3	6 Amber	Emergency plan is in place Weekly checks of the store are carried out to check on safety of contents Contents insurance purchased Ensure risk assessment is reviewed Seek alternative storage provision Swap valuable high value items with other stores Ensure location records are accurate Commence a programme of rationalisation of collections in order to enable store to be vacated	Reviewed by SMT 16 April 2013 - The library basement art store has now been cleared. There will remain a large proportion of our social history collections that will be reviewed for further rationalisation but these are not considered to be a significant long term risk. Survey of storage area (December 2012) had identified possible asbestos issue that would require urgent evacuation of all collections to an alternative, secure, site. GY Operations manager has established the situation and prepared a suitable action plan/risk assessment. There may be minor low level asbestos related risks in relation to removal of floor tiles and Norse has been tasked with investigation. Reviewed by SMT 20 August 2013 - Identification of alternative storage location remains a priority, subject to NMS rationalisation strategy. Current impact score raised from two to three, however, prospects remain 'Green' subject to further review. Reviewed by SMT 21 March 2014 - No change to scoring - Target date amended to 31/03/2015. Positive progress on delivery during the first half of 2014/15, expectation for this risk to be resolved by target date. Risk fully resolved May 2015. However, a residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn.	1	1	1 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/08/2016		
Norfolk Museums Service	RM13949	Not delivering business plan targets as Arts Council England (ACE) funded Major Partner Museum	If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2012-15, the loss of funding in 2015, and a resulting reduction in service provision.	30/06/2011	3	3	9 Amber	1	3	3 Green	Monitor service delivery to ensure that targets are being met Maintain close liaison with ACE Relationship Manager to ensure that she is aware of achievement and challenges	Positive progress against all business plans (MPM, Museums Development and Museums & Schools).	1	3	3 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/08/2016		

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
	Norfolk Museums Service	RM14132	Failure to secure Arts Council England (ACE) Renaissance funding and continue as a Major Partner Museum	Failure to secure ACE funding for the period 2015-2018 will result in a massive loss of investment in NMS and the wider County in the region of £1.2m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects.	23/08/2013	3	5	15 Amber	1	5	5 Green	Deliver the current ACE Renaissance programme successfully Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods Put together the strongest application possible autumn 2013/spring 2014 Strategic conversations with NCC Directors and Elected Members in terms of budget discussions relating to 2014-17	Positive progress on key items as at 31 March 2014. To be reviewed at ACE/Renaissance Board Meetings and future SMT meetings. Reviewed by SMT 21 March 2014 - No change to scoring. Funding for 2015-8 secured. Need to continue to deliver agreed MPM plan.	1	5	5 Green	31/03/2016	Met	Steve Miller	Steve Miller	01/05/2016
S	Norfolk Museums Service	RM14027	Theft of museum objects	Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	22/03/2012	5	5	25 Red	2	5	10 Amber	Review of display case security. Review of security staffing and systems. Additional CCTV coverage. Upgrade of case locks where necessary. Installation of additional case alarms where necessary. Employment of additional gallery security guards while reviews being undertaken. Removal of small paintings pending upgrade of CCTV. Liaise with police during their investigation. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.	Recommendations from internal and external security reviews implemented. Case security checked and upgraded where necessary. New key protocols introduced. Security added to remit of H&S Committee. Awaiting sign off from Internal Audit. Reviewed at SMT 15 January 2013. Target met. Safety and security infrastructure in place. Retain on risk register for monitoring purposes. Reviewed by SMT 20 August 2013 - As this is an on-going risk John Davies will own and update to reflect future security arrangements. Reviewed by SMT 21 March 2014 - Robust on-going audits and security reviews are continuing. No change to scoring - Target date amended to 01/04/2015 as this is an on-going risk.	2	5	10 Amber	31/03/2015	Met	John Davies	John Davies	06/02/2016
S	Norfolk Museums Service	RM14065	Failure to follow data protection procedures	Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.	31/05/2012	3	4	12 Amber	1	4	4 Green	New staff not allowed computing access until they have completed the data protection and information security e-learning courses. A workbook on data protection and information security has been published for staff and volunteers who have no computer access. Mandatory refresher training and monitoring rates of completion of training. Introduction of more stringent rules to ensure sensitive information is sent to the correct recipient.	Staff reminded of the serious nature of data protection, encouraged to refresh their e-training, and advised how to avoid easy mistakes when using email address lists - 08/08/12. Reviewed at SMT 15 January 2013. Target met. NMS measures in place. Retain on risk register for monitoring purposes. Reviewed at SMT 20 August 2013 - Ownership to change to Steve Miller with SMT to monitor in future. Reviewed by SMT 21 March 2014 - Local data has been reviewed and bespoke guidelines and procedures have been developed and delivered to support corporate policies. Any changes in terms of procedures brought in via DNA will be implemented across the Service as per NCC standards.	1	4	4 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/08/2016
S	Norfolk Museums Service	RM14162	Failure to generate additional income streams in 2014/2017 in accordance with service plan.	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	21/03/2014	3	5	15 Amber	3	5	15 Amber	Commercial Strategy in place Staff will be trained and supported in the delivery of key goals	Reviewed by SMT 21 March 2014 - Excellent progress made and the target score was met for 2013/14. Very good progress made in the first half of 2014/15 including the establishment of the new Development Foundation to help with Service-wide fundraising. Loss of staff through restructuring as a result of NCC budget reductions for 2015/16 puts our income generation targets under much more pressure. Full impact will not be known until restructure is completed although planning suggests we will be able to deliver our budgeted income for 2015/16.	3	3	9 Amber	01/04/2017	Amber	Steve Miller	Steve Miller	06/08/2016
	Norfolk Museums Service	RM14163	Joint museums agreement review.	Failure to reach agreement over contributions from participants in the joint museums agreement may lead to reduced service and loss of reputation.	21/03/2014	2	4	8 Amber	2	4	8 Amber	JMA is a priority in the Service Plan 2014/15	JMC briefed 27th June 2014; Review currently underway with all JMA partners (Sept 2014), no issues anticipated. Final JMA signed off 2015.	1	3	3 Green	31/03/2015	Met	Steve Miller	Steve Miller	06/02/2016

**Norfolk Museums Service
– Performance & Strategic Update Report
A report by the Head of Museums**

Executive Summary

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

The main items for consideration by this Committee are:

- Progress regarding development of the Keep at Norwich Castle
- Plans for 2016/17 including the main exhibition and events programme and plans for achieving a balanced budget
- Progress regarding the *Voices from the Workhouse* project at Gressenhall Farm & Workhouse
- Arts Council England's new funding programme for 2018-22

1. Executive Summary

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

1.1 Performance Summary

1.1.1 Total museum visits across all 10 NMS sites for the period 1st April 2016 to 30th April 2016 were 32,979 compared to 37,510 for the equivalent period 1st April 2015 – 30th April 2015. This represents a 12% decrease on last year's total visitor numbers for April. However, given the fact that the Easter holiday in 2016 was split between two financial years and Gressenhall was not fully operational following the development project, we believe that there is no immediate cause for concern.

1.1.2 School visits across the 10 NMS sites for the period 1st April 2016 – 30th April 2016 were 2,781 compared to 2,147 for the period 1st April 2015 – 30th April 2015. This represents a 30% increase. Whilst very early in the financial year, it is a positive start and reflects the hard work of the learning teams across the County.

1.2 Performance/Service Plan highlights

- 1.2.1 **A Viking's Guide to Deadly Dragons: exhibition at Norwich Castle**
A Viking's Guide to Deadly Dragons is a family-friendly exhibition inspired by Cressida Cowell's best-selling children's books *How to Train Your Dragon*. The exhibition has been created by [Seven Stories](#), [The National Centre for Children's Books](#) and contains many original Norfolk elements, including some previously unseen Viking treasures.

The exhibition ran until 30 May 2016.

Halfway to Paradise - The Birth of British Rock: exhibition at Time and Tide Museum, Great Yarmouth

Halfway to Paradise transports visitors back to the dawn of British rock 'n' roll – when four Liverpool lads were stopping hearts and the vinyl record reigned supreme. Showbiz photographer Harry Hammond captured definitive images of leading British musicians and many visiting American artists. This exhibition from the V&A showcases his photographs.

The exhibition also draws together memorabilia from the collections of people who were part of the Great Yarmouth rock scene in its heyday.

The exhibition runs from 19 March until 2 October 2016.

Art of the Mart: exhibition at Lynn Museum, King's Lynn

This exhibition looks at the art, craft and design of King's Lynn's funfair, known as 'the Mart'. The Mart opens each year on Valentine's Day, traditionally the first of the fairs in the Showmen's year. King's Lynn was famous in Victorian times as the home of creators of steam-powered merry-go-rounds, Savage's Ltd.

The exhibition runs until 2 July 2016.

17th Century Tokens: exhibition at Museum of Norwich at the Bridewell

A fascinating look at the currency of 17th century Norfolk and the stories it tells about a mercantile county and the society of the day.

The exhibition runs until the autumn.

'To watch the corn grow, and the blossoms set': the art of Cloughton Pellew: exhibition in the Colman Project Space, Norwich Castle

Cloughton Pellew (1890-1966) was a gifted painter and wood engraver, trained at the Slade School of Art. Rediscover his exquisite drawings and prints, inspired by the harmony of country life, on the 50th anniversary of his death.

The exhibition runs until the autumn.

Flint Rocks: exhibition at Ancient House

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

The exhibition runs until 29 October 2016.

British Art Show 8

The largest contemporary art show in Britain comes to Norwich and the East of England for the first time in its history. The exhibition will be shown at Norwich Castle, Norwich University of the Arts and The Forum and is being delivered in partnership with Norwich University of the Arts (the lead partner) and the Southbank Centre, London. It is supported by Arts Council England and key local sponsors include Intu Chapelfield, Larking Gowen chartered accountants and Mills & Reeve solicitors.

A major national art commission with artist Alan Kane saw *The History Train*, a horse-drawn procession carrying special art works, travel through Norwich on 18 June.

The exhibition runs from 24 June to 4 September 2016.

1.2.2 Learning Programmes

The learning teams across the County continue to deliver a number of award-winning programmes for all ages with a focus on the priority groups of schools, disadvantaged communities and our Looked After Children.

As previously reported, the Department for Education (DfE) and Arts Council England have confirmed a further extension to the schools' literacy programme 'Museums and Schools'. This funding extension is enabling NMS to roll out the very successful *Stories from the Sea* in North Norfolk whilst continuing to build the programme in Great Yarmouth. Further details on this important programme will be provided later in the year.

As part of the Heritage Lottery Fund (HLF) supported *Voices from the Workhouse* project, learning officers from Gressenhall have been working with a number of groups in the local community. Groups have included young people, older people in residential care and prisoners from HMP Wayland. This outreach programme will continue throughout the summer and beyond, funded by the HLF.

Special learning programmes for the under 5's continue to attract very large numbers across the County, including *Little Kippers* at Time & Tide Museum, the *Bear Hunt* and the *Castles* workshops at Norwich Castle and the *Muddy Museum Café* at Gressenhall.

1.2.3 Teaching Museum & Skills

The 2016/17 cohort of Teaching Museum trainees continue to integrate into the various teams across the County, working on a variety of projects and programmes. The current trainees are:

Anne Brown	Keep Development, Norwich
Imogen Clarke	Curatorial, Western Area
John Holdaway	Natural History (Countywide)
Jennifer Hooker	Business Development (Countywide)
Holly Morrison	Learning, Great Yarmouth & Cromer
Louise Turner	Costume & Textile (Countywide)

The Teaching Museum programme was recognised by the national Museums & Heritage Awards 2016 as a runner-up in the Inspiring Learning category.

The Heritage Lottery Fund will be launching a second round of their *Skills for the Future* programme in June. The Museums Service is currently exploring a potential application.

1.2.4 Marketing and PR

A full marketing and PR programme is being rolled out to promote the new *Voices from the Workhouse* galleries. The main marketing and PR activity will take place just before the start of the summer holidays.

The campaign to promote the British Art Show is underway, with promotional material across East Anglia and in London, including on all major transport routes.

Norwich Castle was used as a venue for the Channel 4 EU Referendum debate, generating a welcome amount of national publicity.

Looking ahead to the autumn, there will be a focus on the Olive Edis exhibition at Norwich Castle. An update on the Olive Edis project will be given at the next JMC meeting.

1.2.5 Partnerships and DCMS Select Committee

NMS continues to use its staff, volunteers and venues to support fundraising events for a variety of local and national charities. In May, Strangers' Hall was used as a venue for the Lord Mayor's fundraising breakfast in aid of Sistema, the children's music charity. NMS is also in discussions with NANSA, the Norfolk-based charity working to improve the lives of people with physical, sensory and learning disabilities. The expected outcome of this will be a partnership project supported by NMS.

On 17 May, the Museum of Norwich became the first museum in East Anglia to host its collections on the **Google Cultural Institute** website. Thanks to this new virtual exhibition, users will be able to see highlights of the collections including the last surviving Jacquard loom in the city, a selection of exquisite Norwich shawls, the world's first wire netting machine and a sample of the museum's extensive boot and shoe collection. These and many other treasures of the museum can now be accessed at <https://www.google.com/culturalinstitute/collection/the-bridewell-museum>. This is a prestigious and hopefully very developmental new partnership for the Service. Other sites will follow over the coming months, beginning with Lynn Museum.

During the period, the Museums Service received visits from Ian Blatchford, Director of the Science Museum Group and Dr Hartwig Fischer, Director of the British Museum. Both Directors were very complimentary about the work of the Service and the partnerships which exist between NMS and their institutions.

In May, the Department for Culture, Media and Sport (DCMS) held its *Countries of Culture* Select Committee. During the oral evidence given, Sir Neil MacGregor, the ex-Director of the British Museum, gave the following evidence:

Q134 Chair: Are there any institutions or collections around the country, possibly outside major cities, that you would particularly highlight as beacons of best practice on the one hand, or specifically under threat in a way that would cause you alarm on the other?

Sir Neil MacGregor: *If you leave aside the big cities—Manchester, Newcastle, Glasgow—the one I would mention from our own experience would be Norwich. The way that Norwich has worked as the hub for a region is exemplary, and I think it points one of the ways forward. From the beginning of the process of Renaissance in the Regions, investing in the hub museum, which would then share expertise and resource with smaller museums in the region, has worked extraordinarily well in Norwich, and the whole region has benefited. It is also a place where the local authorities at both city and regional level have decided to make culture and museums a priority. The result has been a level of energy and engagement and, I think, of public enjoyment, which is remarkable. That is a good model for the smaller cities to follow.*

The full transcript can be found at <http://data.parliament.uk/writtenevidence/committeeevidence.svc/evidencedocument/culture-media-and-sport-committee/countries-of-culture/oral/32902.html>

1.2.6 Commercial Developments

A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the commercial targets. Key developments since the last meeting are listed below:

- The Arts Council England supported project developed in partnership with Norwich University of the Arts (NUA) to create commercial opportunities using the Museum's collections has been completed. Evaluation is currently being completed.
- The first two months of registry weddings at Norwich Castle have gone very well. Elsewhere, a growing number of bookings have been secured for Strangers' Hall and Gressenhall. Gressenhall held its first wedding in the Old Chapel in April.
- External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients has been secured for the forthcoming financial year including work for the National Trust and cultural organisations from across Norfolk.

The £9m development and exhibition *Command of the Oceans* opened at Chatham Historic Dockyard on 27 May. This project has been supported by the NMS Conservation Team.

For more details visit www.conserveanddisplay.co.uk

Commercial bookings for Norwich Castle are buoyant with recent high-profile events including the Norfolk Chamber of Commerce's 120th anniversary celebrations and Archant's EU Referendum debate. Jennifer Hooker, our new Teaching Museum (Business Development) will be supporting the Norwich Castle team over the coming year.

1.3 Conclusion

- 1.3.1 It is too early in the financial year to draw any conclusions about future performance, but the programme for 2016/17 is strong, supported by the opening of the new *Voices from the Workhouse* galleries at Gressenhall.

Commercial income strands including conference and banqueting, conservation and design services and weddings continue to develop positively.

2. Strategic Developments

2.1 Stories of Lynn

As previously reported, The *Stories of Lynn* Heritage Lottery Fund project for King's Lynn Town Hall is now complete. This major project – led by the Borough Council of King's Lynn & West Norfolk - has been delivered in close partnership with Norfolk Museum Service and Norfolk Record Office.

The “Stories of Lynn” exhibition is open 10am to 4pm seven days a week. On Tuesdays and Sundays the 1st floor Stone Hall and Assembly Room will also be accessible to visitors. The new Archive will open 12.30pm to 4pm Tuesdays to Fridays and on the first Saturday of the month 10am to 2pm. There will be no charge for visits to the Archive.

The Joint Museums Committee will receive a full presentation on the project from the team on the 1 July.

2.2 Norwich Castle Keep

Norfolk Museums Service has received earmarked funding from the Heritage Lottery Fund (HLF) for the *Norwich Castle: Gateway to Medieval England* project.

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

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

The initial grant from the HLF provides development funding to help the Service progress its plans and undertake a major public fundraising campaign. This first award will enable a programme of study to record, interpret and understand the Keep fully, as well as identify essential repairs and conservation work.

In terms of energy efficiency, the project aims to bring the latest environmentally sustainable technologies into the building ensuring it is fit for the 21st century.

Regular updates on progress will be given at every JMC meeting.

2.3 Norfolk Museums Development Foundation (NMDF) & Fundraising

Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well and a Board Development Day has been held which has been helpful in assisting

the Trust in developing a clear vision which complements the work of the Joint Museums Committee and our other sister charities.

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

An application from the NMDF to the Peter Cruddas Foundation to support our partnership work with the Norfolk Youth Offending Team (YOT) has been successful. The grant will fund projects at Norwich Castle to help young people aged 16 and 17 who are working with the YOT to move into education, employment or training. With this funding support, the Museum will run a three month animation course this autumn and a further course next year. The young people will work with the Museum's learning team, a reparations worker and an experienced animator to gain film and photography skills. They will work together to devise stories about the collections and the Castle to create animations which will provide them with a portfolio to achieve an accredited qualification with an Arts Award.

2.4 Gressenhall Farm & Workhouse – Voices from the Workhouse project

The Voices from the Workhouse capital development project at Gressenhall, supported by the Heritage Lottery Fund and other key funders, is progressing according to schedule and the main exhibition was opened to the public by way of a preview offer on 28 May.

The VIP opening with the Heritage Lottery Fund will take place on Friday 8th July, 5-7pm, and all Joint Museums Committee Members are invited.

A full update and presentation on the project will be given later in the year.

2.5 Arts Council England

Whilst NMS continues to deliver its current funding programme (2015-18), work is underway to prepare for the new funding round in the autumn. Consultation is underway by the Arts Council to shape its next funding programme but it is likely to be a 4 year settlement for the period 2018-22. The Arts Council is likely to bring museums into line with the rest of the arts portfolio in terms of having one major funding programme (but with the potential of three levels of investment giving different stages of responsibilities).

Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This will involve coordinating a national conference in the autumn and a publication containing case studies drawn from NMS's work and that of 5 other Major Partner Museums across England. NMS is also working with Kids in Museums, the national charity, to develop a new Takeover

Day programme aimed at introducing children from diverse backgrounds to the idea of working in museums and the cultural sector.

2.6 Deep History Coast Project

NMS curatorial staff have continued to progress the *Deep History Coast* Project initiative.

Staff continue work on the Deep History Coast publication. Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event is being planned at Time & Tide Museum for summer 2016.

Our staff continue to work with NNDC on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support has also been provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled. A partnership application led by NNDC to the Government's Coastal Communities Fund is expected to be submitted at the end of June.

2.7 Culture White Paper

Norfolk Museums Service contributed to the Department for Culture, Media and Sport's Culture White Paper during meetings with Ed Vaizey MP, the Minister for Culture, and via written submissions. The main response from Norfolk Museums Service was around our award-winning work with schools and young people.

The Culture White Paper was launched on 23 March and contains outline detail on a number of new programmes, including a 'Place-making' initiative which will offer funding for cultural activities to 12 places across the UK.

3. Museum Development across Norfolk

3.1 Museum Development across Norfolk

NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East. Recent developments include the launch of the 2015-16 training calendar which offers over 80 events including training courses, workshops, conferences and seminars.

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.

Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.

The annual SHARE Museums East Volunteers Awards will be held at the Fitzwilliam Museum in Cambridge in June.

For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

4. Equality Impact Assessment (EqIA)

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

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

5. Section 17 – Crime and Disorder Act

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

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

6. Conclusion

- 6.1 A balanced budget for 2016/17 has been drawn up and is dependent on the delivery of the income targets across the Service as well as the maintenance of high visitor numbers across the 10 museums. With the opening of the new *Voices from the Workhouse* project at Gressenhall and a strong exhibitions and events programme across the County, the Service is hopeful of meeting its challenging targets. Following the success with our HLF application, the development of the Keep at Norwich Castle will be a key focus for the coming year.

7. Recommendation or Action Required

7.1 The Joint Museums Committee is asked to consider and comment on:

- Progress regarding development of the Keep at Norwich Castle
- Plans for 2016/17 including the main exhibition and events programme and plans for achieving a balanced budget
- Progress regarding the *Voices from the Workhouse* project at Gressenhall Farm & Workhouse
- The Arts Council England consultation on the new funding programme for 2018-22

Officer Contact

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

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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.